

Customer Case Study

Drive - Hull, UK



www.icabbi.com

Introduction



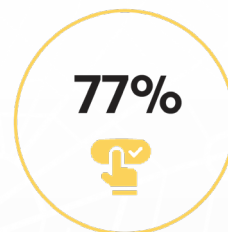
Drive is a UK based Private Hire company with 850 weekly working drivers from a total fleet of 950, operating in Hull and Doncaster. The business was started in 2017 by Chris Hall, MD and part owner. Chris is a young 20 year veteran of the industry having started with Amber Cars in Leeds as a call taker, working his way up to General Manager, albeit Amber Cars, lead by industry leader Andy Pennock, wasn't the type of business where people had titles. Back then Amber was creaking at the seams with over 80 people in the Call Centre, with up to 35 call takers on a busy Saturday night. It was running on a Server based system that simply could not handle the volume of trips Amber's 800 cars were doing a week, especially at peak times. Management meetings back then were focused mostly on staff and system issues. Things needed to change, Uber was coming to town and they knew they had to simplify their business, get

into the Cloud and grow, so they looked all over the world for a solution to replace what was deemed "not fit for purpose". Chris was part of the search and the decision was made to go with iCabbi in 2014, over the next 3 years he was responsible for turning Amber Cars fortunes around.

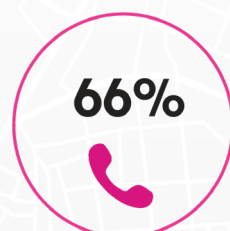
In 2015 Amber was purchased by Veezu, who were a Market Consolidator that was starting to buy Taxi companies across the UK. For the next 2 years Chris took on the role of Veezu's Group Operations Officer responsible for onboarding fleets to iCabbi and introducing best practice across the Group. During this time he got a taste for turning around Taxi companies and felt there was an opportunity to go out to the market and do it on his own.



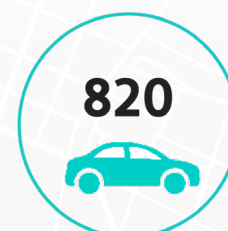
Fleet Acquisitions



Booking Automation



Inbound Call Automation



Weekly Active Drivers



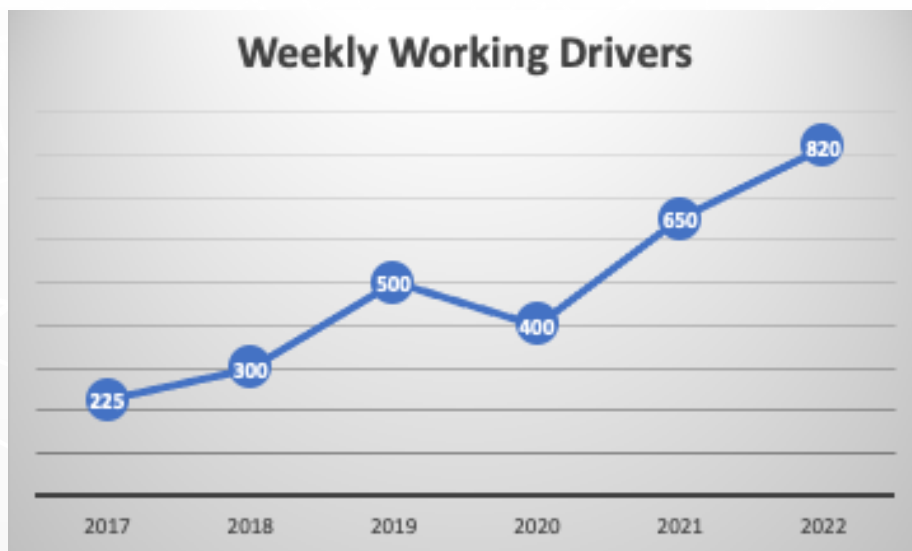
The Challenge

His first purchase in Feb 2017, was a 120 driver fleet in Hull called 57 Cars. 2 months later he had acquired his second fleet, with 80 more drivers and another one for 25 drivers late 2017. Speed was of the absolute essence for Chris and his team. Consolidation in the Market was gathering pace and the team needed to get their business acquisition and optimisation model on a fastrack and the iCabbi platform, driven by Chris's Digital Transformation experience, would be central to that.

The Drive Team spent 2018 introducing efficiencies within their Call Centre and Driver operations, making everything that bit simpler by focusing on Booking Automation and introducing new ways of operating. Dispatch was set up for each zone's operating conditions, and critically adjusted on an ongoing basis to ensure that passenger wait times and driver

dead mileage were constantly improving. Confidence was high that customers would see results as there was, in their minds, no other product in the market capable of this instant update approach. The iCabbi Passenger App was rolled out, with the full Voice solution coming on stream mid project. Operating Costs, Revenues and profits were impacted in the right way and the fleet grew organically to 300 drivers by the end of 2018.

More funds were made available and since then another 6 fleets with 500 more drivers have been acquired. Notably all of the new fleets were live on the iCabbi platform within 10 days of contracts being signed. COVID obviously had an impact, but their recovery is strong and the Investment Payback is now back on track.



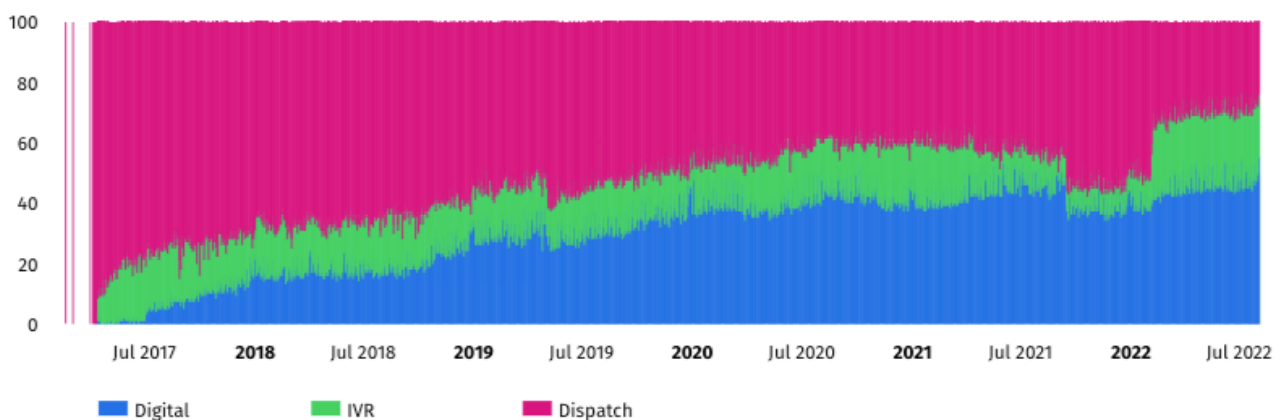


The Result

In 4 short years Drive are now the largest taxi company in the Hull and Doncaster region, with a total population of over 500,000 people. In the past the focus would have been centred on Cost Per Call and Total Wages, but now the business drivers, amongst other KPIS, is on “Cost Per Job” which has dropped 35% since July 2019, and “Wages as a % of Total Revenue” which has dropped from 21% to 14% since Jul 19. The change is down to how Chris sees the team. They are more proactive now in managing the operation, and are able to deliver a better service by being less engaged in repetitive and non value added activities. Or worse, distracted by system stability issues (now a distant memory...). This allows him to run a Taxi Business rather than a Call Centre

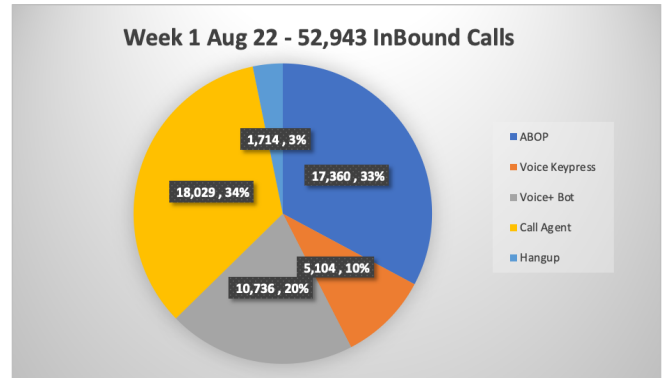
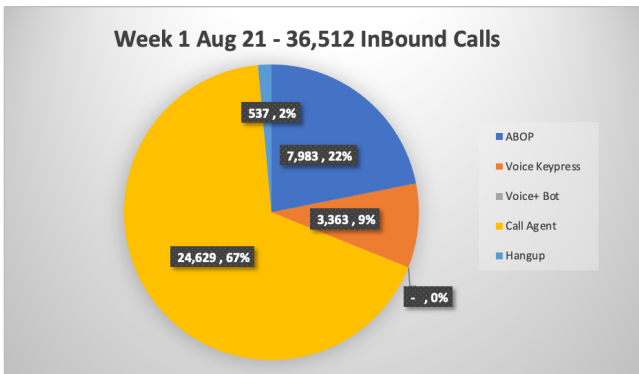
business, strategically rather than tactically, with Partner Drivers rather than Drivers. That said, they are still very lean, with a wage bill that has only doubled since 2017, not bad when compared to their 8x driver growth. The Owners are happy with progress and with the idea that future growth can be supported by the current team. The show will go on..

Automation tells its own story. Digital Passenger and Web bookings account for 51%, with iCabbi's Voice+ platform managing another 23% with the Call Agents dealing with rest. There is plenty of room for growth, and the team expects to soon match other iCabbi fleets nearby who are operating at 85%+.



A further drill down into Call Centre operations reveals more efficiencies when it comes to InBound Calls. iCabbi's feature rich and very flexible Voice Platform has transformed the Customer call flow, with more and more callers opting for the ever expanding self-service route. Until early 2022, only Standard IVR using a keypress was available, but on taking on a 120 driver fleet that had zero automation in Jan 22, Chris switched on Voice+ Recognition to pick up the slack (this acquisition accounts for the early year Automation dip). This is saving the business thousands a week in Call Agents costs. First time callers, regular callers looking for a new pick up, and even account callers are now being automated. Call outs for “bookings running late” and “no show confirmations” are having a real impact on customer service, and they can now finally follow up a “hang up call” with a sms request to download their app.

The impact can be seen by comparing inbound calls for the same period year on year, noting below that in Aug 2021 67% of inbound calls were answered by an agent compared to 34% in August 2022. Critically, ABOP, which allows customers to get ETAs, vehicle details, cancel a booking or speak directly to the driver, is averaging 30%+ of all calls. By being able to offer an enhanced caller experience, similar to the Digital app experience, Drive is building on a clear competitive advantage and a better reputation in it's local market.



On a corporate and contract level, there is a huge opportunity to go after more National Health Service work in their area. They have their first, and more will follow. Overall corporate share is 8%, and has increased from 3% over the last 2 years. Total Corporate margin has increased 400%, and they expect their Business development team to double that again as they sign up more accounts and contracts using the new iCabbi Business solution. The all important trip number continues to rise, with over 60k completed in the first week of August, of which over 51% are now Digital. Customers appreciate the Passenger App experience, which is a win win for the business as they are proving to be more loyal and take more trips.

Chris's eye is constantly on their "Average Hourly Driver Earnings" KPI as a key measure to determine driver satisfaction, and whether the fleet needs more Partner Drivers. For sure the Driver Shortage is impacting but he has a very strong driver acquisition tool available as he can show a 50% increase in this KPI in just 1 year, with a recent price increase having only a marginal impact. Drivers are now doing on average 5 jobs less per week, albeit they are longer runs as the how, where and when people use taxis changes.





What's Next

Growth is possible in Yorkshire, into cities like York, Scunthorpe and Grimsby so there will be more acquisitions along the way. Budget is now being spent on Digital Marketing targeting new and existing passengers, with App downloads up 20% in the last 6 months. This approach is also having a very positive knock on effect in new driver applications. The goal is market leadership and for that, Drive intends to grow to 2,000 Partner Drivers by the end of 2023, with iCabbi coming along for the ride.

"iCabbi have had such a positive impact on the UK private Hire industry. I have no hesitation in recommending them to other fleets. They have built the best system in the market, it's transformational, the team is great and it is really making my taxi business better."

Chris Hall

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