

MARK 4900

# Ride On Bikes



GROUP 6



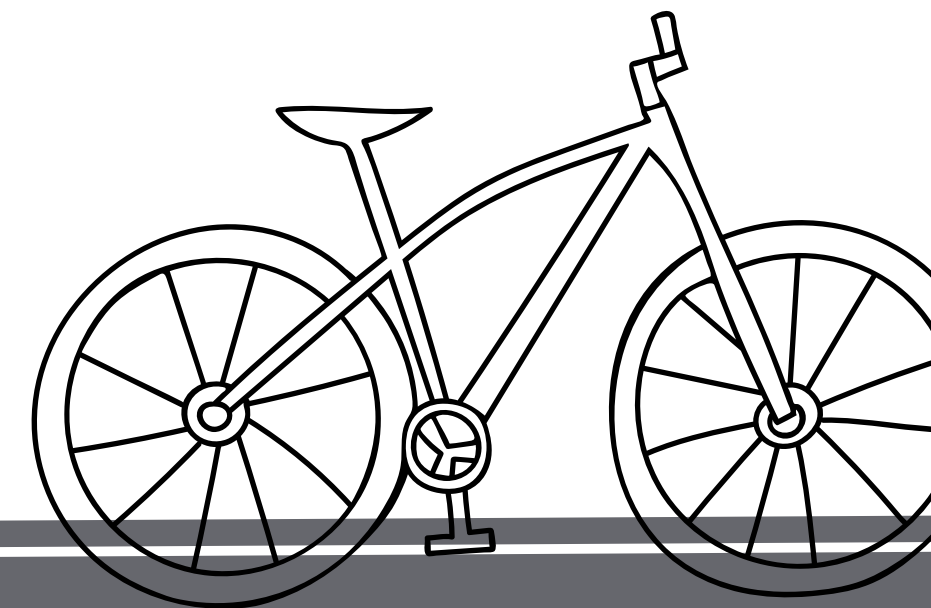
# Overall Performance

## Cumulative Performance Overview

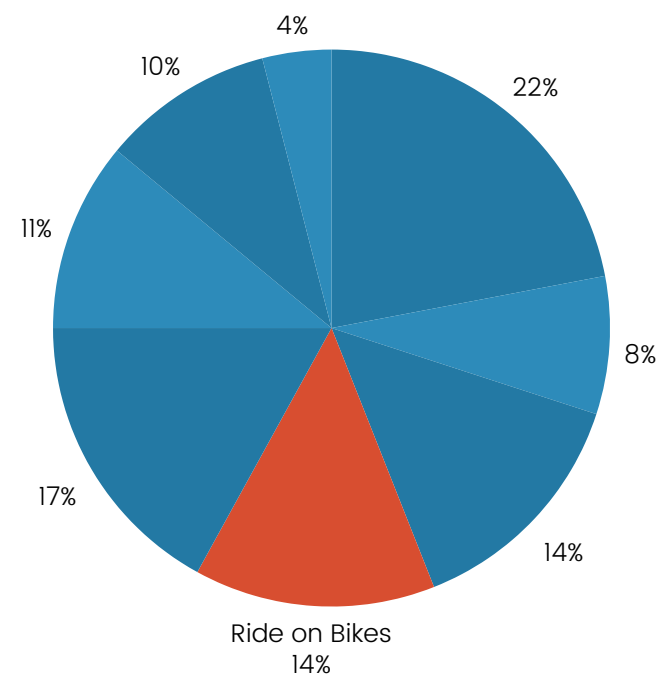
- **Total Performance: 23.124**
  - **vs. Industry Average: 47.384**
- Financial Performance: 35.475
  - vs. Industry Average: 38.177
- Market Performance: 0.129
  - vs. Industry Average: 0.146
- Marketing Effectiveness: 0.808
  - vs. Industry Average: 0.820
- Investment in the Firm's Future: 3.277 ← **strength**
  - vs. Industry Average: 2.960
- Creation of Wealth: 1.912 ← **weakness**
  - vs. Industry Average: 3.172

## Market Share:

- Overall: 9%
- Primary Segment (Recreation): 14%
- Secondary Segment (Work): 9%

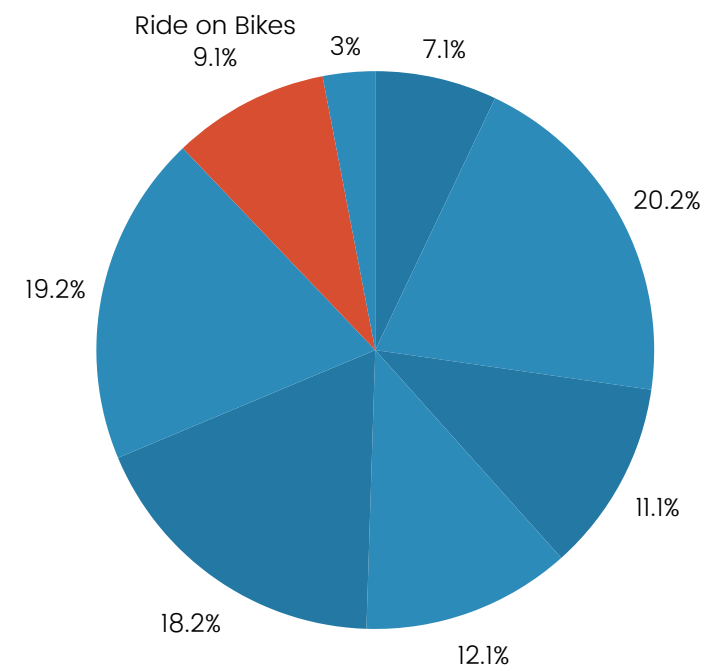


# Final Market Share



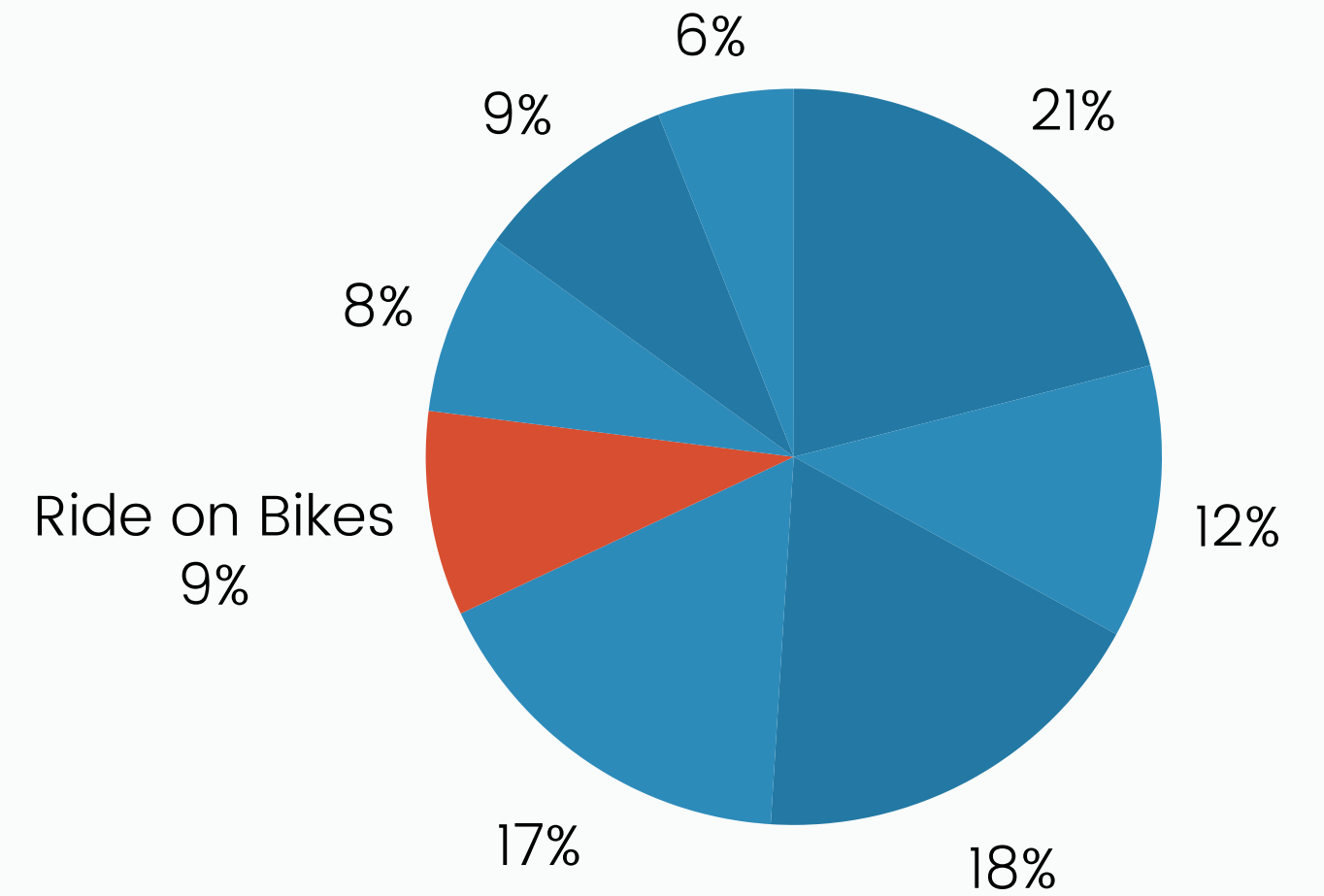
Primary Segment:  
**Recreation**

= 14%



Secondary Segment:  
**Work**

= 9%



**Overall Market Share:**

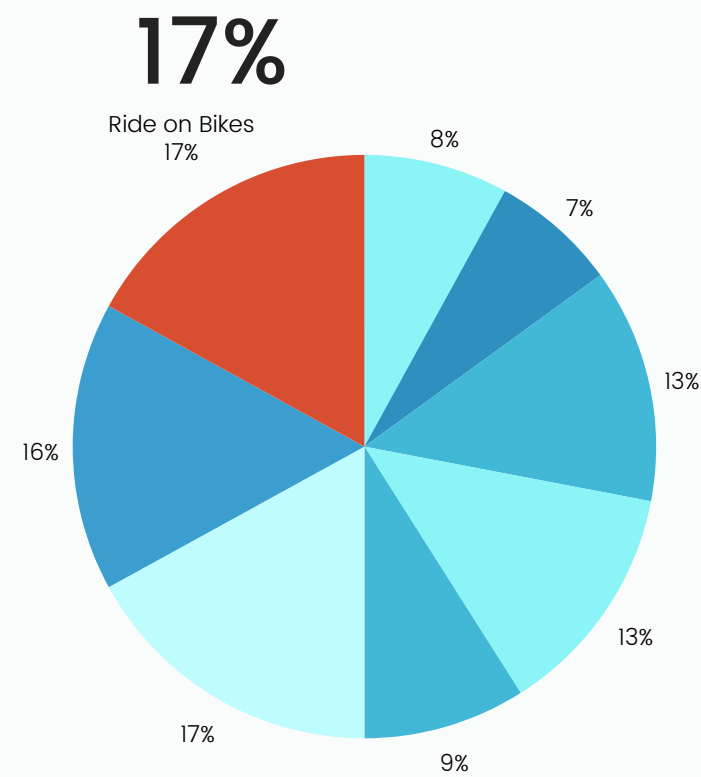
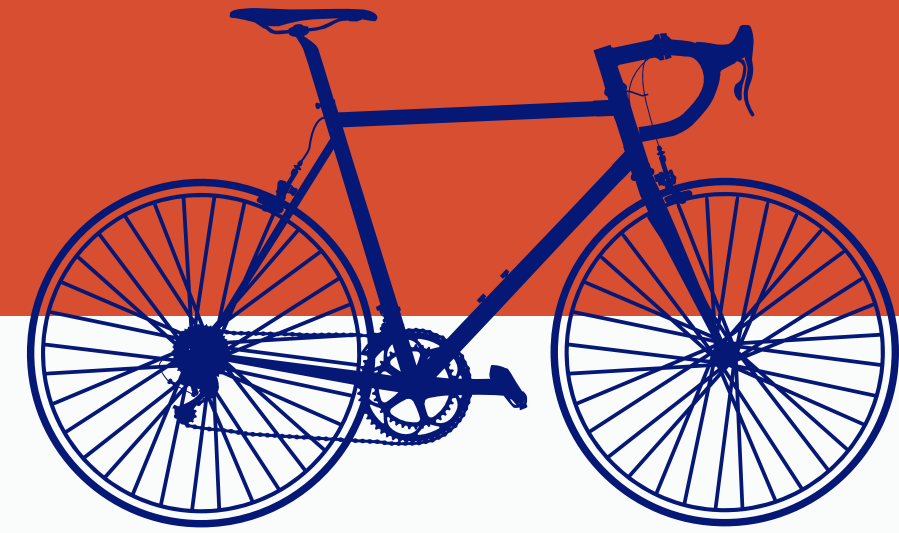
= 9%

# Quarter 5 Summary

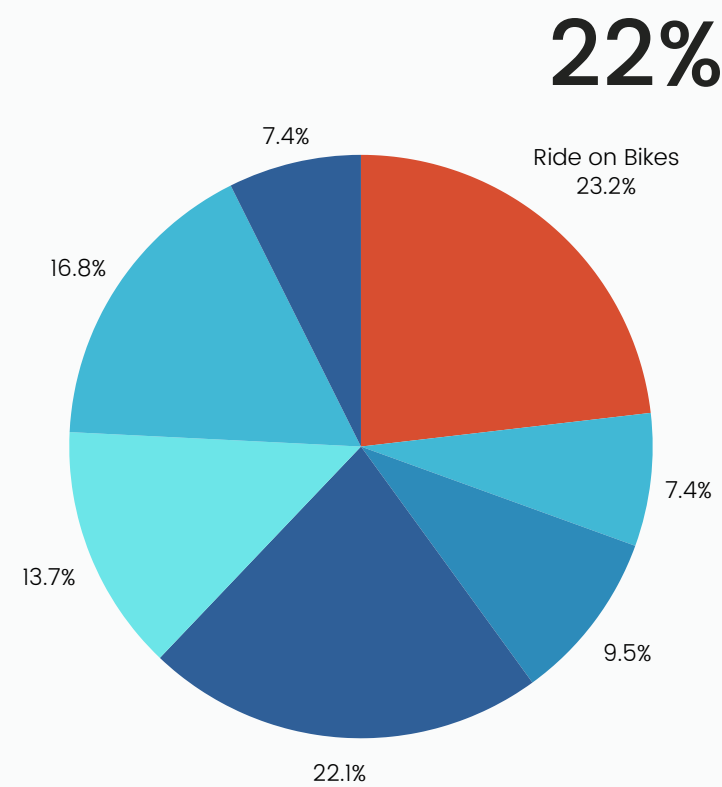


- **Investment in R&D**
  - enriched carbon fiber, Gears 11 speed, Large mesh basket
- **Biggest Competitor: Sonny's Cycles**
  - bike designs seemed closest to customer needs and wants
- **Mistakes:**
  - not opening stores fast enough
  - missed out on "first-mover" advantage
- **High market share in Work and Recreation**

# Supporting Data



Our top segment:  
Mountain



Our 2nd highest  
segment: Work

**3/12**  
Stores Open

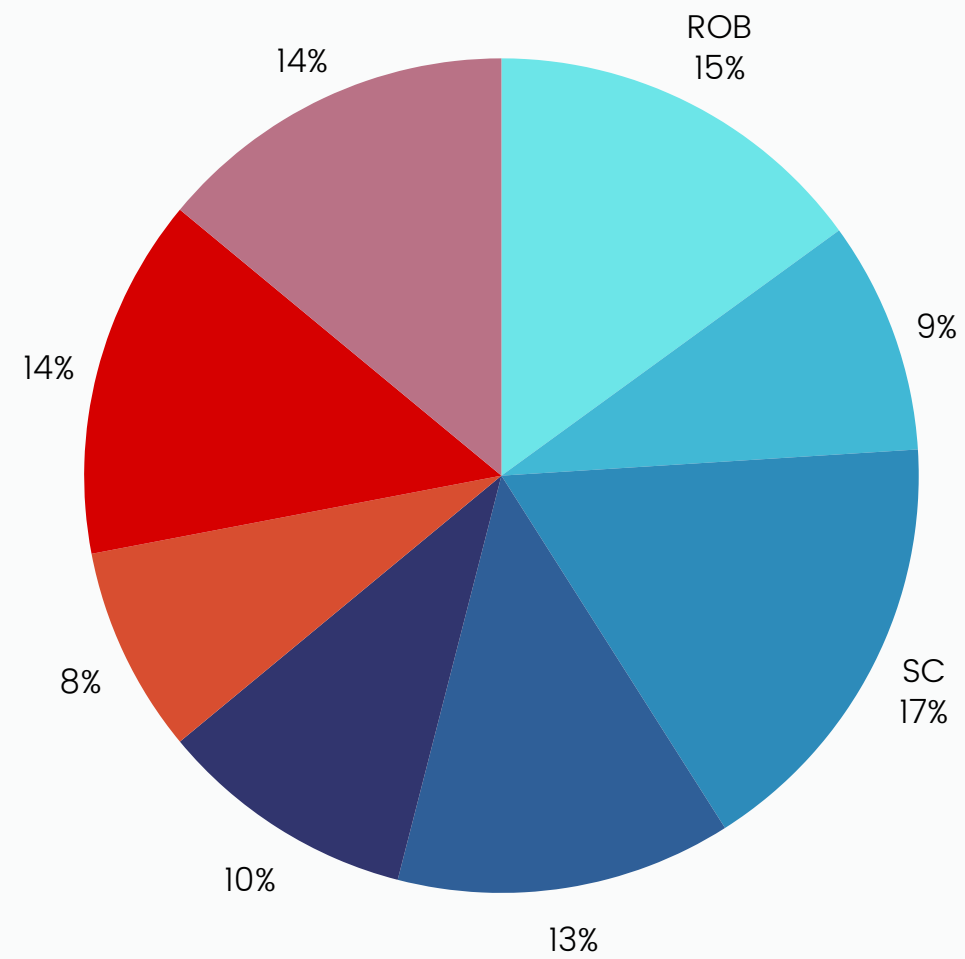
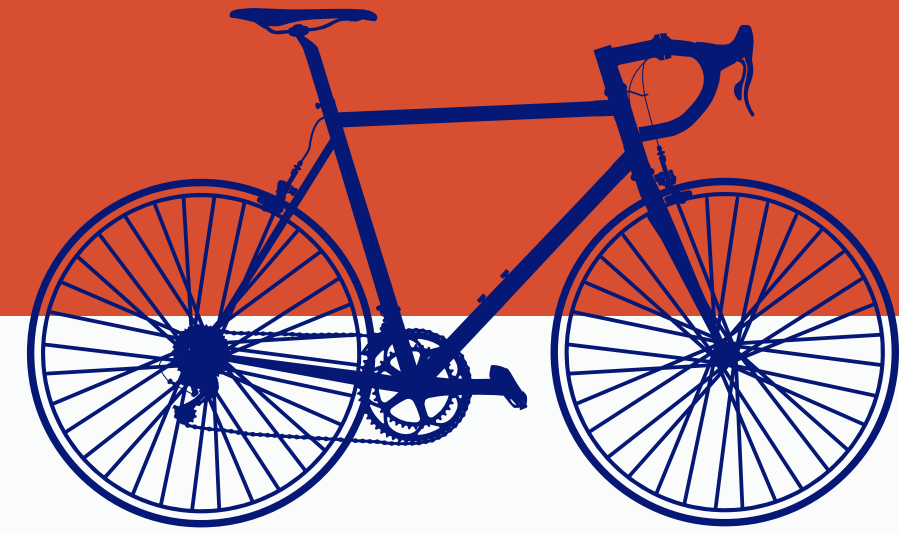
Locations

# Quarter 6 Summary



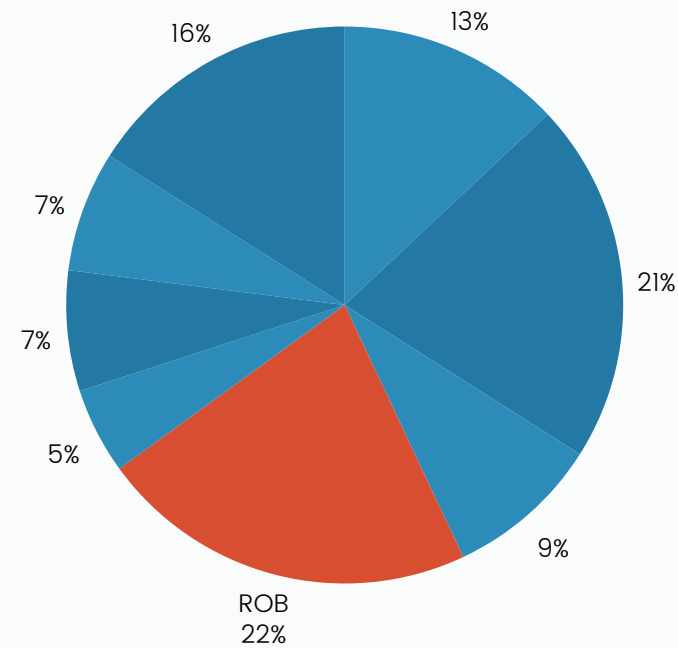
- **Our Moves**
  - First quarter that our operating profit was positive
  - Focused on training for sales people, resulting in a 45% ↑ in sales from Q5
  - Worked to heavily target work & mountain segments
- **Competitors**
  - Came in 2nd place for Total Market Share, behind Sonny's Cyclers
- **Mistakes/Surprises**
  - Excessive regional advertising

# Supporting Data



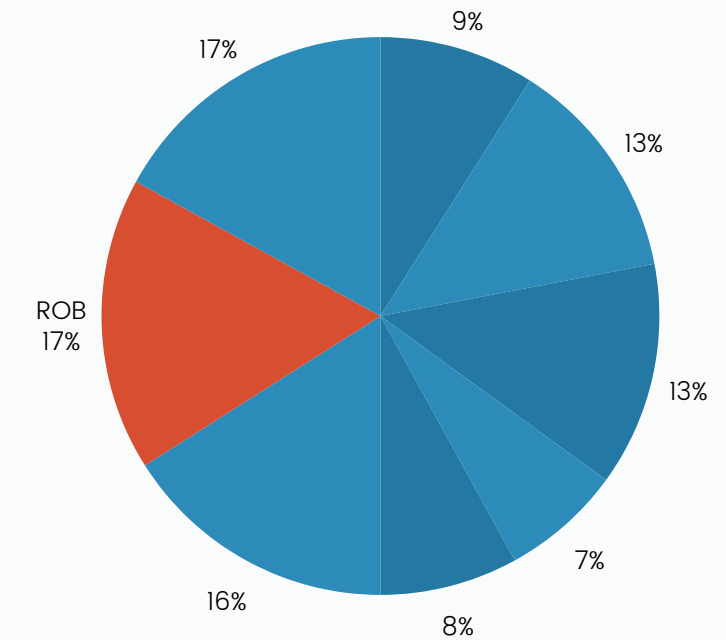
Total Market Share

= 15%



Primary Segment:  
Mountain

= 22%



Secondary Segment:  
Work

= 17%

# Quarter 7 Summary



## Our Moves

- Priced below all competitors
- Opened last two stores
- ↓ spend on salespeople
- Modified brand to match the top competitor
- ↑ budget for advertising

## Competitors

- Less variation in top MS holders
- Mirrored competitors in \$ and design

## Mistakes/Surprises

- Q9 R&D Investment
- Didn't spend enough on training
- High ad spend ≠ better performance
- There can be too much advertising

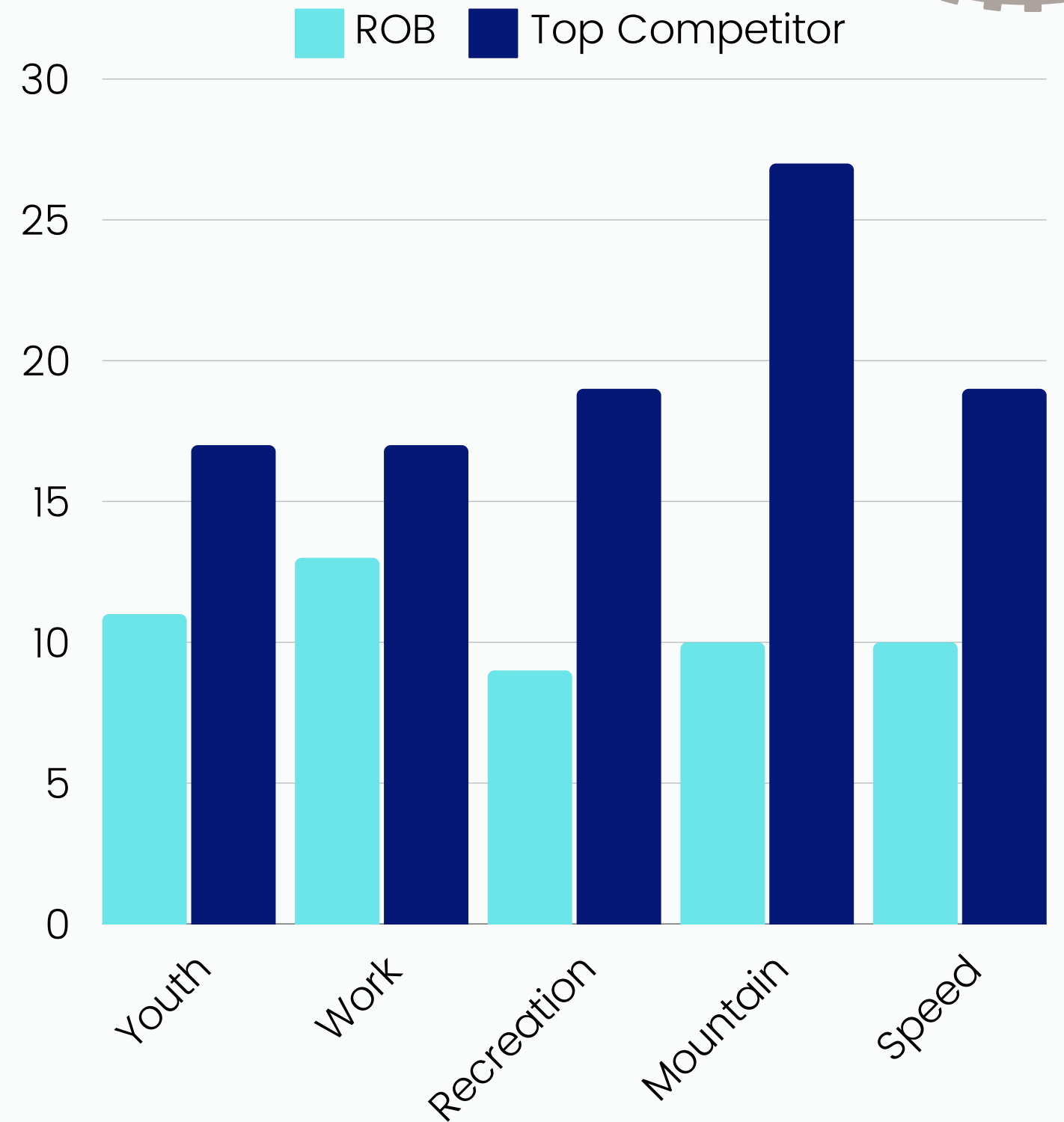
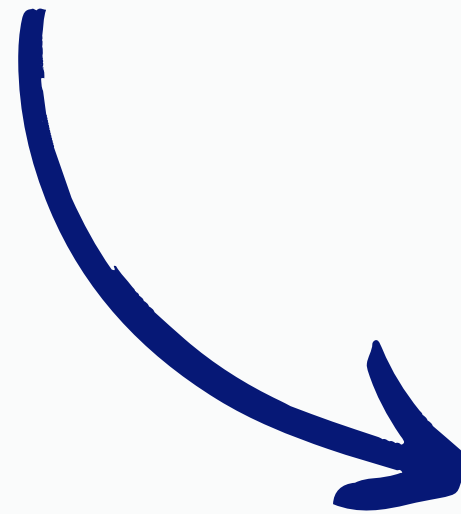


# Supporting Data

56%

Increase in sales  
from Q6

## Q7 Market Share Comparison

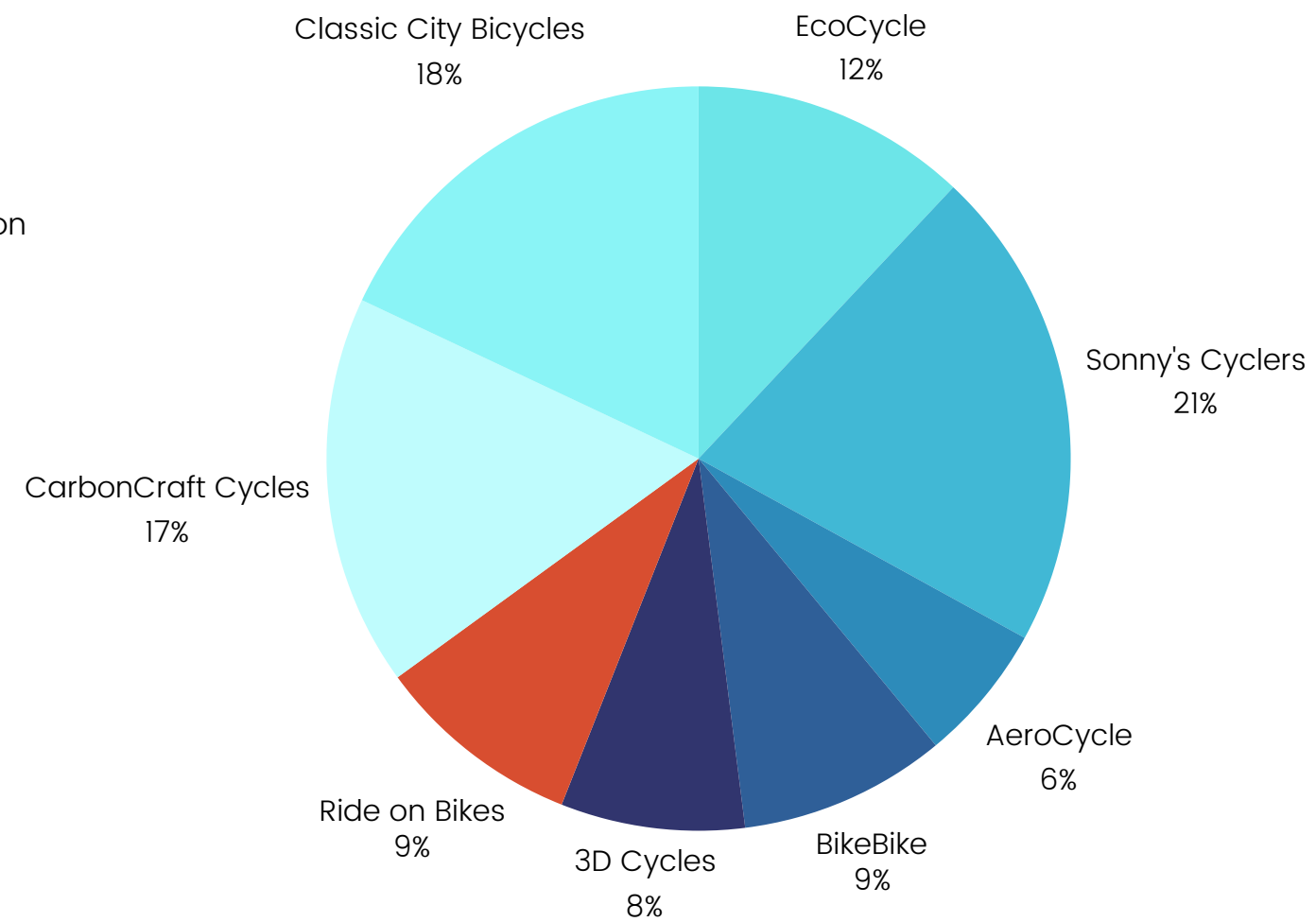
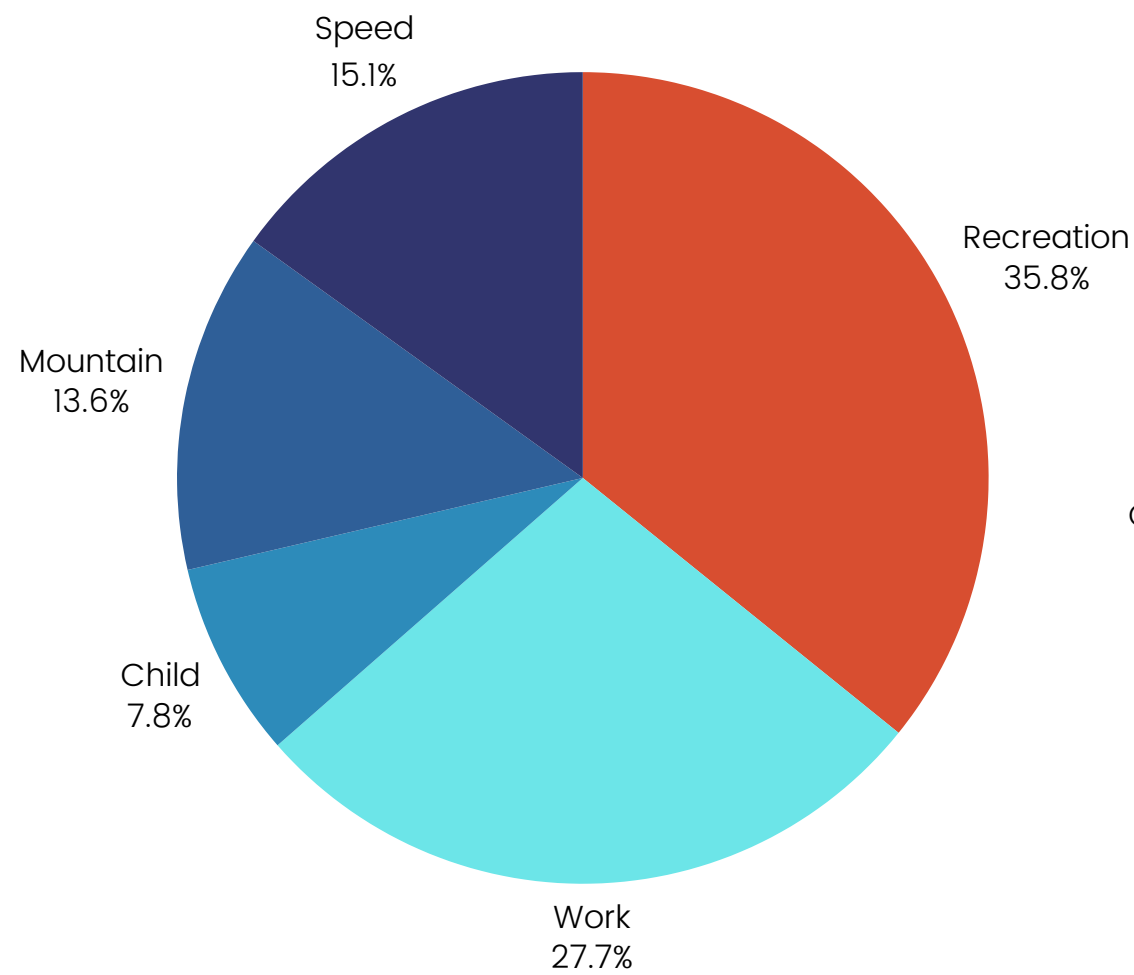


# Quarter 8



- Sales & Priority
  - Recreation > Work > All
  - Salespeople & Stores Increase
    - Sales Contest
- R&D Investments
  - Work, Child & Recreation
- Competitors
  - MS & demand went down
  - Competitors added features
- Mistakes & Surprises
  - Loss of market share
  - Lower profit than projected

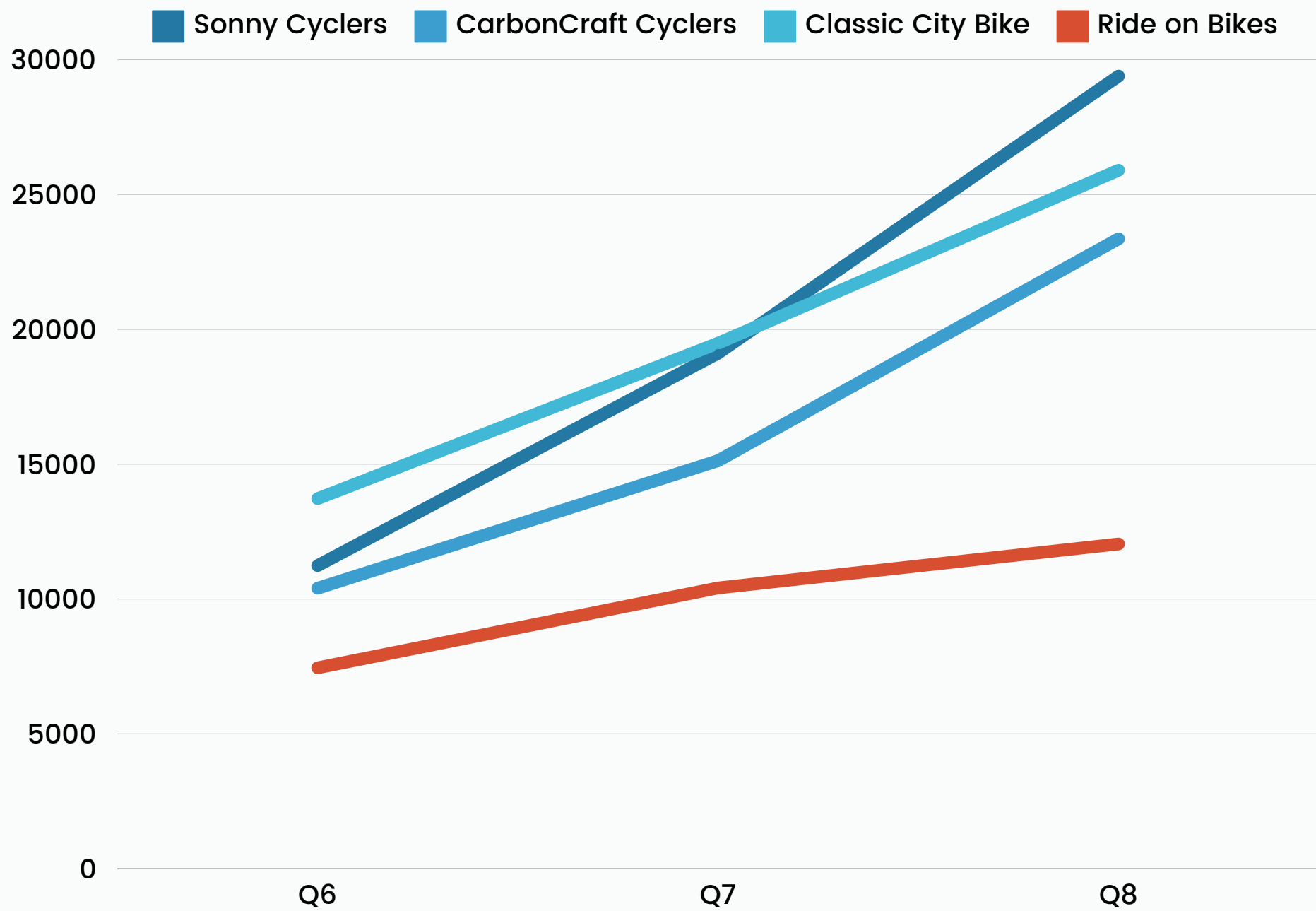
# Supporting Data



**Recreation MS = 14%**  
**Work MS = 9%**  
**Youth MS = 8%**

# Key Learnings

## Demand Q6-Q8



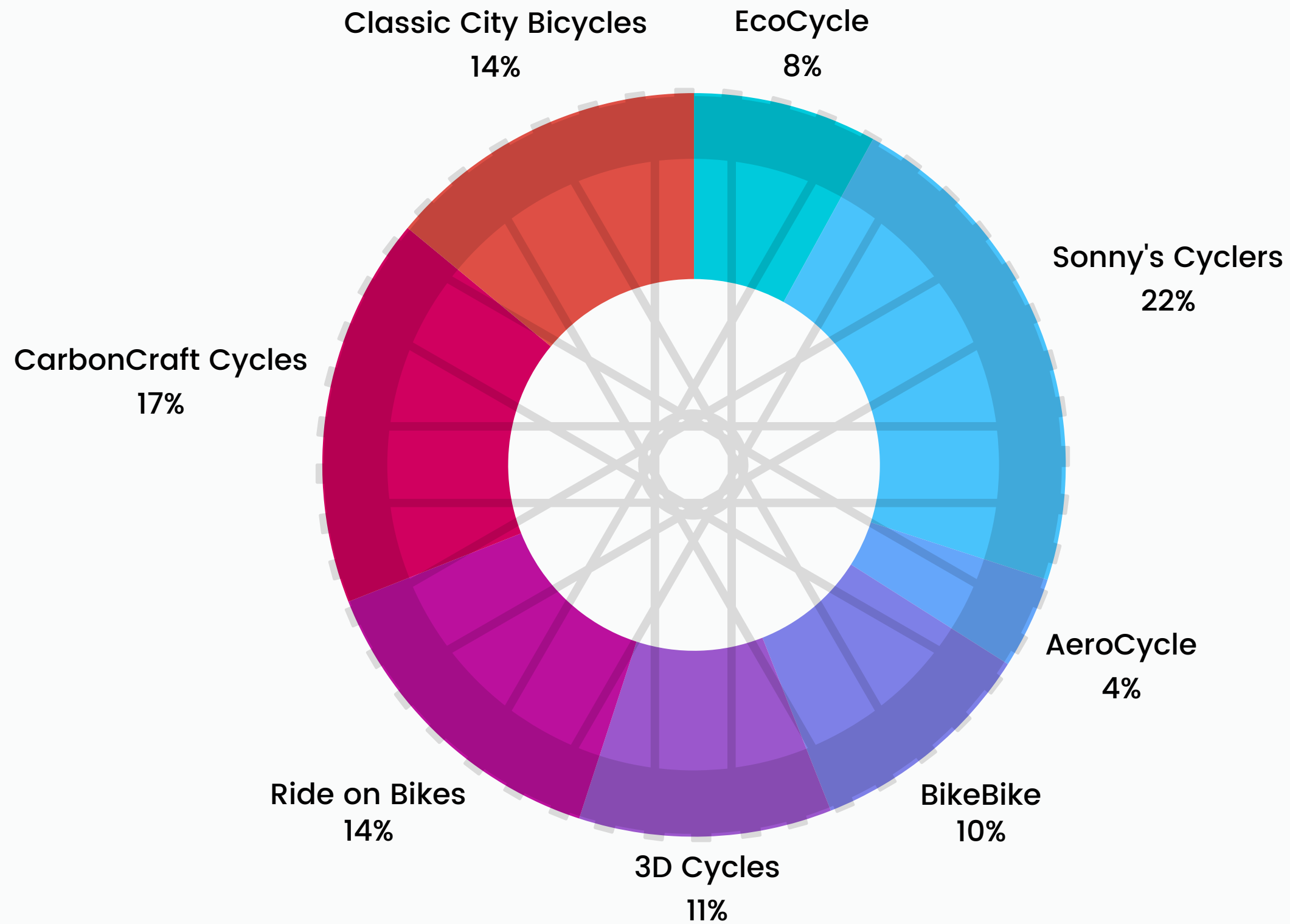
INCONSISTENT SEGMENT  
PRIORITIZATION

PRICED TOO HIGHLY Q1-Q3

LACK OF EARLY INVESTMENT



# Key Success



## TOP 3 MARKET SHARE IN A SEGMENT

segment: recreation  
market share: 14%



**THANK YOU!**

**QUESTIONS?**