



# MARKETING PLAN 1-888-TAXIGUY

## “OPERATION OSSIFER”

The executive summary is one to two pages in length. It should provide an overview of the most critical information within the marketing plan. This is the first impression the reader will have of the plan and will often determine if the plan will receive budget approval.

### A. Executive Summary

TAXIGUY provides consumers with toll-free access to taxi services across Canada. The company has been growing rapidly over the past two and a half years. This growth is largely due to the financial support from Molson Canada, which entered into a three-year agreement with TAXIGUY as part of its "Responsible Use" program. The contract is expiring in the next eight months.

TAXIGUY's target market is primarily taxicab companies in Canada. TAXIGUY has been able to develop a strong customer base across the country, but this base has to grow. Although TAXIGUY faces no competition, continued support from Molson is necessary to grow the base.

TAXIGUY has to secure another contract with Molson, increase general consumer awareness of the toll-free number, and grow the number of taxicab customers. The competitive taxicab industry and changing social trends make it possible for TAXIGUY to achieve these objectives.

This overview provides the reader with a summary of the company history and current product offering.

### B. Situation Analysis

#### 1. Company and Service Overview

TAXIGUY was formed in 1998 to offer a toll-free number to order a taxi anywhere in Canada. The company originated in Toronto and has expanded to provide coverage across Canada. To date, TAXIGUY has handled over 260 000 phone calls and has a network of 400+ taxicab companies.

TAXIGUY recruits Canadian taxicab companies as Network Partners. The partners are sold marketing kits containing promotional material with the 1-888-TAXIGUY toll-free number. Taxicab companies want to be associated with the toll-free number because it increases their revenues. TAXIGUY has developed strong relationships with these Network Partners.

The success of TAXIGUY is directly dependent on its strategic alliance with Molson Canada. This relationship is critical to the future success of TAXIGUY, as Molson is a key provider of funding for business development. Molson also gives the program credibility along with market awareness.

This marketing plan focuses on securing continued sponsorship from Molson. It is necessary to provide an overview of the customers of this service, to fully understand the marketing issues related to the plan targeting Molson.

A company overview may also include the mission/vision statement and resources.

2. *Market Overview*

**Corporate Target Markets:**

- a. Liquor producers based in Canada.
- b. Taxicab companies in Canada.

**Market Analysis—Liquor Producers:** The trend towards responsible drinking and driving has encouraged liquor companies to seek alternatives that promote responsible consumption. TAXIGUY has a service that is consistent with these efforts, providing liquor companies with an avenue to promote themselves as participants in a positive social movement.

**Market Analysis—Taxicab Companies:** TAXIGUY's marketing opportunity is attributable to:

- a. A competitive taxicab industry
- b. The trend towards more responsible drinking and driving habits
- c. Increased insurance premiums for the hospitality industry because of "alcohol liability"

The taxicab industry has traditionally been a very competitive industry due to low barriers to entry, numerous options for transportation, and regulated pricing. Taxicab companies across the country are looking for ways to increase their revenues, and the toll-free number provides an additional portal for customers to contact the taxicab company. The TAXIGUY partnership also allows taxicab companies to differentiate themselves from their competitors.

The number of groups raising awareness around this issue shows the trend towards more responsible drinking and driving. The TAXIGUY service supports these efforts.

The hospitality industry is facing increased risk and insurance premiums because of "alcohol liability." Alcohol liability refers to recent court rulings that have held proprietors and servers liable for the actions of intoxicated patrons. Governments have started to introduce legislation for training programs, and TAXIGUY has started to develop programs that tie in with these legislated initiatives.

3. *Competitive Environment*

Currently, TAXIGUY does not have any direct competitors, although sponsorship funding is at risk from substitute programs promoting responsible alcohol consumption.

The market overview often includes information about the company, customers, competition, and opportunities.

Target markets are not limited to customers but can also include key sources of funding.

A marketing plan should provide background market information because the plan is read by many people inside and outside the company. Groups outside the company could include ad agencies or strategic partners.

The ability to articulate the opportunity succinctly is critical because the message has to be repeatable by the reader.

A marketing plan should address competition, even if there is none, because of the impact competition can have on the company.

SWOT analysis provides an overview of Strengths, Weaknesses, Opportunities, and Threats. This information informs decisions made in the marketing plan.

Strengths and Weaknesses are usually internally focused, and Opportunities and Threats are external to the company.

An effective marketing plan has a clearly defined target market on which the activities within the plan are focused. A poorly defined target market often leads to poor results.

The value proposition will clearly specify why the customer will want the product or service.

#### 4. SWOT

##### Strengths

Molson sponsorship  
 Strong relationships with Network Partners  
 Successful service launch  
 Network Partners across Canada

##### Weaknesses

Dependent on one company, Molson, for funding of growth opportunities  
 Limited financial resources  
 Success dependent on broad awareness of service

##### Opportunities

Trend towards responsible drinking and driving  
 Molson's sponsorship exclusive for only "malt-beverage" companies—other liquor producers could be approached for funding  
 Service that differentiates customers (taxicabs) from their competitors  
 Hospitality industry's need for programs that help reduce "alcohol liability"  
 Access to key communication channels towards Molson executives  
 Ability to secure an ad agency to do the creative development for free  
 No competition

##### Threats

Agreement with Molson up for renewal  
 Key Molson executive supporters of the original agreement no longer with the company  
 Taxicab companies' satisfaction dependent on continuing to increase the number of toll-free phone calls

#### C. Target Market

1. *Molson Canada*
2. *Public and private sectors of society*

#### D. Value Proposition

The efforts by Molson and TAXIGUY to develop the 1-888-TAXIGUY toll-free phone number is significantly contributing to supporting responsible drinking and driving. This brings positive recognition to Molson.

<p><b>E. Marketing Objectives</b></p> <ol style="list-style-type: none"> <li>1. To raise the overall awareness level for 1-888-TAXIGUY inside the walls of relevant institutions in both the private and public sectors of society during the contract renewal period with Molson Canada.</li> <li>2. To bring positive recognition and praise to our key partner Molson Canada for their vision and support of the 1-888-TAXIGUY program.</li> <li>3. To illustrate some of the many highly creative advertising angles that the 1-888-TAXIGUY Responsible Use program provides to its partners.</li> </ol>	<p>The objectives specify what the company is trying to achieve. Objectives are usually quantified, but don't always have to be.</p>
<p><b>F. Marketing Strategies</b></p> <ol style="list-style-type: none"> <li>1. Utilize a network of public relations contacts and advisors to consult on and oversee the development of a detailed PR/communication plan.</li> <li>2. Recruit a Toronto-based advertising firm to develop the creative program in exchange for rights to enter the creative work in advertising award shows.</li> </ol>	<p>The marketing strategy section will outline the marketing mix—the 4 Ps.</p>
<p><b>G. Marketing Tactics</b></p> <ol style="list-style-type: none"> <li>1. Initiate a letter-writing campaign inside important Molson Canada key relationship areas of Government (all levels), Customers (key accounts), NFP Sector (not-for-profit groups).             <ol style="list-style-type: none"> <li>a. Letter to congratulate Molson Canada on their decision to believe in and support the 1-888-TAXIGUY vision</li> <li>b. Letter to acknowledge the 200 000+ taxicab rides facilitated to date</li> <li>c. Letter to be sent between April 1, 2001, and June 1, 2001</li> </ol> </li> <li>2. Secure billboard location at corner of Bloor and Church (across from Molson National Office) from June 1, 2001, through July 1, 2001.</li> <li>3. Erect billboard and distribute Molson Executive thank-you piece on June 1, 2001.</li> <li>4. Send media kit (briefing letter, miniature billboard, and thank-you piece) to three select media outlets (National Post, Globe and Mail, and Marketing Magazine).</li> </ol>	<p>This section provides a list of specific, time-related activities that will fulfil the Marketing Objectives.</p>

All marketing plans will include information about forecasts and budget estimates.

## H. Financial Data

### *Financial Objectives:*

The overall financial objective of this campaign is to successfully negotiate a renewal of the first sponsorship contract. The goal is to raise Molson's awareness of the success of TAXIGUY during the term of the first agreement, and thereby obtain both a new agreement and more favourable financial terms.

**Budget:** \$10,000

**Timeline:** Two months

A marketing plan will have clearly stated objectives that are often quantified. These objectives are usually unit sales, revenue, or growth targets. In this section of the marketing plan, the manager will clarify when the financial objectives will be achieved. The manager will also state the budget for the marketing plan for control purposes. This specific marketing plan for TAXIGUY is primarily focused upon one client. As the goal is to secure continued funding, the financial target is the equivalent of the value of the total contract.

The manager will monitor spending and performance against goals to ensure the marketing plan is working. If variances occur between the budgeted amount or the financial targets, then the manager will often make adjustments to the marketing plan to ensure success.



### Digital Map

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