**Executive Summary**

City Taxi is a Lagos, based company, whose mission is to provide reliable, timely, and safe cab services by using complete, in-car credit and debit card access, along with computer-aided dispatch. The company will establish its presence in the industry by acquiring an existing taxi cab association, Mighty Cab, a family-owned business that was formed 12 years ago.

City Taxi will provide complete taxi cab services using the latest equipment and technology to facilitate the travel of individuals in and around the Lagos area. The company's products and services show that we are an innovative, forward thinking company that recognizes the need to move with ever-changing customer needs. At City Taxi, our philosophy is one that emphasizes service, and a realization that effective communication is a key component in our business. The company also realizes that, in a competitive environment, flexibility and professionalism maintain that leading edge.

The company has drivers and employees that are helpful, courteous, and fully trained on the use of the computer dispatch system. As an added safety measure for both drivers and passengers, City Taxi cabs are fitted with Global Positioning Systems (GPS), which enable the cabs to be tracked or located in an emergency. All City Taxi cabs will be clean, well maintained, and inspected regularly for safety and comfort.

The company's strategy is to build reputation and market share by establishing our business offering as a viable alternative to existing taxi cab services in the area. The company's goal in the next year is pursue an aggressive marketing campaign and from that, penetrate at least 65% of the market share. The company's long-term goal is be the top rated ground transportation company in Lagos.

The company's emphasis is on the dispatch, mobile data, and credit/debit card markets of the taxi industry. In aggregate, these markets are believed to represent potential sales in excess of $119 million as of March 1999.  Within these markets, City Taxi will focus on the more lucrative credit card/debit card segment.  This segment, when introduced into any area, has started out slow but over a three-year period has increased by 20% each year in Abuja and Uyo, and by 25-35% in Port-Harcourt each year.

Companies with whom City Taxi competes are Transportation, Inc., Capital Cab, Yellow Cab, and Diamond Cab. Their weaknesses are that they do not have the credit/debit card payment option, and some still use the radio dispatch system. The company has a competitive advantage, however, because our technology is unique to the taxi industry in Lagos. The GPS will enable the company to provide timely service by giving an accurate estimated time of arrival (ETA). The credit/debit card feature will give customers convenience and privacy during the transaction period.

Reliable communications are essential under all circumstances in this business. As such, City Taxi will use the KDT 5000 system.  The KDT 5000 system design provides multiple levels of reliability to assure communications will be maintained under the most rigorous condition. The company will also run a state of the art call center that will be established by Rockwell International.

The company is seeking 2.5 million of financing to fund the acquisition of Mighty Cab Association and its initial operations. This funding will cover the purchase of Mighty Cab, marketing, purchase of extra vehicles, software, and hardware. Projected revenues for 1999 to 2001 are 200,000, 1.5 million, and 2.2 million, respectively.

**Objectives:** The Company’s goal in the next year is to pursue an aggressive marketing campaign and from that, penetrate at least 65% of the market share. The company's goal in the next two to five years is be the top rated ground transportation company in Lagos by continuously monitoring, evaluating, and following up on customer call-ins.

Key components of City Taxi's initial strategy can be summarized as follows.

Establish Relationship with Rockwell International. The company is currently working to establish and develop a working relationship with Rockwell International. This will enable City Taxi to lock into the many services that they offer including, but not limited to:

* Managerial
* Call center and customer service efficiency
* Management consulting
* Technology consulting
* Product management
* Continuous improvement

**Mission:** The mission of City Taxi is to provide reliable, timely, and safe cab services by using complete in-car credit/debit card access, along with computer aided dispatch.

**Highlights:** Highlights of City Taxi

* **Technology**. City Taxi has a unique Global Positioning System (GPS) that pinpoints the nearest driver, thus allowing the driver to give an accurate ETA.
* **Credit/debit card system**. This system is the first of its kind in Lagos and is convenient for both the passenger and driver because approval is given instantly. The swipe machine is located in the back seat, giving the passenger privacy.
* **Trademarks**. The company is in the process of registering the name Patriot as a trademark.
* **Advertising**. City Taxi is already in advanced discussions with TCI Media Services to provide advertising services and market research.
* **Seasoned management**. The company's management is highly experienced and qualified and has extensive experience in the industry.
* **Strategic relationships**. The company has, and will continue to establish, relationships with organizations that will enhance professional growth. These alliances are valuable to City Taxi because they allow us to get updates on technology, added tech support, and a strong presence in the market.
* **Exclusive rights to software**. City Taxi has the exclusive rights to the latest taxi cab software in Lagos.

**Company Summary**

Legal Business Description:

City Taxi was founded in 2019 in Lagos, Nigeria, by Mr. Tobias Uwakwe. The company is a California C-Corporation under the name Patriot, Inc. d.b.a. City Taxi.

**Company Strategy:** The City Taxi's strategy is to saturate the market with television ads depicting the company as a premier taxi service. The company will leverage the newest in car technology to dominate the credit card segment of the market. City Taxi will dominate the market because no other company has this unique feature.

The company's strategy is to build reputation and market share in our target market by establishing our business offering as a viable alternative to existing taxi cab services. City Taxi intends to get the confidence of customers and establish itself as a company that provides superior customer service by using up to date technology to provide timely and reliable services.

**Company History:** As can be seen in the chart and table below, the company performed well its first year, but sales have not been fully actualized. That is the intent of this plan: to increase sales by utilizing our competitive advantages and by the acquisition of a rival taxi company.

**Risks**

The company recognizes that it is subject to both market and technological risks. The company's view of its risks, as well as how each is being addressed, is as follows:

* **Lock out in industry for new cab companies**. City Taxi is aware that this is an extremely difficult industry to get into. To mitigate this risk, City Taxi has established an alliance with the leading cab company in Lagos, Transportation, Inc. The alliance will allow City Taxi to run under their color scheme. Another way in which the company plans to mitigate this risk is by acquiring an existing cab company, Mighty Cab.
* **Acquiring insurance**. City Taxi will have to acquire extensive insurance to cover all aspects of operations, but will be faced with high rates. To lessen this risk, City Taxi plans to use the relationship with Transportation, Inc. to run under their insurance companies, Guinea Insurance and Wapic Insurance. Alternatively, the company plans to purchase insurance from Anchor Insurance and Allianz Insurance, which offer lower rates. This will also bring leverage in negotiating with Transportation, Inc.
* **Adequate facility**. City Taxi realizes that it is difficult to locate a facility with the space required for all operations. City Taxi has found a facility with ample space for all operations. There is enough room to set up repair facilities, and there is adjacent space to store vehicles.

**Value Proposition**

City Taxi's products and services offer the following advantages to customers:

* **Convenience**. City Taxi's products and services provide the driver and the customer with the convenience of a credit/debit card system that gives instant approval.
* **State-of-the-art Call Center**. City Taxi's call center allows us to provide a timely service by picking up the closest vehicle when a call comes in. When a call comes in, it is put into the system, the system sends a message to dispatcher, the system then tags the closest vehicle in the zone, neighboring zone, on the way to the zone, or the dispatcher can call.

**Services**

City Taxi provides taxi services utilizing computer dispatch to help with timely pick up and quality customer care. The software and hardware systems used by City Taxi give customers convenience by allowing them to use credit and debit cards in the taxi.

**3.1 Service Description**

**Taxi Cab Services**

The taxi driver is often the first contact that a visitor has with Lagos and as such, City Taxi realizes the importance of first impressions and customer care. The company's customer-oriented philosophy and its commitment to service are reflected in the careful selection of drivers and the comprehensive training program. Customers can expect the following high standards when they travel with City Taxi:

* Clean and tidy taxis
* Friendly and polite drivers
* Careful driving
* Most practical route taken

**Maintenance/Repair Services**

This division of City Taxi deals with the pure maintenance of vehicles. Drivers will be charged at discounted rates for tune-ups, wheel alignments, and other repairs.

**3.2 Technology**

**GLOBAL POSITIONING SYSTEMS**. City Taxi has a unique Global Positioning System (GPS) that pinpoints the nearing driver thus allowing the driver to give an accurate estimated time of arrival.

**RADIO SYSTEM**. Reliable communications are essential under all circumstances. City Taxi will use the KDT 5000 system design because it provides multiple levels of reliability to assure communications will be maintained under the most rigorous condition.

**CREDIT/DEBIT CARD SYSTEM**. City Taxi will use the in-car credit/debit card system, which is a new market segment for the taxi industry in Lagos. This involves customers using their debit cards in any City Taxi cab with approval being given instantly, eliminating the need to dial in to head office for approval numbers. By using this system, the company will be addressing the need for convenience and reliability. City Taxi also features a computer-aided dispatch system which will be represented under the Patriot name. The company is currently in the process of making Patriot a trademark. The company has also applied for a license to run a 490 narrow band frequency and voice data transmission. From the perspective of customers, the advantage of City Taxi's products and services is the high level of technology, which leads to superior customer service. In contrast to competitors, City Taxi's products and services offer convenience. The key pad and swipe machine are built into the back seat, thus giving the customer privacy. Whereas competitors have to call in a credit/debit card transaction for approval, our customers will be able to get on-the-spot approval before the driver even pulls over.

**3.3 Future Services**

City Taxi plans to respond to market needs by following up with taxi plus (wheelchair accessible taxi vans with credit card access inside) with the next 5 years. City Taxi believes it can capture this niche and a gain in overall market share. Additional plans for next generation products and services include rent to own options for our drivers. Introduction of the company's next generation product and services is expected to be within 12 months.

## Market Analysis Summary

The company's emphasis is on the dispatch, mobile data, and credit/debit card markets of the taxi industry. In aggregate, these markets are believed to represent potential sales in excess of 119 million as of March 1999. Within these markets, City Taxi will focus on the more lucrative credit/debit card segment. This segment, when introduced into any area has started out slow, but over a three-year period has increased by 20% each year in Uyo and Abuja, and by 25-35% in Port-Harcourt each year.

The company believes that the major future trend in the industry will be complete credit card access for consumers. The International Taxi Livery Association (ITLA) forecasts a very steady growth for the taxi industry in the next four years.

**Marketing Strategy**

**Marketing Strategy**: City Taxi markets its products and services as solutions to transportation needs in the city of Lagos. Other target markets include customers in the low to mid income range. Direct mailings and television advertising will be the company's main marketing channels.  These channels ensure that target customers are reached repeatedly and effectively. The company will monitor its market position through constant tracking by Value Pack and TCI Media, Inc.

TCI Media Services - The proposed advertising package, titled "The Championship," will yield:

* One commercial in every regular season NPFL game on TNT for the 2020-2021 season
* One commercial in 2000; 2020-2021 regular season Premier League matches on DSTV 900 6 a.m. - 12 a.m. commercials on a minimum of 4 networks
* Ads on the TV guide channel

**Marketing Programs**

City Taxi plans to communicate through direct mail and television advertising to generate sales. TCI MEDIA Services and Val-Pak Direct Marketing will spearhead the marketing campaign. The key message associated with our products and services is cleaner, efficient, flexible, and convenient taxi cabs.

**Additional Plans**: The Company also has additional promotional plans which are diverse and include a range of marketing communications described below:

* **Trade shows**: company representatives will attend and participate in several trade shows to keep up with changes in the industry.
* **Print advertising and article publishing**: the company's print advertising program will include advertisements in local newspapers and local journal publications like the San Francisco Magazine. City Taxi will feature articles on services provided in the above mentioned publications.
* **Val-Pak Direct Marketing**: the challenge of any direct marketer is to take a massive amount of amorphous data and create tailored messages to targeted market segments. Perhaps no company is more familiar with that challenge than Florida-based Val-Pak Direct Marketing, a leader in local, cooperative direct mail advertising. More than 53 million households in the United States receive Val-Pak coupons in their mailbox. In 1997, Val-Pak designed, printed and distributed more than 11 billion incentive coupons promoting various products and services. Val-Pak targets as few as 10,000 households or as many as 53 million with any given mailing.

**Management Summary**

**Organization**

The company's management philosophy is based on responsibility and mutual respect. City Taxi has an environment and structure that encourages productivity and respect for customers and fellow employees.

The City Taxi team is organized into two groups:

1. **Taxi Cabs**. The taxi cabs division will consist of the fleet of taxis, driver owned and company owned, the call center, and administration.  Overall, City Taxi will have approximately 20 employees in this division. The management of all daily operations within City Taxi will be handled in this division.  Mr. Uwakwe, the CEO, will be responsible for the purchase of vehicles and dealing with vendors and suppliers. There will be 10 to 20 employees in the call center, three supervisors, three dispatchers, an office manager, a data entry clerk, and an employee responsible for accounts receivables/payables.
2. **Maintenance and Repair Services**.  This division will deal with the maintenance of vehicles.  Drivers will be charged at discounted rates for tune-ups, wheel alignments, and other repairs.  This division will be staffed with seven employees to begin with.

**Officers and Key Employees**

City Taxi's management is highly experienced and qualified.  Key members of City Taxi's management teams, their backgrounds, and responsibilities are as follows.

* Mr. Tobias Uwakwe, President and CEO.
* Mr. Olajide Oluwafemi, Senior Vice President - Operations.
* Ms. Christine Tarka, Call Center Supervisor.

**CONCLUSION**

In conclusion, from the information granted above, the supporting of this business will be a viable one, and will yield adequate returns on the investments made.