



CASE STUDY

Entering the Sharing Economy



Client Profile

Setaway is an early-stage start-up company that aims to be the leader in Peer-to-Peer Recreational Vehicle rentals. The company was founded by an Australian entrepreneur who is preparing to launch the business in the US as soon as possible with a limited, but growing, knowledge of the US's complex funding, insurance and legal environments. Throughout the duration of the project, Setaway had relatively little funding, and had no operations, revenue, or staff outside of the founder. The company's activities revolved around the development of the initial website, establishing strategic partnerships and meeting with an array of potential investors.

The Project

Setaway engaged Fox Management Consulting (Fox MC) at the Fox School of Business to develop a business plan that included a Market Entry plan for the U.S. market, a Marketing strategy, an IT platform, an Insurance Solution, and a working Financial Model. Each of the elements of this business plan was critical for the successful launch and initial operation of the business.

Recommendations

The research demonstrated that all of the fundamental requirements for a successful launch could be developed for Setaway and that the market and culture were ready for this kind of business, if the business plan were properly executed. The Team's research and analysis provided Setaway with the fundamental information needed to create an effective and differentiated market entry and business plan. In addition, the financial projections built upon these recommendations showed a breakeven condition for Setaway in Year 3 with a positive Net Income in the second half of Year 2, and continued growth beyond that. The Team provided a checklist of critical factors that Setaway should focus on in order to secure funding.

Differentiation Factors	Dealerships	Fleet Owners (Cruise America)	Peer-To-Peer Model
Geographic Position	Regional	National	National
Fleet Size	<20	Very Large, but not diverse	Large and diverse
Fleet Quality Control	High	Medium	Medium
Scalability	Low	High	High
Customer Service at point of transaction	High	Medium	High
Customer Service On The Road	Limited	High	High

Figure 1: Feasibility of Peer-to-Peer for Recreational Vehicles