

BOBSLA

Making snow
experience
sustainable

OUR TEAM

STRATEGENIUS



RÉKA
IZSÁK

*Management
and Leadership*



STELLA
NAGY

*Management
and Leadership*



NÓRA
KOZMA

*Management and
Leadership*



ATTILA
LÉGRÁDI

*Management and
Leadership*

EXECUTIVE SUMMARY



ANALYSIS

Industry analysis

Presentation of Bobsla

Comparison of regular and electric snowmobiles



ALTERNATIVES

B2C		
Private Individuals Higher Class	Winter Sports Enthusiasts	Sustainability Seekers

B2B		
Ski Resorts	Mountain delivery service companies	Mountain Rescue Institutions



RECOMMENDATIONS AND IMPLEMENTATION

B2B – Leasing + as-a-Service

B2C – Hardware + community

2 TIER expansion:

- 1) Europe
- 2) CAN,RUS



IMPACT

85 000 units sold by 2025

BOBSLA



ANALYSIS



**DEVELOPMENT OF
ALTERNATIVES**



**RECOMMENDATIONS
AND
IMPLEMENTATION**



IMPACT

BOBSLA



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IMPACT

Outlook on Bobsla and the snowmobile industry

In recent years, the snowmobile industry has faced several challenges mainly due to COVID-19 and this had an impact on its innovative player, Bobsla.

Snowmobile industry

High cost of vehicles → Global market growth: **3.5%** (2016-2021)

Ski resorts closed → COVID-19 forced many companies, including Bobsla, into **financial survival mode**

**FACING CHALLENGES
WHILE ACTING SUSTAINABLY**

Bobsla & the “Tesla on Snow”

Lessons from the experience of early movers
→ Creatively combining features of the **snowmobile** and the **sled**

LOW WEIGHT AND LOW COST

**BOBSLA NEEDS TO RETHINK ITS BUSINESS MODEL AND
CREATE A CONSISTENT AND SUSTAINABLE STRATEGIC PLAN**

Comparison of regular and electric snowmobiles

Taking into consideration the traits of different snowmobile types, the electric model proves to be the most sustainable solution to choose.

Regular snowmobile

200-600 g/km CO2 emissions →

Roughly 2x-4x that of a standard car

Produces **90 dBA noise**

Heavy frame → **Dangerous** to drive,
multiple **accidents** happen yearly

NOT A SUSTAINABLE SOLUTION

Electric snowmobile

Zero emissions

Zero noise

Instant torque

Fast acceleration

Fun & safe to drive

SUSTAINABLE SOLUTION

**CHOOSING ELECTRIC SNOWMOBILES IS NOT ONLY A MORE SUSTAINABLE SOLUTION,
BUT A SAFER ONE FOR DRIVERS AS WELL**

MAIN QUESTIONS FOR BOBSLA

WHO?



**B2B
B2C**

HOW?



**HARDWARE/
SERVICE**



**PRICING
STRATEGY**



**GEOGRAPHICAL
EXPANSION**



**ADVERTISING
AND FUNDRAISING**

BOBSLA



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IMPACT

MAIN TARGET MARKET ALTERNATIVES FOR BOBSLA




B2C

B2B

Private Individuals Higher Class	Winter Sports Enthusiasts	Sustainability Seekers	Ski Resorts	Mountain delivery service companies	Mountain Rescue Institutions
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Development of alternatives

We see 6 possible alternatives regarding the target market, these are illustrated as follows:

	B2C			B2B		
	Private Individuals Higher Class	Winter Sports Enthusiasts	Sustainability Seekers	Ski Resorts	Mountain delivery service companies	Mountain Rescue Institutions
TRAITS	Less price sensitive customers	Customers seeking professionalism, adrenaline and exclusivity	Willing to pay more for sustainable solutions	Seasonality, more price sensitive customers	More price sensitive, but not so open customers	Strict regulations
PAIN POINTS	Limited use considering location, time and maintenance	Slow development of novelty products	Limited availability of sustainable options	The risk of underutilisation	Lack of vehicles for delivery	Solution must be very reliable and safe
CUSTOMER NEED	Best in class equipments	Enjoyment, experience	Zero emission vehicles (CO2, sound)	Snowmobile solutions better integrated in the service portfolio (employee need)	Delivery capacity	Functionality, durability and long distance solution

Analysis of alternatives

B2C

B2B



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IMPACT

B2C business model and pricing

Regarding our recommendation in the B2C segment, we would sell the hardware in a leased form and offer maintenance as an after-sales service if needed.

B2C



WINTER SPORTS
ENTHUSIASTS

&

SUSTAINABILITY
SEEKERS



BUSINESS MODEL

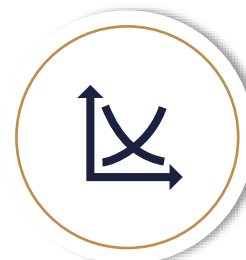
Hardware/ As-a-Service

➤ **HARDWARE**

Customers: Private individuals

➤ **After-sales: Maintenance service**

Expansion and brand awareness will further be boosted through other advertising solutions



PRICING

Customers: Companies

= Less price sensitive customers, who have financial stability and who can afford paying for special services as a means of relaxation and doing sports

Price range: 10-15 thousand dollars

Costs: 7 thousand total cost (smaller scale)
5 thousand total cost (bigger scale)

B2B business model and pricing

Regarding our recommendation in the B2B segment, we would sell the hardware itself for the customers and provide maintenance as an after-sales service if needed.

B2B



SKI RESORTS



BUSINESS MODEL

Hardware/ As-a-Service

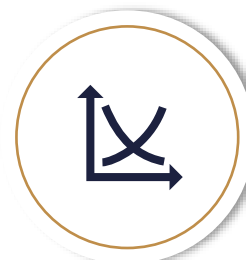
➤ **HARDWARE with leasing possibility**

Leasing: would be a financially optimal solution considering customers cash-flow problems, ensuring better liquidity for them

Customers: companies

➤ **After-sales: Maintenance service**

Win-win situation



PRICING

Customers: Private individuals

= More price sensitive customers, who would like to be able to ensure a broad service portfolio for their guests

Price range: 12 thousand dollars per unit

Costs: 7 thousand total cost (smaller scale)
5 thousand total cost (bigger scale)

Yearly fee: 110 thousand dollars

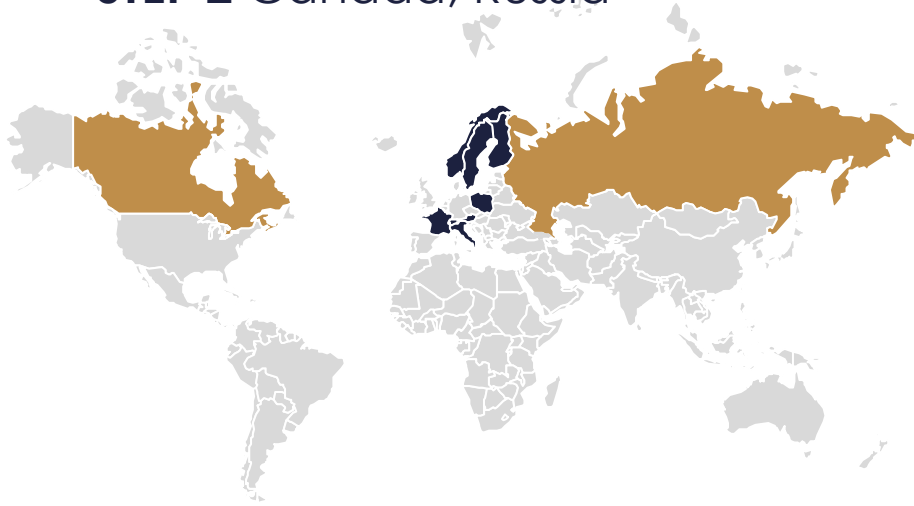
Geography & Advertising

A 2-tier expansion will ensure a wide-spread brand awareness in Europe and later Canada and Russia as well.

Expansion Strategy

STEP 1 European target markets

STEP 2 Canada, Russia



Advertising Strategy

Channels Events and social media

Message Sustainable, reliable + fun

2 levels: brand awareness + popularity



**FORMULA-E ON SNOW
EUROPEAN TOURNAMENT**













Funding

Government funding can be strongly utilized in pursuit of sky resort clients due to the current recovery economic programs



Funding alternatives



	Government funding	Venture capital	Crowdfunding
			
Strategic fit (based on our recommend)			
Impact			
Difficulty to acquire			
Benchmark	Horizon 2020 EU	Impact vc funds	Kickstarter



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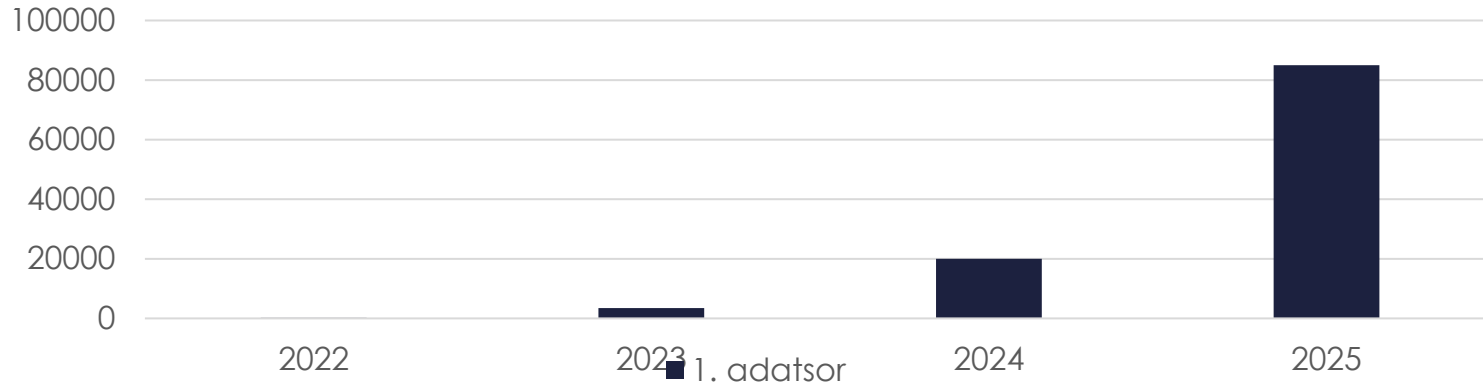


IMPACT

Impact

The main driver of the strategy is number of sky resort partners, which can be scaled up by 2025

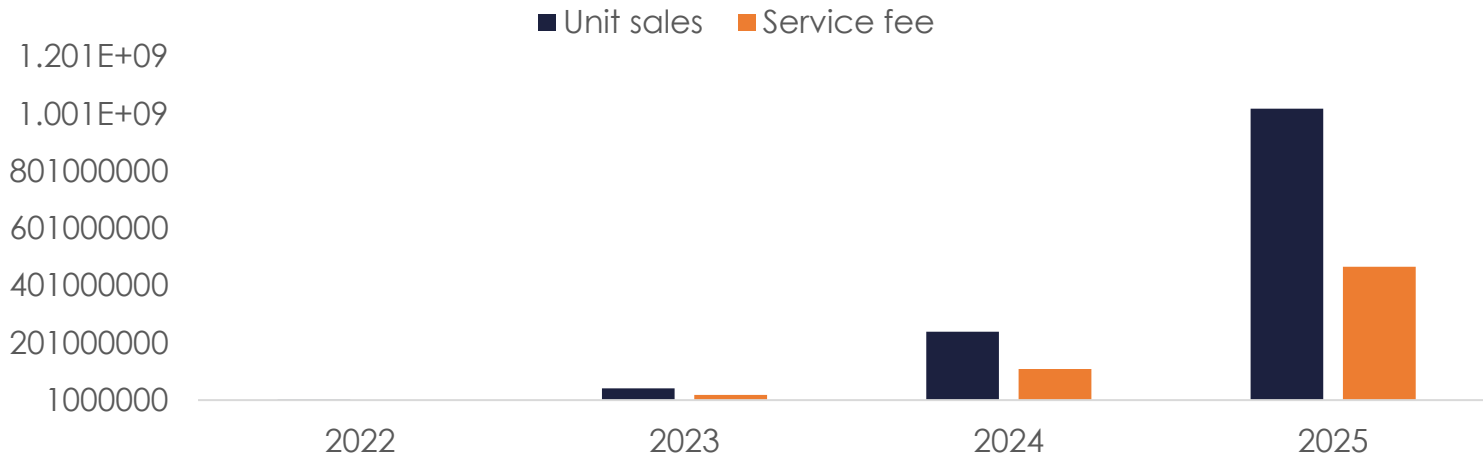
Number of units sold



Assumptions

- ❖ Average fleet size: 20 units
- ❖ Number of partners by 2025: 4 250 partners

Revenues of strategy (thousand dollar)



Assumptions

- ❖ Cost of ownership: 5 500 \$
- ❖ Yearly fee: 110 000 \$

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Business Model Canvas

The business model will ensure a successful expansion around the globe.

Key partners 	Activities 	Values 	Customer Relationships 	Customer segments 
Ski resorts	E-snowmobile provider	Sustainability	E-snowmobile lover community Connecting 2 segments	B2B Winter Sports Enthusiasts Sustainability Seekers
Event organizers	Resources 	Reliability	Channels 	B2C Ski Resorts
Sponsors	Patent Know-how	Community	Events Social media	
Costs  Manufacturing Personal costs Service costs (after-sales)		Revenue  Leasing-fee Service-fee Direct B2C sales revenue		