

BMSW4006 - AIRPORT EXPERT BUSINESS PLAN

MANAGING ENTERPRISE IN THE 21ST CENTURY



Liviu Topala

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Airport Expert

Executive Ground Transfers

Mission Statement

“Our mission is to provide the perfect travel experience, creating a balance between quality of services and affordable prices. Customer-first !”

Business Aims

Executive ground transportation, airport transfers specialist, operational across the country, live assisted 24 hours in online and offline. Executive fleet, uniformed drivers, professional customer service.

Business Objectives

- Finding and Renting a premise
- Applying for an Operator Licence
- Developing a website and a marking presence in social media (Facebook, Instagram, Google+) and also registering with online reviews websites
- Researching the local market, advertising the company on the radio, online and social media and informing the public with a certain opening date.
- Buying a taxi dispatch software and booking keeping system, ready to be presented to the new staff
- Recruiting a number of two office person (controllers) that have previous experience in a taxi call centre and local knowledge
- Recruiting owner-drivers
- Running training sessions for drivers and controllers, presenting the company plan, familiarising the staff with the company
- Finding and analysing the competitors (finding the prices and services that they provide)

Legal Identity

Partnership - Looked at the positive side, the business partnership model enables to go into business with someone else without the perceived formality of a limited company. There's no need to register with Companies House and registering the business partnership for taxation with HMRC is fast and quite simple. There is the advantage of sharing the ideas and opinions that can only be constructive and efficient, but also taking into consideration the investments will be coming from both sides.

Services Description

- Executive ground transportation to and from any destination in the UK at affordable prices
- All cars are fully executive, licensed and periodically road-worth tested by an independent authority specialist
- All drivers are CRB checked, licensed by the local council, professionally trained and uniformed (suit&tie)
- Executive vehicles able to transport up to 8 passengers, with wheelchair passengers access
- Multiple booking platforms (by Phone, Online Form - website, Email, WhatsApp & Mobile, Social Media)
- Multiple payment's ways (Online - via a secured link, Invoice, By Phone, BACS, cash or card in car)
- 100% full refund on cancellation (subject to 24 hours notice)
- Email and text confirmation on booking and reminders before your journey

Marketing and PR plan

I. Marketing strategy

Customer interaction and aims	SMART objectives	Strategies to achieve the goals
Gain more visits to the website, social media networks and interactive consoles, increasing the brand awareness.	Increase new monthly visit to the website by 25% in the next 12 months.	With help from advertising partners and SEO softwares, create visual 'eye catching' advertising and contents.
Increase the audience and interaction with the online company's media platforms to generate leads.	Reduce the average cost per advertising offline (street posters and radio) and increase the organic advertising (social media).	Paid social media distribution, online offers and promotions, email newsletters and expert replies to customers email.
• Increase the customers number from other sources than the 'direct contact' ones. • Providing the best services, attract new potential customers that comes initially from indirect sources.	Joining different comparison websites and booking platforms, increasing the number of the potential customer that will book directly with the company in the future.	Providing company contact details directly to the customer by the driver, using the company business cards and introducing the company to a potential future customer, convincing the customer with the superlative services.
Increase the customer conversion rates from leads to sales in online, promoting the service's idea.	Generate the online leads that will increase the younger customers number, turning into sales.	Improving the performance of social media advertising, using contemporary video-marketing.
Anticipating the customer profile and/or know the customer's need, create tailored offers and services, keeping the customer with the company for longer.	Keep the customers in touch with the business, offering individual customer service and offers making the customer to inform and recommend to others.	Research / Develop / Achieve • research the customer profile • develop individual services • offering unique services • create promotions and offers

Marketing Ideas

- *Direct marketing (Airport Expert direct marketing campaigns do not rely on advertising in mass media. Instead, the delivered sales pitches by mail, by phone, or by email.)*
 - *Email:* the number of pitches sent can be massive, personalises the message, by inserting the recipient's name and city in a prominent place.
 - *Mail:* the company send interactive leaflets and promotions, business cards and discounted coupons directly to the customer address.
 - *Call to action:* recipient of the message is urged to immediately respond by calling a toll-free phone number, sending in a reply card, or clicking on a link in an email promotion. Any response is a positive indicator of a prospective customer.
 - *Membership:* this is a personalised membership card, the customer have a variety of advantages and personalised discounts, also the membership cards are expressing the company admiration to loyal customers, making the customer feels special and bringing even more business into the company.
- *Indirect Marketing (Airport Expert focuses on first gaining the trust of its potential customers. This is purposely to grow the brand's familiarity and nurture prospective customers to eventually using the Airport Expert's services).*
 - *Content and approach:* marketing campaign that create valuable content intended to capture the attention of the target audience. Is a "non-selling" campaign, just informing and entertaining the audience targeted. (Eg: blogging, online advertising in different travel platforms, YouTube channel videos, podcasts, footprint)
 - *Visibility:* street advertising, shops window advertising and leaflets and posters, company information on own cars (eg. stickers on cars mentioning the website, email addresses or phone numbers)
 - *Social proof:* Airport Expert uses interactive PR's marketing structure to "show off", publicly advertising that some of the companies, business, corporations or trusted people (like companies directors, doctors, VIPs and others) already used Airport Expert services and they been happy with the services provided.
 - *Referrals:* one of the most efficient way of advertising, there is no better way for someone to hear about the business than from a trusted friend or family. The word-of-mouth referrals by overjoying customers. Surprising the customers with value they weren't expecting, and making them talking about (Airport Expert sells great airport transfers). But by building surprise into how the company takes care of customer relationships, the best way is to ask the customer to recommend the company to friends and family, rewarding the both parts with discounts.

Example of Marketing Materials:



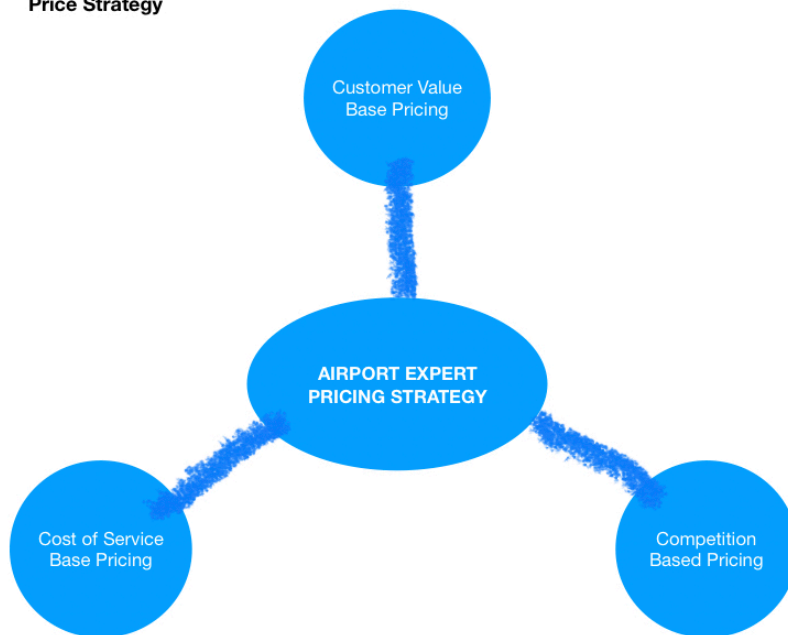
II. Targeted public

1. **Holiday Makers:** “We love driving people to their destination on time, safe and secure.” The executive services cannot be wrong, as the company do all the best to keep a customer happy. Pre-book up to even one year in advance or just contacted on the day, for example, catching a flight is not negotiable, so the customer can count on us to get to the terminal with time to spare. The booking agents are available 24 hours , ready to help every customer with the booking process, not only booking a taxi service but giving tips and expertly opinion about how long will take the journey, what is the best time to leave from home or hotel and even giving advices on how long is the boarding process for some airline companies and what time is needed to leave to be to the airport on time.
2. **Individual Business Travellers:** Airport Expert offers unsurpassed chauffeur-driving experience, with the unique reach and scale to deliver world-class travel, capable of meeting the most demanding business requirements in key time and place. Working with thousand of business customers, solo traders or small and medium size companies across the world, we understand better the need of travelling for business that has to be perfect and stress free.
3. **Corporate Travelling Solutions:** For a corporation, the ‘travel management plan’ is one if the most important factor in linking and commuting for the business needs, being one of the most critical and stressful process, involving outsourcing resources. Airport Expert offers tailored services for medium and big corporation, enabling a Dedicated Account Manager to deal with the company’s travelling needs, even is needed to book the next journey for a company's staff or an important quests, will provide the best services that a corporation can find on the market at this moment.

III. Public Relations Plan

- **Public Company Description:** Airport Expert is not only a airport taxi services from here to there, it is a brand that is providing excellent travelling solutions for individuals, business travelers and corporations. Putting its customer’s needs first, updating the services according to the customer’s requirement and create an individual plan for a great travelling experience.
- **Targeted Public:** Anyone that requires airport, port or train station taxi services to and from any address in the Uk. Anyone that requires taxi services from A to B (if at least one of the addresses is located in the 25 miles radius of Portsmouth). Anyone that requires a taxi service or limo service for an event (wedding, prom, VIP transfers), a sport event or/and a cultural event (live shows, theatre, concerts) to and from any address in the Uk (if at least one of the addresses is located in the 25 miles radius of Portsmouth).
- **Communication with the public:** “Business Communicating is the ultimate challenge.” Communicating with customers is an extension of good employee communication. The same habits and skills used in employee communication are needed to successfully communicate with customers. Airport Expert will communicate with customers by listening to the customers. Customers have very simple needs - They want what they want when they want it. Airport Expert will be communicative in offline (answering the phone calls) but the main communication platform will be based in online (especially on social media advertising and marketing emails) where the company will invest time and resources according to the marketing plan. “Note: Managers who are skilled at communicating effective with the employees will, in most cases, be equally skilled at communicating with the customers.”
- **Communication with the media:** Contacting a local reporters for feature stories in the local newspapers and taxi industry magazines. Press release about potential offers and promotions. Look into being guest into a local radio talk show.

Price Strategy



- **Public Feedback and Reviews:** Monitoring the online advertising. Sending to the customers via email and text forms that requires their opinion and feedback about the services. After using the services the customer have ability to rate the service that have been provided.
- **Competition Based Pricing:** the final cost of the service based on the cost of competitive service in the same marketplace offering the same quality of services.
- **Cost of Service Base Pricing:** the final cost of the service is based on the quality of the service + the efficiency and availability of the services.
- **Customer Value Base Pricing:** the price of the services is set on how much the customer believes in the brand's worthiness, encouraging the customer to pay the price that is requested and also to recommend the company to others based on the services.

Airport Expert 7 P's

- Product** - The services are superior than many competitors, Airport Expert offering a high quality transportation services, combined with high-end technology and branding services.
- Place** - Airport Expert is based as a location in Portsmouth, Hampshire without public access. The company offers transportation services, contactable 24 hours by phone 02392 799 029, by email office@airportexpert.co.uk, online via LiveChat at www.airportexpert.co.uk and on social media platforms searching for Airport Expert.
- Price** - The prices are medium ranged, the price justifies the quality of the services.
- Promotion** - Airport Expert is offering 10% discounts for students, also offering special prices for regular customers and is running a discounted rates promotion every December 15th to February 1st for every customer booking with the company on the period mentioned.
- People** - The company is a partnership based, running by Liviu Topala (the founder and owner) and Alex Newman (company director and co-founder). Gabby Paris (call centre supervisor and booking agent), Emma Harrington (booking agent) and 3 professional trained chauffeurs.
- Process** - Airport Expert is providing executive ground transportation and luxurious airport and port transfers to and from any destination in the uk.
- Physical Environment** - Airport Expert is using online high quality softwares and platform to offer the most reliable customer service and the faster booking on the market, on every platforms. The car fleet is fully executive, updated periodically, the company offers smart, advance technology and high quality services in every car.

The HR and the Team

- **Management:**

- **Liviu Topala** - Company founder and Owner - **Role:** Established the company, implemented the business ideas, strategies and named the company. In charge with the whole departments and staff from the company. Calculating the staff wages and the drivers percentages for payments. Salary taking from company profits.
- **Alex Newman** - Company co-founder and Director - **Role:** Joining the Liviu's ideas and contributing with resources (time and finances) to build the company and make it working. In charge with the operational side of the company, controlling, monitoring and researching on behalf of the company. Salary taking from company profits.

- **Call Centre:**

- **Gabby Paris** - Call Centre Supervisor - **Role:** supervising the call centre activity, holding the emergency mobile phone 24 hours, book appointments and respond to customers email and request. **Salary** : £1400 / month (0h contract - fixed wage)
- **Emma Harrington** - Call Centre Operator - **Role:** take new bookings, replying to customer communication and quotes requests, answering the landline, mobile phone and social media. **Salary** : £1200 / month (0h contract - fixed wage)

- **Chauffeurs:**

- **Madalin C, Alex U & Peter K** - **Role:** Professionally trained chauffeurs, "the front line" of the company and the one that meet the customers face to face the most. Chauffeurs with over 10 years experience in taxi industry. They are responsible to provide an efficient, safe and on time driving for every customer. **Salary** (based on the number of journeys): approx. £4500 / monthly (Self Employed Contract)

- **Recruitment process:**

- preparation - setting the frame for the position and a profile of required competencies and skills for the new hire.*
- advertising - to put together a job ad and choosing the proper communication channels to spread the message. (Eg: radio, social media, google and job's search engines)*
- selection (1) - first selection is done to eliminate unqualified applicants who don't meet the basic requirements for the position using selection questions as part of the application process, basically asking if the applicant meets the requirement or not, the company can quickly discern who does and does not meet the basic requirements. Get in touch with these applicants to inform them that they have not made it through to the next round, preferably making it clear that it's because they don't meet the basic requirements.*
- selection (2) - this step of the selection process is to figure out which applicants should be asked to come to an interview. In other words, Airport Expert should rank candidates according to which are the most to least interest to meet with. The rating should be based on how well the candidate fits the profile of requirements and skills needed for the position. The company send out invitations to the selected candidates.*
- selection (3) - this is the interview selection; the company interviewing every candidate that attended the location. The candidates are required to provide evidence or qualification and skills that Airport Expert will be able to check if the candidate that company assessed as being highly qualified and suited for the job can actually deliver in a future work situation. **For office roles**, the work exercise could be changed to conducting a "technical interview" where the candidate is questioned by a peer about their area of expertise to assess whether the candidate possesses the right problem-solving skills and understands working processes, having a good communication skills. **For drivers roles**, the interview may ask the candidates to conducting a "checklist interview" where the candidate is questioned by a peer about their work experience, providing also driving licence's information, customers skills and documents that attesting their legal qualification (eg: valid taxi badge, valid taxi license and insurances)*

- f. *work offer - the accepted candidate gets an offer, and once all papers have been signed it's time to finish up the recruitment process, giving them a date when they will starting the work. All other unsuccessful applicants should, at this point, be informed that they were not chosen for the position and that the position has been filled.*

Physical Location

Airport Expert is based in a strategic location in the South of England, being probably the best choice when is about setting up a travel business. Due the nature of the business that Airport Expert is providing, Portsmouth is a key location, as the majority of the international brands and corporations have their HQ in the city, also is an important historic landmark with thousands of tourists in every season and is the 'home of the Royal Navy' and the largest Marine Military Base in the south. Portsmouth is also the hub-link for transportation, on the railway, roads and on the sea (International Port).

Financial Resources Plan

Airport Expert will run two cost categories: the start-up expenses and the operating expenses.

Cost of establishing (start-up expenses)

All the costs of getting the business up and running should be considered start-up expenses. These will includes:

- business licensing and operational permit: £700/year
- Rent (including rent deposit if applicable): £100/month
- Office equipment & taxi dispatch software: £800 (one time payment)
- website and app development: £100/month

Cost of running the business (operating expenses)

Operating expenses are the costs of keeping the business running. These are Airport Expert monthly expenses. The list of operating expenses includes:

- wages: £2600/month (office staff); 85% from each journey completed (approx: £4500/month per driver); management wage: £1700/month
- loan repayments: £180/month
- rent: £100/month
- electricity and gas bills: £45/month
- telephone bills: £35/month
- materials (cleaning and essentials): £60 every 3 months
- advertising bills: approx. £20 every 2 months

Cashflow Projection

a. Income projection:

- Own investment - from personal financial resources: £3000
- Loan - either a start-up loan or a personal loan: £10000 (Eg: for a period of 2 years, with a payment of £180 max. per month)
- Sales - predicted customers a month is figurative and is going to be increasing after the first half of the year due the holidays season: £17,000 - £21,250 (Eg: the figure is for average of 57 to 72 bookings a week @ £80/journey)

b. Expenditure Projection (monthly):

- Wages: £1300 (2x - for the office staff); 85% for drivers from the total fare of every journey, £1500 (for management - 2x)
- Loan repayments: £180/month
- Rent: £100/month (office into a business park / eg: Basepoint Business Park)
- Electricity & Gas Bills: £45/month (combined fix plan with British Gas)
- Telephone bills: £35/month (VOIP - Virtual phone number- line from Access Numbers Ltd.)
- Advertising & Office materials: £60 to £100 (every 2 months)
- Licensing Bills: £700/year

c. Closing balance:

- First trimester - January/£11,985, February/£11,115, March/£10,820
- Second trimester - April/£9,860, May/£9,820, June/£8,760
- Third trimester - July/£9,380, August/£8,590, September/£7,840
- Last trimester - October/£6,578, November/£5,236, December/£5,276

Airport Expert - Cashflow													
	January	February	March	April	May	June	July	August	September	October	November	December	Totals
Income													
Sales	£14,000.00	£17,000.00	£18,240.00	£18,240.00	£19,200.00	£21,120.00	£21,120.00	£21,250.00	£21,250.00	£20,160.00	£20,160.00	£19,200.00	£230,940.00
Investment	£3,000.00												£3,000.00
Grants													
Loans	£10,000.00												
Total Income	£27,000.00	£17,000.00	£18,240.00	£18,240.00	£19,200.00	£21,120.00	£21,120.00	£21,250.00	£21,250.00	£20,160.00	£20,160.00	£19,200.00	£243,940.00
Expenditure													
Wages	£14,800.00	£17,450.00	£18,140.00	£18,840.00	£18,800.00	£21,120.00	£20,120.00	£21,620.00	£21,620.00	£21,062.00	£21,062.00	£18,800.00	£233,434.00
Insurance						£700.00							£700.00
Loan payment		£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£1,980.00
Rent	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£1,200.00
Electricity/Gas	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£45.00	£540.00
Telephone	£35.00	£35.00	£35.00	£35.00	£35.00	£35.00	£35.00	£35.00	£35.00	£35.00	£35.00	£35.00	£420.00
Materials		£60.00			£60.00			£60.00			£60.00		£240.00
Adverts	£35.00		£35.00		£20.00		£20.00		£20.00		£20.00		£150.00
Total Exp.	£15,015.00	£17,870.00	£18,535.00	£19,200.00	£19,240.00	£22,180.00	£20,500.00	£22,040.00	£22,000.00	£21,422.00	£21,502.00	£19,160.00	£238,664.00
Net Cashflow	£11,985.00	-£870.00	-£295.00	-£960.00	-£440.00	-£1,060.00	£620.00	-£790.00	-£750.00	-£1,262.00	-£1,342.00	£40.00	£5,276.00
Opening Balance	£0.00	£11,985.00	£11,115.00	£10,820.00	£9,860.00	£9,820.00	£8,760.00	£9,380.00	£8,590.00	£7,840.00	£6,578.00	£5,236.00	£5,276.00
Closing Balance	£11,985.00	£11,115.00	£10,820.00	£9,860.00	£9,820.00	£8,760.00	£9,380.00	£8,590.00	£7,840.00	£6,578.00	£5,236.00	£5,276.00	£10,552.00

SWOT Analyse of Airport Expert

I. Strengths

Airport Expert is a company that provides executive transportation services, using only new executive cars (Mercedes & BMW), all drivers are trained and uniformed, giving to the customer a trust assurance and expressing the professionalism. There are multiple bookings platforms that the customer's can book a service at anytime, also there is assistance available 24 hours. Time to time, company will provide different offers and promotions that will encourage people to carry on using the company for a long term.

II. Weaknesses

The company is only available for 'pre-booking' only and the company's drivers can't pickup from the street (due the Private Hire legislation), also the company offer a 24 hours assistance only online and on WhatsApp (mobile phone) and may loosing customers that are only using a landline, for example, to book a cab. Due the shortage of staffing in the office, the company may lose a part of the potential bookings while agents are already involved into a conversation with another customer. Some of the customers may find the prices higher than other taxi companies. The company don't have to many clients as being a new founded company, need to gain the public trust, this will take time.

III. Opportunities

Airport Expert have the opportunity to sign transfer contracts with different business and corporations due the higher level of services, these types of contracts are beneficial to the company as is a frequent and continuous income. Holding a "Private Hire Operator Licence" the company is able to work with other taxi companies (from different cities) and with third party booking agents, online and offline, being in advantage of taking jobs from other areas, despite the regular taxi companies are only allowed to take bookings from the area where they are licensed.

IV. Threats

In the first months the driver may complain about the lower amount of work that they have (being paid from percentage of every job done), they may leave the company going to work for an old established company. Despite of the best services that Airport Expert provides, there are customers that may do not use the company due the services price that is not the cheapest on the local market. There are competitors that may use the same business ideas as Airport Expert, having a greater number or cars available.

Competitors research

Airport Expert provides airport transfers and executive ground transportation, anywhere in the UK leading to south of England, offering excellent services and 24 hours availability, fixed transparent fares and safety. To understand the competition, there are two travel comparable competitors as follows:

- *Direct Competition:*

- AndiCars - The oldest taxi company in Portsmouth area, established in 1977. The company today is providing local taxi and airport transfers, with regular and executive cars. The company have a fleet of over 2000 vehicles today, serving Portsmouth and other surrounding areas.
- AquaCars - The biggest taxi company in Portsmouth, with over 3000 vehicles, offering regular taxi services, airport transfers, executive services and group transfers. AquaCars is the busiest taxi company in the South of England.
- Uber - The company starts to operate in Portsmouth in 2015, becoming one of the most trusted taxi company due the renowned company services and cashless transactions, also for the brand and the ability of the customer to book the taxi from an mobile app.

- *Indirect Competition:*

- StageCoach - A network of coaches and buses that providing local travel and long distance travel service, have a great price per ticket, with the possibility of buying it online, at the POS's across the city landmarks or straight from the drivers.
- Enterprise RAC - A car rental company, with a nationwide coverage (and international), that provides self-driving services, renting a big variety of cars.
- Bla Bla Cars - An online based company, that provides travel services nationwide, Base on the availability of other transportation companies that they are partners with. Providing the booking only, but not the cars.

COMPETITORS	Business Model	Strategy	Product Analysis
AndiCars	Targeted the local public travelling locally for shopping and casual. Taxi company that is providing their own cars and drivers to the client.	Focused on ownership model for growth for better control and experience. Provide all sort of transfers, but focusing in local transportation. Provides cars to the drivers, charging the drivers a rental fee.	• bookings by phone and online by app • advance bookings and last minute • female driver (if requested) • local guidance • marked cars (easy to recognise the company logo)
Uber	Local taxi services, app. based, that work with owner drivers.Global.	Relaying on an aggregator model and discounting backed by technology. Focusing in integrating in multiple online platforms, in order to increase the number of the customers. Global concept, that is operating on the own software.	• online payment (throughout the own mobile application) • cashless services • tracking the car by location • single touch booking request • information about the car and driver prior your pickup • driver's rating • unmarked cars (for discretion)
Enterprise Rent-A-Car	Rental car company, provides all varieties of cars.	Focuses on the self drive services, Allow customers to rent cars by hour, day, week or month, picking up the car from a location and with the possibility of dropping the car off in a different location if needed.	• online booking and reservations • customers drive the car by themselves • possibility of dropping the car to a different location • flexible prices • refund on cancellation
Bla Bla Cars	Online based travel agent, nationwide.	The company is continuously searching for travel promotions and offers, buying tickets to the most requested services and then selling them to the own customers. Focusing in filling the empty seats into a sharing transportation service.	• varieties of transportation services (including share taxi, buses and trains) • tickets discounts and offers • verified companies, drivers and passengers • not refundable in case of cancellation

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