



## NEW ENERGY VEHICLE RENTAL

by

KAI YANG

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION (INTERNATIONAL PROGRAM)

SOUTHEAST ASIA UNIVERSITY

ACADEMIC YEAR 2022

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**Independent Study Title**    New Energy Vehicle Rental  
**Author**                            Kai Yang  
**Program**                            Master of Business Administration (International Program)  
**Advisor(s)**                        Asst.Prof. Chairit Thongrawd, Ph.D.

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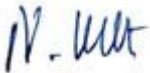
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### ABSTRACT

The purpose of this study was to world's energy structure, the traditional fossil energy can no longer meet the requirements at the present stage. The Chinese government is committed to improving the structure of the new energy vehicle industry, the consumption environment of new energy vehicles and the investment and financing environment of new energy vehicles. From foreign experience, with the adjustment of new energy vehicle industrial structure and the improvement of consumption environment, there will be more vehicles into the new energy vehicle rental market to digest, the national consumption tax on new energy vehicles and the price of new energy vehicles and so on will be conducive to the development of new energy car rental business. The national reform of the official vehicle system also makes the new energy vehicle rental industry have unlimited business opportunities. Through the establishment of a fleet update mechanism that conforms to the market law and is conducive to the development of enterprises, the enterprise will enter the track of benign development. On the premise of maintaining the existing competitive advantage, strengthen the development of the commercial market, and take the road of characteristic management. Strive for in the next three or four years, through continuous management innovation, cultivating core competitiveness, the introduction of international new energy car leasing management and capital, develop perfect domestic leasing network gradually establish a market leader position, form a unique, well-known, capable new energy car rental company, strive to profit to the level of millions.

**Key words:** new energy, leasing, transformation, consumption environment

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Kai Yang

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## Section 1

### Executive Summary

#### 1.1 Industry Analysis

Beijing new energy car rental company was founded in 2020, aims to provide cleaner environmental protection travel for Beijing, in the past two years, Beijing new energy car rental company in Beijing established more than 300 rental outlets, new energy car rental market has huge potential, as a service industry, people focus on system innovation and structural adjustment, however, in the rapid development of information technology today, new energy car rental industry if can use advanced technology to improve the traditional management method, will lead the trend of the new era.

#### 1.2 Market Analysis

Is expected by 2025, Beijing new energy car rental company rental business will grow by 30%, according to the authority of the Chinese government statistics, by 2040, the new energy car rental business growth rate will reach 60%, according to China's existing policy, new energy car rental business will get strong government support, then Beijing car rental co., LTD. Business share will account for more than 50% of the Beijing market.

### 1.3 Marketing Plan

The company is expected to achieve revenue within three months of the market. It is predicted that due to the new customer experience brought by the convenient service, the revenue of Beijing new energy vehicle rental company will increase to 11 million yuan, and the net profit is expected to exceed 8 million yuan in the next three years.

### 1.4 Operations and Production Plan

Beijing new energy car rental company has a first-class management team, has rich experience in car rental, with professional information services, customers only a mobile phone can complete leasing, multiple service outlets throughout the city every street, can realize the whole region remote car, thanks to efficient management, so in terms of price is lower than the same market price.

Management Team and Company Structure.

general headquarters



Security Department, Transportation Management Department, Procurement  
Department, Marketing Department, Technology Department, Finance Department,  
Administration Department

## 1.5 Financial Projections

Provided below is a breakdown of the use of funds

project	quantity
Car purchase costs	15000000
Network construction costs	5000000
amount to	20000000

## 1.6 Summary

Domestic vehicle enterprises are more and more aware of the ability of the new energy vehicle rental industry and begin to get involved in the new energy vehicle rental industry in various ways. SAIC Group's Anji New Energy Car Leasing Company and Beijing Zhongqi Anhua New Energy Car Rental Company have already cooperated with famous companies in the United States respectively. However, both companies have a short business history and lack the service and credibility their customers need. Therefore, it is particularly important to actively develop new rental models.

## Section 2

### Industry Analysis

#### 2.1 SWOT Analysis, Total Factors Analysis Summary (TFAS)

SWOT Analysis	
superiority	chance
inferior strength or position	throw down the gauntlet

Advantage analysis (S): Beijing new energy car rental company has a favorable competition situation, has sufficient financial support, has a good corporate image, product quality is recognized by customers, has a certain market share, thanks to the large market share, so the cost advantage is also larger, the early advertising offensive is very sufficient.

Disadvantage analysis (W): Due to the aging equipment of some outlets and the lack of management, some customers may be lost, and some key technologies still may lead to the poor operation of the company.

Opportunity analysis (O): New energy vehicle rental industry is an emerging industry, so the car is brand-new, the market is brand-new, the customer demand is also brand-new, if you can accurately grasp the market, then the opportunity is very big.

Threat Analysis (T): The new energy vehicle rental industry has a lot of competitors, and many alternative products. Affected by the global epidemic, the market is also relatively tight. The new energy vehicle rental industry is greatly affected by industrial policies, and the changes of industrial policies will directly impact the market.

## 2.2 Five Forces Model

The Supplier's bargaining power

New energy vehicle manufacturers mainly affect the profitability and product competitiveness of existing enterprises in the industry through their ability to improve the price of input factors and reduce the quality of unit value. The strength of new energy automobile manufacturers mainly depends on what input elements, when the energy car manufacturers provide the value constitutes the larger proportion of the total cost of buyer products, to the buyer product production process is very important, or seriously affect the quality of the buyer products, energy automobile manufacturers of potential for buyers bargaining power is greatly enhanced.

The bargaining power of the purchaser

Buyers mainly affect the profitability of existing companies in the industry through their ability to lower prices and require high quality of products or services. The influence of its buyer bargaining power is mainly due to the following reasons:

The Threat of new entrants

New entrants in the industry brings new production capacity, new resources at the same time, will hope in the existing enterprises divided in the market, it may happen with the existing enterprise raw materials and market share competition, eventually lead to the existing enterprise profitability, serious and may endanger the survival of these enterprises. The severity of the threat of competitive entry depends on two factors, which is the size of the barriers to entering new areas and the expected response of existing companies to the entrants.

#### The threat of alternatives

Two enterprises in different industries may produce competitive behaviors among each other because their products are substitutes for each other. This competition derived from substitutes will affect the competitive strategy of existing enterprises in the industry in various forms.

#### The degree of competition among the same competitors

Most of the enterprises in the industry enterprise, the interests of each other are closely linked together, as part of the overall strategy of the enterprise competition strategy, its goal is to make their enterprises get relative to the advantage of competitors, so, in the implementation will inevitably produce conflict and confrontation phenomenon, these conflicts and confrontation will constitute the competition between the existing enterprises. The competition between the existing enterprises is often reflected in the price, advertising, product introduction, after-sales service and other aspects, and its competition intensity is related to many factors.

### **2.3 Industry size, growth rate, and sales projections**

Beijing new energy car rental company was founded in 2020, aims to provide cleaner environmental protection travel for Beijing, in the past two years, Beijing new energy car rental company in Beijing established more than 300 rental outlets, new energy car rental market has huge potential, as a service industry, people focus on system innovation and structural adjustment, however, in the rapid development of information technology today, new energy car rental industry if can use advanced technology to improve the traditional management method, will lead the trend of the new era.

### **2.4 Industry structure**

With the rapid development of information technology today, if the new energy vehicle rental industry can use advanced technology to improve the traditional management methods, it will certainly lead the trend of the new era. The leasing industry is an important market for international new energy vehicle enterprises: On average, one of German Mercedes-Benz in every four cars is used for leasing, and 30% of the total output of major new energy vehicle production enterprises in the United States come from the leasing market.

## 2.5 Nature of participants

Most of the enterprises in the industry enterprise, the interests of each other are closely linked together, as part of the overall strategy of the enterprise competition strategy, its goal is to make their enterprises get relative to the advantage of competitors, so, in the implementation will inevitably produce conflict and confrontation phenomenon, these conflicts and confrontation will constitute the competition between the existing enterprises. The competition between the existing enterprises is often reflected in the price, advertising, product introduction, after-sales service and other aspects, and its competition intensity is related to many factors.

## 2.6 Key success factors

According to the diversity of consumer needs and the difference of purchasing behavior, an overall market can be divided into customer groups with certain similar characteristics. Classifying consumers with different needs of the same products is conducive to discovering market opportunities, improving economic benefits and timely adjusting marketing strategies. Next, the consumer market will be subdivided according to geographical factors, demographic factors, psychological factors and behavioral factors, and the producer market will be subdivided according to user requirements, user size and user location. The choice of the target market depends on the resources and ability of the enterprise, the difference of the market, the characteristics of the product itself, the life cycle of the product, and the strategies

of the competitors. First of all, we should clarify the potential competitive advantage, choose the relative competitive advantage, and show the unique competitive advantage.

## **2.7 Industry trends**

The Notice on Several Measures to Stabilize and Expand Automobile Consumption issued by the Chinese government makes it clear that we should make good use of automobile consumer finance and promote the development of the new energy vehicle financial leasing market through the establishment of a product whole-life-cycle tracking and evaluation system. Local governments have also introduced relevant policies to increase the industry penetration rate.

## **2.8 Long-term prospects**

With the epidemic factor, public transport has become full of uncertain factors, and home car rental is popular. At present, passenger cars, high-speed trains, aircraft and other public transportation are either partially suspended due to epidemic control, or are inconvenient due to the dense flow of people. Many people are concerned about choosing mass transportation. Under the dual influence of the current epidemic prevention and control situation and traffic policies, self-driving travel with strong safety, privacy and flexibility is more popular, and local peripheral travel and short-distance self-driving trips have become the mainstream of travel.

Data show that affected by the epidemic prevention and control situation, local leisure and near-distance vacation have become the "main keynote" of this year's Qingming Festival holiday. Location big data monitoring shows that 94.9% of the tourists received in the province, a new high since the normal epidemic prevention and control. With the increasing of policy support and consumption, the domestic car rental market demand is steadily expanding. According to the latest statistics of the Ministry of Public Security, by the end of March 2022, there were 307 million cars in China and 450 million car drivers. It is preliminarily estimated that there are at least 140 million people without cars in China, and the scale of potential car rental customers is huge. The rapid increase of people without cars exists, providing a user base for the car rental market. Since the outbreak, car rental has become one of the earliest areas of the tourism industry to recover and rebound. Data show that the domestic car rental market has increased by more than 30 times in the past 20 years, with a compound annual growth rate of 13%, and the market size is expected to reach 158.5 billion yuan by 2025. "Annual Comprehensive Analysis of China Car Rental Market 2021" is expected that the total size of car rental market in 2022 will exceed 100 billion yuan in total, and the year-on-year growth rate will reach 25%. The domestic car rental market has entered the growth stage of rapid development.

## Section 3

### Company Description

#### 3.1 Company description

Company name: Beijing New Energy Vehicle Leasing Company

Location of the operation center: Beijing City

Estimated registered capital: 10 million RMB

#### 3.2 Company history

The company has been established for a short time, formerly known as a car rental company. After continuous transformation and upgrading, Beijing New Energy Car Rental Company was established

#### 3.3 Mission statement

The company's mission is to be the advocate and implementer of "new energy vehicle sharing, low-carbon, environmental protection and harmonious transportation", and to become the fastest developing and most profitable company in the new energy vehicle rental industry

### **3.4 Products and services**

The main product of Beijing New Energy Vehicle Leasing Co., Ltd. is new energy vehicle leasing. Customers can pick up the car at any outlet in Beijing, and then return the car at any branch. We take the method of time and distance pricing, and strive to provide customers with the best quality service and experience

### **3.5 Current status**

Beijing New Energy Vehicle Leasing Co., Ltd. is currently in the business state, and will strive to complete it by the end of 2022

### **3.6 Legal status and ownership**

The legal status of Beijing new energy vehicle leasing company can require consumers to pay reasonable fees, and the ownership includes management right and legal right. According to the legal status and ownership of Beijing New Energy Vehicle Rental Company, the inn has the right to refuse any unreasonable expenses apportion to any unit.

### **3.7 Key partnerships (if any )**

The main partners are BMW China, Volkswagen, etc., and Beijing New energy vehicle rental Company has reached a strategic cooperation with the car enterprises, which also ensures that the industrial chain and supply chain of Beijing New energy vehicle rental Company are continuously stable, and the anti-risk ability is quite

strong. In the downstream ecological construction, the major technology platforms and financial enterprises are the most important partners of Beijing new energy vehicle leasing Company. Financial institutions represented by Tencent Chuxing, Chase potential Technology, Yougarage, Yi Chengpai and Beijing New energy vehicle rental companies have reached close and long-term cooperation, which makes the industry of Beijing new energy vehicle rental companies more diversified and develop more vibrant.

## Section 4

### Marketing Plan

#### 4.1 Overall marketing strategy

In the past market research, more talked about is the concept of market share. This concept is intuitively more focused on the calculation of the proportion in the total amount of the marketing volume, which mainly considers the market share allocation content of a flat unit of time. Refining customers from the market and doing share analysis really have special value. It uses dynamic analysis form to analyze the main body of the market vertically, which is of great significance to the research of future market share and the sustainable development of enterprises. For example, if a supplier's product sells 30% of the market, and you can't see the situation of its customers. If one or several of his customers are large and monopolistic enterprises at this stage, these customers have a large proportion in his sales volume, but at the same time, his customer base is relatively small. Although this situation directly leads to the supplier to dominate the market in a single period of time, it has two risks: one is the stability of customer demand; the other is the stability of the customer itself.

#### 4.2 Product, price, promotions, and distribution

- a. Take time-sharing prices and floating prices

According to the daily passenger flow and personnel car rental situation in Beijing,

during the morning rush hour, there are more people renting cars during the day, while the number of people renting cars at night is relatively small. In order to maintain the operation, we adopt the time-sharing pricing method. The following is a valuation table.

time	Kilrental price (yuan / km)
7: 00-9: 00	1.2
9: 00-16: 00	1.0
16: 00-20: 00	1.2
20: 00-00: 00	0.8
00: 00-7: 00	0.6

Through the above pricing method, it can increase the income in the peak period, prevent excessive occupation of vehicles, and also maintain a certain income in the trough time, which is a win-win way for customers and the company.

b. Set flexible preferential prices based on the length of the lease term

At present, many college students hope to travel with their classmates, friends and their peers on holidays. Similarly, many students have taken a driver's license with The Times, but they cannot have their own vehicles because of their lack of purchasing power. College students often have to give up the plan due to restrictions such as inconvenient transportation, tight tickets and too expensive chartered buses. With the popularity of self-driving travel, the development of the car rental service

industry provides a new opportunity for college students' tourism, and brings a new development channel for the car rental market. Because car rental does not need maintenance and annual inspection and other troublesome procedures, just in need, no worries, in addition to the university campus for students to promote preferential promotion and other publicity, I believe that college students this consumer group will become another strong customer group of car rental companies. Can carry out the long rent for college students, with the monthly rent as a unit of pricing, so that the pricing for college students, both convenient and affordable, but also can bring a new income to the company.

#### **4.3 Sales process (or cycle)**

Use the model that young people like for marketing and promotion, and attract attention through micro films and short videos with stories. As far as the car rental industry is concerned, most young people like to learn about the car rental companies through the Internet, compare the prices and services of many car rental companies on the website, and then further consult with the companies with better cost performance, and finally determine which company to choose. So the website plays a vital role for a company, and it is an important way for the public to understand the company. Establish official website can have a place on the Internet of fixed release information across the country, through the Internet, the modern communication, build real belongs to their own media, through information release website, promote enterprise image and products, update company discount, features,

value-added services, convenient and quickly communicate with business partners and users, to introduce themselves to many potential customers, develop new resources, but also established a new and dynamic corporate image for the enterprise, reflect the enterprise strength, improve the visibility of the enterprise. The website should include: company profile, the latest information, model display, enterprise services, car rental prices, car rental procedures, preferential services, member management, online booking, customer messages, contact us, etc. After having their own website, they should carry out network promotion and publicity work, so that customers can find information. Keyword search is a kind of network promotion method paid according to the effect, simple and convenient web page operation can bring a large number of potential customers to enterprises, effectively improve the visibility and sales of enterprises. At present, the major network keyword search has reached hundreds of millions

## **4.4 Sales tactics**

### **4.4.1 "Personalized" Customization**

Launch a feasible words customization scheme for guests. Provide multi-dimensional services according to the different needs of customers. Customization is the improvement of enterprise brand quality and culture, and also the richer and more reliable connotation in the process of brand culture system construction. For consumers, customizing any product is a very pleasant life experience, not to be

flaunt wealth, not to be a status symbol. In this world, everyone has their own fashion code, and standardized and scale products can never express themselves perfectly, and the "custom" trend came into being."Customization" has become a simple and fashionable way of life. Consumers' purchase of luxury goods is not only a demand for product functions, but also more devoted to their own emotions. It can be said that customization itself is also the expression of the lifestyle of specific consumer groups."Show yourself" is no longer a simple slogan, put into practice is the best choice of fashionistas, do the most unique yourself, enjoy the "exclusive" service, is just what many consumers dream of. Consumers through this process of tailoring, let their own personality revealed. Follow the footsteps of fashion, often abandoned by fashion. For example, with the continuous development of luxury goods in the world, more and more luxury goods can be produced in bulk in factories.

#### **4.4.2 The Collision Exemption Service**

"Touch loss exemption" is the insurance, if you do not buy "touch loss exemption" to the customer will fully compensate the car loss fee, so that the responsibility becomes greater, the customer will be willing to buy. Transfer the part of the company's purchase of auto insurance expenses to the customer link. Due to the development of China's car rental industry, the car rental process is simple, many people who travel to Beijing choose to rent a car by car. Car rental insurance is to point to the qualified driver that insurant allows in the accident that happens in the

process of using insured vehicle, cause the third party suffers person casualty or property direct loss, the compensation amount that ought to pay by insurant according to law, the underwriter can give compensation according to the relevant regulation in insurance contract.

#### 1. Third-party liability insurance

Third party liability insurance (referred to as three liability insurance), full name: commercial third party liability insurance. It is to show the qualified driver that points to insurant is in the accident that happens in the process of using insured vehicle, cause the third party suffers person casualty or property direct loss, the compensation amount that ought to pay by insurant lawfully, the underwriter can give compensation according to the relevant regulation in insurance contract. In the same time, if the written consent of the insurance company, the insured therefore incurred arbitration or litigation costs, by the insurance company.

#### 2. Vehicle collision risk and theft rescue

Insurance vehicle (including the insured trailer car) because suffer the whole car within the scope of the insurance liability is stolen, be robbed, be robbed and the damage caused in this process, the insurer shall be according to the provisions of the insurance contract to give compensation.

#### 3. Personal injury insurance

Personal accident injury insurance is to point to insurant is inside insurance period of validity, because suffer unintentional intention, outside, the accident accident that

happens suddenly, cause the body to be hurt and disabled or die, insurance company pays insurance gold according to the regulation of insurance contract.

#### **4.4.3 Establish customer files**

Many customers have their personalized needs to set up a profile for each customer. In the follow-up business, can be targeted active contact, promotion, and the fastest to meet. When the customer comes to the door again, you can check the past records from the customer management system, and provide solutions to improve the customer service satisfaction. Customer files is an important carrier to record customer data, and is one of the channels for us to effectively understand, analyze and master customers. In today's highly competitive market, the more customer information, the more complete, the easier it is to timely design and successfully market concept products through technical analysis, combined with market, competitor analysis and their own positioning analysis and marketing analysis, so as to remain invincible in the competition. Customer files are easy to understand customers, and enhance the contact and communication with customers. Customer files are conducive to the analysis of customers, for the future marketing planning to do the foundation.

## Section 5

### Management Team and Company Structure

#### 5.1 Management team.

##### 5.1.1 Objective

According to the classification of goals: long, medium and short-term goals, set their own future goals. The future goals can be: a manager in five years, 10 years, a company and so on. The goals can be: to improve their communication skills; improve your leadership skills; motivate members; train and develop staff skills; build a positive and open team atmosphere, and build confidence. Goals can be formulated according to the smart principles.

##### 5.1.2 Ability level

You can get your ability level through the test of various abilities in Chapter 2 of this unit. You can also analyze your own situation by SWOT analysis.

##### 5.1.3 Action steps

Improve your ability by reflecting on your behavior and choosing appropriate methods; you can achieve your goals by learning through effective learning. Refer to the Kolb learning cycle described in this unit.

#### 5.1.4 Schedule

Target setting, completion date, or timing of the various phases.

### 5.2 Board of directors (Board of advisers)

The board of directors may be regarded as the executive body of the authority of the joint stock company and the legal representative of the company. It is also sometimes called the management committee and the executive committee. The board of Directors consists of two or three or more directors. Except for the power to be exercised by the Board of Shareholders, the matter may be decided by the Board of Directors. The board of directors of the company is the operation and decision-making body of the company, and the board of directors is responsible to the shareholders (large).

The obligations of the board of directors are mainly to make and keep the meeting minutes of the board of directors, prepare the articles of association and various books, timely report to the shareholders (general) general meeting on the profits and losses of capital and apply for bankruptcy to the relevant authorities when the company is insolvent.

After the establishment of a joint-stock company, the board of directors was created as a stable institution. Members of the board of directors may be appointed or removed at any time in accordance with the articles of association, but the board itself cannot revoke or cease its activities. The board of directors is the most important

decision-making and management body of the company. The affairs and business of the company are under the leadership of the board of directors, and are specifically executed by the chairman and managing director and vice chairman elected by the board of directors.

### 5.3 Company structure

The organizational structure is mainly for the headquarters leadership, under the department management. The main department is the Security Department, responsible for risk control, rescue, maintenance and insurance matters. Transportation department is responsible for vehicle placement and booking center management, purchasing department is responsible for vehicle procurement and old vehicle disposal, marketing department is responsible for market planning, brand promotion, public relations maintenance, technology department is responsible for customer management system, new energy car leasing management and system construction and operations, finance department is responsible for financial budget, financial management and financing work, administration department is responsible for administration, human resources, logistics, etc.

general headquarters



Security Department, Transportation Management Department, Procurement Department, Marketing Department, Technology Department, Finance Department,

## Administration Department

### Security department

1. Assist the superior to formulate development plans and plans for administration, logistics, general development and safety management;
2. Assisted in reviewing and revising administrative logistics management rules and regulations, and organized and managed daily administrative logistics work;
3. Assist the boss in property, internal affairs and safety management, and provide timely and effective administrative logistics services for other departments;
4. Organize security guards to supervise and manage the company's public security, anti-theft, normal production order, fire safety and traffic work.
5. Responsible for the supervision and management of production safety in the factory and the handling of industrial accidents (serving as a part-time safety officer of the department);

### Transportation management department

10. Organization of various activities and conference management of various meetings at the company level;
11. Responsible for drafting the company's administrative and logistics comprehensive documents;
12. Management of the conference room and its equipment;
13. Responsible for the reception and arrangement of foreign guests;
14. Responsible for the communication and contact with relevant political and legal

departments;

15. Completed the relevant work assigned by the company leaders.

purchase department

1. Complete the quantitative work requirements regularly under the leadership and supervision of the superiors and be able to independently handle and solve the responsible tasks.

2. Docking, procurement, customs entry and customs clearance of imported brands.

3. Monitor the market changes of the products and adopt the necessary procurement skills to reduce the procurement costs.

4. Timely coordinate and solve the supply and quality problems generated in the process of purchasing products and customer service.

5. Regular market research, open channels, and supplier evaluation.

sales department

1. Project planning: participate in the preliminary positioning of the project, put forward project positioning and marketing promotion strategy from the perspective of marketing.

2. Project promotion: to formulate or hire external agents according to the overall marketing planning ideas, market conditions and customer feedback information to determine specific marketing planning plans; organize and implement the planning and promotion plans and monitor the effect.

3. Activity promotion: Assist the sales case site in the design, organization, results and other evaluation of promotion activities.

4. Development of marketing resources: establish a good relationship with the media and various marketing agencies, and constantly develop more effective real estate marketing channels.

#### Ministry of Technology

1. Responsible for formulating the technical management system; establishing and improving product design and trial production and standardization of new products. Technical information management system, organize and coordinate the relevant departments to establish and complete the quality, energy and other management standards and systems.

2. Organized and prepared the company's technical development plan. To compile short-term technical improvement work plans, to formulate long-term technical development and technical measures plans, and to organize a series of technical organization and management of the formulation, modification, supplement and implementation of plans and plans.

3. Responsible for formulating and revising technical regulations; preparing technical regulations on product use, maintenance and technical installation.

4. Responsible for the planning and implementation of new technology introduction and product development, to ensure the continuous update and expansion of product varieties; responsible for the development and development

of product \*.

5. Reasonably prepare technical documents, improve and standardize the work process.

financial department

1. Responsible for the accounting treatment of the public and internal accounts. Including reviewing cost documents, preparing accounting vouchers, issuing financial statements, etc.

2. Responsible for the whole process of tax management of the company, including invoice management, tax declaration and tax cleaning

3. Responsible for the external contact with banks, taxation and other departments, withholding and paying various insurance and other funds

4. Cash and bank receipt and payment processing, bank reconciliation, document review.

Administration Department

1. Responsible for production safety, industrial injury and other personnel administrative documents.

2. Responsible for the coordination with other departments, and the uploading and distributing information

3. Responsible for the administrative and logistics related work of all departments of the company.

4. Responsible for the daily administrative affairs of the company's vehicles, and cooperate with the superiors in the administrative and personnel work

#### **5.4 Shares of stock authorized and share options.**

Stock option is a right granted by a listed company to the company and its holding enterprise employees in accordance with the prescribed procedures that allows the authorized employee to purchase a certain amount of stock of the company at a certain price in a future time. "A specific price" is called "grant price" or "grant price", the price at which the stock can be purchased under the stock option plan, generally the market price of the stock option grant date or the discount price of the price; "grant date", also called "grant date", is the date on which the company grants the rights to the employee: "exercise", or "execution", or the employee chooses to buy the stock according to the stock option plan; the day when the employee exercises the rights is "exercise date", also called "purchase date". The specific price specified by a stock option is generally a discount or about price well below the market price.

"Stock option" has special connotation, cannot be regarded as "subscribe stock and other securities". Because a stock option is a right rather than an obligation, and the grantee chooses to waive or enforce the right to acquire stock in the future, its earnings are more uncertain than those of negotiable securities such as stock subscription.

Income from the stock options, According to the fiscal and tax document [2005] No.35, When an employee accepts a stock option granted by an enterprise implementing the stock option plan, Unless otherwise specified, Generally, it is not regarded as a taxable income; When employees choose to buy a stock according to the stock option plan, The difference between the actual purchase price (grant price) of the stock obtained from the enterprise and the fair market price of the purchase date (or the closing price of the stock on the purchase date) is due to special circumstances, Where an employee transfers a stock option prior to the exercise date, With the net income from the transfer of the stock options, As income from wages and salaries related to employment and employment due to the performance and performance of employees in the enterprise, This part of the income is generally referred to as the subscription of the stock income (exercise income); The difference between the transfer of the exercised stock over the purchase date, Capital gains obtained as an individual transfer of securities such as stocks on the secondary market, This part of the income is generally called the transfer of stock (sales) income.

## **5.5 Names, addresses, and resumes of directors and officers**

5.5.1 Beijing Car Leasing Company has Qiang Xinyan as the chairman of the company.

Ms.Qiang Xinyan is also fully responsible for the actual operation of Beijing Car Leasing Company. The company led by Qiang Xinyan plays an irreplaceable role in activating the market, promoting the employment of Beijing sub-center employees,

improving competition and maintaining social stability. He has not only won a number of honorary awards in the Internet media industry as Tencent, ByteDance, Baidu and other major media, but also is an expert in judging many heavyweight industry awards such as Gold Award and Effie Award.

5.5.2 Liu Bei, General Manager of Beijing New Energy Vehicle Leasing Company, with a master of management, has more than 10 years of working experience and management experience in the Internet industry. He has worked for large Internet companies and for the top ten TP service providers. He has a deep understanding of the car rental industry, and has accumulated rich industry contacts and resources.

## 5.6 Organization chart

general headquarters



Security Department, Transportation Management Department, Procurement  
Department, Marketing Department, Technology Department, Finance Department,  
Administration Department

## Section 6

### Operation and Production Management Plan

#### 6.1 General approach to operations

The system is used for the sharing of new energy vehicle rental information, which can be timely and accurately understand the vehicle information, and to register reservations according to customer needs. Establish a "one-stop" customer service operation system, realize the unified acceptance at the front desk, unified background execution service operation mode, customer service operation system is a platform between customers and the company's background operation department, centralized to accept customer demand, the first time to give guidance, form service orders to the background, and all the tracks.

6.1.1 Provide unified and standardized sales support and standardize the operation and execution of the long-term lease contract. Starting from the standard, revised standard contract, unified sales policies, service provisions and other standards, and unified review. In terms of sales support, provide resource implementation and maintenance after contract signing, and standardize contract execution from the source.2) Information, forming a professional business sub-management and support system. Through contract management and information management, integrate business information, reflect development trends, and support sales policy formulation and monitoring. Contract management monitors

business execution process: information management integrates data, evaluates sales dynamics and sales quality.

6.1.2 Establish a comprehensive and active customer relationship management system

Comprehensive and active customer relationship management, to solve the regional and passive situation of long-term rental customer relationship from the two aspects of active customer care and big customer relationship maintenance:

1) Customer management database establishment. Including basic customer information, terms of service, vehicle dynamic maintenance, customer service records and other information, to provide basic data support.

2) Household clearance action. Improve the customer experience from both customer communication and value-added services. Including communication channel expansion, active information release, regular customer care and value-added projects, such as free vehicle cleaning, testing, etc.

3) Major customer relationship maintenance. On the basis of regular customer relationship maintenance, a cross-regional customer relationship management mode is formed through service policies, management reports, one-to-one full-time service, regular service review and other methods.

6.1.3. Establish a service quality evaluation system and continuously improve the service level

Establish KPI indicators for key operation links, apply internal inspection and external inspection means to monitor and evaluate the service range and service results, and link them with the performance to form a closed loop of improvement. The evaluation system consists of two parts: service quality evaluation and service quality improvement.

1) Service quality assessment. Covering the main operating departments on the front line, we analyzed and evaluated them monthly / quarter / year from three aspects: KPI indicators, customer satisfaction return visit and third-party survey.

2) Improvement of service quality. Through the selection of "Service Quality Panorama Meeting" and "Service Star", the national promotion of service standards is realized to ensure the overall service level of the company.

## **6.2 Business location**

Beijing new energy car rental company was founded in 2020, aims to provide cleaner environmental protection travel for Beijing, in the past two years, Beijing new energy car rental company in Beijing established more than 300 rental outlets, new energy car rental market has huge potential, as a service industry, people focus on system innovation and structural adjustment, however, in the rapid development of information technology today, new energy car rental industry if can use advanced technology to improve the traditional management method, will lead the trend of the new era. Is expected by 2025, Beijing new energy car rental company rental

business will grow by 30%, according to the authority of the Chinese government statistics, by 2040, the new energy car rental business growth rate will reach 60%, according to China's existing policy, new energy car rental business will get strong government support, then Beijing car rental co., LTD. Business share will account for more than 50% of the Beijing market.

## **6.3 Facilities and equipment**

### **6.3.1 Booking management of new energy vehicles**

Make reservations for new energy vehicles where the status of new energy vehicles is empty, and input the basic information of the booking guests. The basic information of booking guests mainly includes the following contents: name, id name, id number, contact phone number, birthday, gender, address, guest type, the number of rental days, new energy vehicle number, cost, remarks.

### **6.3.2 New energy vehicle rental management**

You can give the use instructions to the empty car and the reserved car and input the information of the guests. The information mainly includes the following contents: name, id name, id number, contact phone number, birthday, gender, address, guest type, rental days, new energy vehicle number, fees, remarks, etc.

### 6.3.3 New energy vehicle lease withdrawal management

Review the vehicles that have been used, confirm the non-destructive back-rent, issue the lease order to return to the new energy vehicles, and input the rental fee settlement information.

## Section 7

### Financial Projections

#### 7.1 Sources and uses of funds statement

project	quantity
Car purchase costs	15000000
Network construction costs	5000000
amount to	20000000
funds provided	Loan and financing

#### 7.2 Assumptions sheet

project	2022	2023	2024	2025	2026
Website works with app construction	50	30	30	50	50
New energy vehicle procurement	400	100	200	300	400
office equipment	30	30	50	50	50
personnel costs	100	100	150	200	200
amount to	580	260	430	600	700

Note: 1. Because the procurement of new energy vehicles requires a large amount of

investment in the first year, the capital required is relatively high

2. Personnel costs increase accordingly with the number of vehicles in the later period

### 7.3 Pro forma income statements.

(unit: RMB 10,000)

Income Statement					
For the Year Ended, Dec., 31					
	2022	2023	2024	2025	2026
Revenue:					
Service Revenue	800	1,000	1,200	1,500	2,000
<b>Total Revenue</b>	<b>80</b>	<b>100</b>	<b>120</b>	<b>150</b>	<b>200</b>
Cost of Goods Sold					
Gross Margin					
Operating Expenses:					
Salaries Expenses	50	55	60	70	100
Rent Expenses	100	105	120	140	170
Maintenance Expenses	10	20	40	50	70
Marketing Expenses	30	25	20	20	20
Utilities Expenses	10	11	15	19	25
Depreciation Expenses	0	5	8	10	13

Miscellaneous	2	3	5	8	10
Office Supplies	5	8	10	12	15
<b>Total Operating Expenses</b>	<b>207</b>	<b>232</b>	<b>278</b>	<b>329</b>	<b>423</b>
Operating Profit (Loss)	513	668	802	1,021	1,377
Less: Taxes	128	167	201	255	344
<b>Net Income</b>	<b>385</b>	<b>501</b>	<b>602</b>	<b>766</b>	<b>1,033</b>

Note: The tax rate is calculated at 25%

#### 7.4 Pro forma balance sheets.

Balance Sheet					
For the Year Ended, Dec., 31					
	2022	2023	2024	2025	2026
<b>Assets</b>					
Current Assets					
Cash	230	240	270	300	330
Office Supplies	30	25	35	40	55
Total Current Asset	260	265	305	340	385
Noncurrent Asset					
Application	10	15	20	30	45
Properties, Plant and Equipments	50	70	90	110	130

Computer	5	10	15	25	35
Table & Chair	7	10	15	20	30
Accumulated Depreciation	15	25	35	55	70
Total Noncurrent Assets	48	80	105	130	170
Total Assets	308	345	410	470	555
Liabilities & Owners' Equity					
Liabilities	500	700	1000	1400	1700
Accounts Payable	-	-	-	-	-
Notes Payable	-	-	-	-	-
Total Liabilities	-	-	-	-	-
Owners' Equity	200	230	260	300	400
Capital	50	60	70	80	100
Retained Earning	100	150	200	240	270
Total Owners' Equity	150	140	130	140	230
Total Liabilities & Owners' Equity	650	840	1130	1540	1930

## 7.5 Pro forma cash flows.

Calculation of cash flow statement (unit: RMB10,000)

project	2022	2023	2024	2025	2026
1. Cash flow generated in business activities					
Cash obtained through the sale of goods	800	1,000	1,200	1,500	2,000
Cash paid to the employees	50	55	60	70	100
So the taxes and fees already paid	128	167	201	255	344
Other cash related to business activities	30	49	35	50	68
Net cash flow resulting from operating activities	592	729	904	1125	1488
2. Cash flow generated from financing activities					
Cash received from the financing	500	-	-	-	-
Net cash flow generated from financing activities	500	-	-	-	-

3. Net increase in cash and cash equivalents	1092	729	904	1125	1488
4. Initial balance of cash and cash equivalents	-	1092	1450	1823	2324
5. Balance of cash and cash equivalents	1092	1821	2354	2948	3812

According to the profit statement of the project, the cumulative operating income of the project in the past five years is 65 million yuan, the total operating cost is 32.13 million yuan, the operating profit is 49.12 million yuan, the enterprise income tax is 16.25 million yuan, and the net profit is 32.87 million yuan. As the first year of the launch of the new energy vehicle rental layout, although there are fewer customers, but the labor cost is also low. Later, through the reform of the organizational structure, to meet the needs of various customers. Therefore, in the next two years, the pricing strategy and market layout will be based on customer satisfaction and continuous cooperation, and at the same time, to ensure the market ownership and customer satisfaction.

## 7.6 Ratio analysis.

Return on investment = average annual profit / total investment

The initial investment amount of the Beijing new energy vehicle rental company project is planned to be 6.5 million yuan. According to the above financial calculation,

the average annual profit for the five years from 2021 to 2025 is RMB 6.57 million.

The calculated ROI=101% (table below) indicates that the project has a very good investment income level.

#### Investment p rofit margin ROI calculation

a particular year	2022	2023	2024	2025	2026
Profit attributable to shareholders	385	501	602	766	1,033
Annual average profit	657				
gross investment	650				
Profitability of the physical assets	101%				

#### 7.7 Breakeven analysis.

project name	Business car rental	Travel car rental	Citizens rent a car
portfolio	750	150	40
unit-price	30	40	50
Unit change cost	24	30	35
constant cost	600	555	700
Income (unit price * business	22500	6000	2000

volume			
Total cost (fixed cost + variable cost * business volume)	18600	5055	2100
Balance balance (revenue-total cost)	3900	945	-100
MAO yi	6	10	15
MAO benefit rate	20%	25%	30%
Capital preservation	100	56	47

Visible from the above data:

1. The actual business volume of tourist car rental is greater than the principal guaranteed amount, which is a profit project; the actual business volume of citizen car rental of the project is less than the principal guaranteed amount, which is a loss-making project;

2. Relatively speaking, the contribution of tourism car rental units and the contribution of gross profit rate are greater than the project business car rental, indicating that the business volume of tourism car rental can obtain higher profits, and that more attention will be paid to the management and investment of tourism car rental in the future.

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**Professor Dr. Kai Heuer  
Academic Program Chair**

