

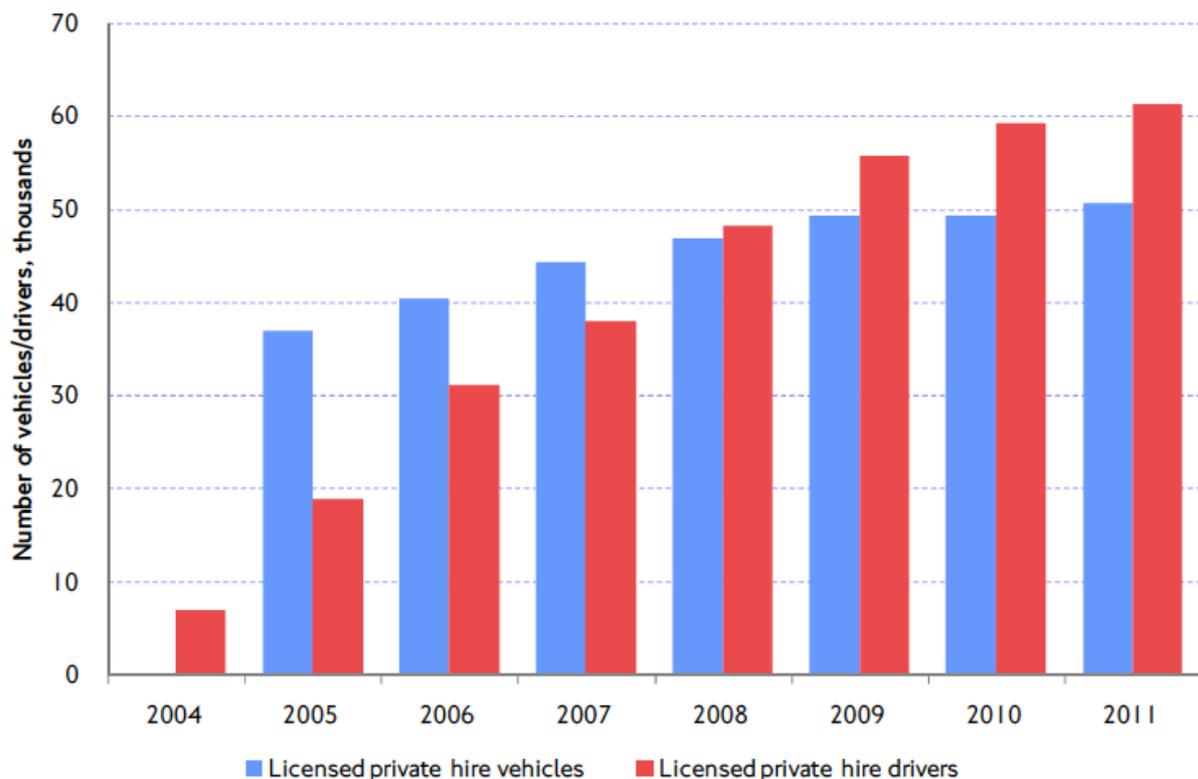
Hailo London New Brand Launch, Marketing Society Awards

Prior to Hailo's launch in London, the black cab market was under threat and facing a year on year decline. On a daily basis, drivers were facing a harsh reality with 30 to 60% downtime affecting their bottom line; the business model of street hailing was proving highly inefficient in modern times.

Impatient, time-pressed commuters were turning to other options that better suited their lifestyles, organising cabs in advance rather than taking a gamble in attempting to hail one on the street. Private hire firms such as Addison Lee and local mini-cab companies were capitalising on the changing needs of passengers, and began to lure passengers away from black cabs at an alarming rate.

By August 2011, Addison Lee had reported profit growth "which swelled by 62% to £7.6 million for the year. Company reports also show the group's turnover rose by one-fifth to £127.5 million during the year". Figure 3.23 illustrates the year on year rise in licenses for private hire vehicles and drivers working with operator businesses.

Figure 3.23 Licensed private hire vehicles and drivers in London.



Source: TfL London Taxi and Private Hire directorate.

Leading up to 2011, eight companies had spotted the inefficiency in the black cab market and produced apps that allowed Londoners to hail a black cab from their smartphones. Apps like Get Taxi, Kerb, Taxi App and Black Cab Now were gaining traction with the concept of *the mobile hail*.

With 100% passenger focus, they put control into the hands of the public who could demand a cab at the touch of a button.

By 2011, according to the Economistⁱⁱ, six of the taxi apps had fallen by the wayside with only Get Taxi holding strong. They differed from the other apps in that they placed a greater importance on drivers by kitting out their taxis with GPS systems at no cost, and by looking after the maintenance of the drivers' data plans. However, the level of attention wasn't sustained, from the drivers point of view; Get Taxi lost focus – they had taken their eye off the ball, exploiting new business opportunities before they had fully cracked the black cab market.

The opportunity

In December of 2010, three tech entrepreneurs spotted the inefficiencies in the market and decided to build a cab app with a difference. Their background in corporate logistics quickly helped them realize how the cab experience could be made better. Contrary to the other cab apps that focused on the passengers' user experience, they believed that in order to make the best product and overall experience, they needed to focus on the drivers.

A Driver-focused App is Born

Armed with this belief, the entrepreneurs met with three former London black cab drivers who had fifty years experience between them. By the end of their initial meeting, Hailo was conceived, and the six founders were in agreement that the app should be built upon driver experience insight.

The foundation of Hailo's success: Driver Experience Insight

The three driver founders shared, first hand, the insight, issues and needs experienced by black cab drivers. They brain stormed the key issues with the three entrepreneur founders, and collectively identified that the biggest problem facing drivers was isolation.

The Double-Edged Sword of Driver Isolation

Drivers experienced isolation in two distinct ways, both of which seriously impacted their business:

1. Isolation from Potential Passengers (& thereby income)

Drivers make up just one half of the cab; passengers account for the other half. But, potential passengers no longer saw black cabs as always being the most convenient option. Modern commuters have high expectations and are less prepared to wait around. Technology and constant access to information has led them to 'on demand' services that allow them to remain in control without breaking their stride (i.e. mobile banking, shopping, sky+ and online check-in).

As everyday modern life speeds up, there are more demands placed on our time, with more little things to have to stop and worry about.

New technologies are embraced not just because they are new, but also because they allow us to have control. This in turn simplifies life; things run more smoothly, conveniently and faster, with less hassle and distraction.

The more time spent doing what one wants to do without being slowed down, distracted or 'paused' by unnecessary things, the better.

2. Isolation From Other Drivers

A black cab drivers job is by its very nature an 'isolated' job; they work on their own, in their own cabs and have to take responsibility for themselves. They cannot rely on anybody else.

There was no way to predict or plan the day ahead, and drivers would often rely on luck to navigate through whatever London presented in search of a fare.

Drivers also struggled harder to find fares because potential passengers were turning to options other than the relatively inconvenient, unreliable street hail.

Drivers craved connection to both demand and the support that a network of drivers could provide.

Insight Into Action: From Isolation to Connection

In response to this double-edged sword, Hailo built itself upon two strategic thrusts that truly connected the black cab driver:

1. Connecting Drivers and Passengers

Hailo instantly connected empty cabs to the people who wanted one. With just two taps, a black cab was within arms reach of commuters; out of sight no longer meant being out of mind. It also provided a further convenience for drivers and passengers by making it possible to pay by credit card; no more hassle of having to stop at an ATM or drivers having to refuse a fare.

2. Building the Driver Community

To remedy driver isolation, the founders felt it was paramount to supply, as part of the foundation of the product, a framework through which drivers could connect with one another. The Real Time Events feed available in the driver's version of the app functions as a social media platform: it's a news feed which allows drivers to update their status, providing other cabbies with important information such as where more cabs are needed and which streets to avoid due to traffic. As well as making it easier for drivers to find more jobs, avoid traffic, etc., it crucially helped them keep in touch with other drivers.

Gearing up for Launch

With product development well underway, Hailo needed to prepare a launch to both drivers and passengers that would create instant demand and pull.

With relatively modest budgets, a clear and powerful brand idea that conveyed the purpose, benefit, and reason for existence of the brand was needed.

Hailo's Brand Idea

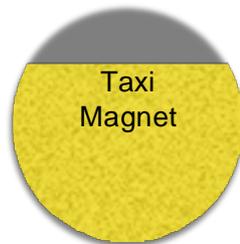
The Hailo marketing team worked closely with Rothco to develop a brand book that would reflect the company's overall values - that Hailo always strived to make things easier for both drivers and passengers by removing pain points - as well as the look and feel and tone of voice of the brand. The epitome of the brand book was a simple, driver and passenger unifying brand idea: **Taxi Magnet**.

Benefit to Driver

Eliminates Isolation:

Connects you to other drivers

Connects you to passengers



Benefit to Passenger

Gives you control:

Connects you to taxis

Launch Communications Strategy

The immediate task was to drive understanding, awareness, and therefore trial of Hailo.

Two principles of engagement informed our communications approach:

1. Our audience was drivers as well as passengers.
2. Drivers would be key in recruiting other drivers as well as (busy and elusive) passengers.

Communications Launch Plan:

1. Driver First

Because there could be no better advocates for black cabs than black cabs themselves, drivers were empowered to play a vital role in winning back their work.

Two driver-empowering initiatives were implemented at launch:

- a) Livery Programme - Hailo drivers were incentivized to adopt exterior and/or interior branding to gain on-street presence, and the perception of a fleet.



- b) Cabbie Code Programme – Through in-cab driver promotion and signage, unique 'Cabbie Codes' enabled passengers to redeem £5 credit towards their first Card Account journey for

which drivers received a £2 bonus. Cabbie Codes gave cabbies an easy conversation starter to promote Hailo, drive trial, and generate word of mouth publicityⁱⁱⁱ.



2. PR & Outreach

Understanding the importance of recommendations from trusted sources, brand ambassadors were identified and engaged at launch.

- Ambassador engagement kicked off during the Chelsea Flower Show. Former Chelsea gold medal winning designer Ian Drummond transformed three Hailo cabs into gardens, transporting people to and from the flower show in an initiative that afforded Hailo great coverage in numerous publications^v [redacted]
- Key influencers in Fashion, Music & Food were engaged with free trials of Hailo. Mentions from the likes of Lorraine Pascale, Giles Coren, Tim Westwood, Lisa Snowdon, Lauren Laverne, Chase & Status, Fashion Foie Gras, Henry Holland, Stylist Magazine and Tali Lennox meant [redacted]
- Secured profile slots for several of the founders: Jay Bregman, Russell Hall, Ron Zeghibe and Caspar Woolley.^{viii} [redacted]
- Acclaimed photographer and blogger Victoria Hannan also showcased the driver community.

A creative approach sustained the level of cut through and growth, for example:

- The high profile founders and investors announced news and ensured mass coverage, and were profiled in Business publications/sections with heavy taxi user reach.
- Sir Richard Branson publicized (in a photocall and interview) the news that over half of the black cab drivers in London had signed up to Hailo, garnering coverage in The Standard, Huffington Post, The Telegraph, The Independent, Bloomberg and City A.M., amongst others.



- Showcasing Hailo drivers legendary London street knowledge by identifying outdated road signs and creating new signage, brought to life. This unique news story generated mass

coverage and sparked conversations, featuring prominently in The Times, Daily Mail, Yahoo, Huffington Post, and LBC.



3. ATL - Back in Black

The brand work launched to support and boost awareness of the trial-driving campaign, targeting both drivers and passengers. For drivers, Back in Black championed the black cab industry and imbued a sense of pride in their legendary role in London. Using visual cues from the app, the work communicated that even though you might not see a black cab right in front of you, you could now connect with those in the vicinity. For passengers, it was a call to action to get back into black cabs, supported with the end line: **Black cabs just got easier.**

The media was specifically selected to target commuters in areas of high footfall.

The two-week campaign consisted of:

- Outdoor: Back-lit signs and billboards at major train stations (8), Posters on major high streets (500) and Digital Billboard in Canary Wharf and along the A13 into London (2).
- Press: Focused on London's free commuter newspapers, as well as magazines (i.e. Time Out)
- Online: Facebook App Install Ads, Display, Social Media Promotion: Competitions - Share photos of how you got back in black and win Hailo credit.



Results:

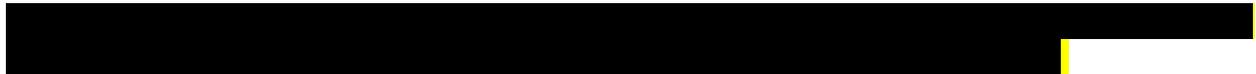


4. Hailo from Home - Partnerships

The success of the awareness campaigns allowed us the freedom to focus on market expansion mid to end of Year Two. Street passengers were hailing cabs through the app, and now we needed them to use it from home.

The Hailo from Home campaign aimed to take Hailo further afield.^{xiii}

Through partnerships with Ocado, Hello Fresh, Taste of London and the Evening Standard, £5 vouchers for Hailo were put into the hands of passengers in their homes, making the lure and ease of Hailo even easier – it was just a touch of a button away from your sofa.



As well as partnership vouchering, other initiatives across London reinforced the Hailo From Home message:

- Door dropped leaflets offering residents a voucher on their first booking
- Branded phone boxes across London
- Transformed Hailo cab interiors to look like living rooms



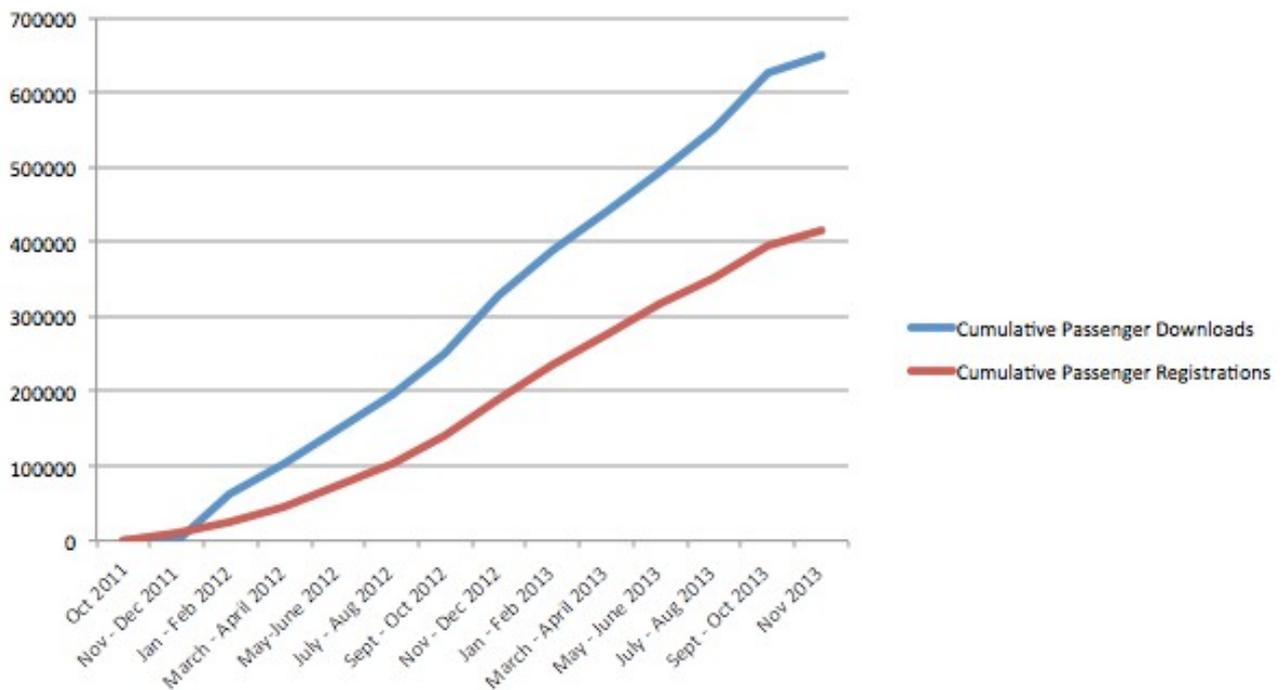
Overall Campaign Results

By November 2013, Hailo had become London's #1 taxi app. A Londoner was getting into a Hailo cab every 6 seconds. We had surpassed 4 million journeys and had become the highest rated taxi app on the iTunes and Android store, where it remains today.

"The introduction of Hailo has revolutionised the taxi trade in London, and it's educating a whole new generation of customers about the benefits of using a real taxi driven by a professional driver with the knowledge, as opposed to the minicab service that many had grown up with." Steve McNamara, general secretary of London's Licensed Taxi Drivers Association.

Over half of all black cab drivers in London had registered with Hailo. Hailo connected them to passengers, delivering each driver an average of three jobs per day in addition to street hails,

Passengers also embraced the app, illustrated below in Hailo downloads and registrations ¹



Conclusion

"Hailo is a 21st-century technology solution, and it's disruptive. But it's also about taking the solution and grafting it on to what is, in London, a 400-year-old industry. If you don't understand the operational intricacies of the industry, you will fail." Ron Zeghibe, Hailo Co-Founder and Chairman.

The successful launch in London laid the foundations for launches in 16 cities across Europe, America, Asia and Canada, with others still to follow. To date, Hailo has carried over ten million passengers and has raised over \$80 million in funding from high profile investors across the globe.

Hailo was presented with prestigious awards in the UK, receiving the following in 2013:

Tech City Future Fifty Programme (selected by UK government)

Sunday Times Tech Track, winner 'Ones to Watch'

The Next Web UK Start Up of the Year

Appster Awards: Most Innovative App and Best Payment Solution

ⁱ Source: Thisismoney.co.uk, Peter Campbell, 17 March 2012

ⁱⁱ The Economist, August 5th, 2013

a) ⁱⁱⁱ Hailo driver Gavin R. picked up Radio 5 Live and TV presenter Richard Bacon as a street hail job, and in the course of the trip spoke about Hailo and the Cabbie Code Programme. Richard went on to use Hailo and share his positive experience with his 1.37M Twitter followers which was then shared by thousands of people in London.

^{iv} Hailo Cabbie Code Report

^v The Evening Standard, the Telegraph, Yahoo, MSN, Spear's, the City Planter), and mentions on social media from 20 media/celebrities like Kelly Hoppen, Vogue, Red, Hilary Alexander, Cheska Hull, Ollie Locke, Russell Tovey and John Craven amongst others.

^{vi} Surname & Surname Evaluation

^{vii} Surname & Surname Evaluation

^{viii} Featured in The Economist, The Daily Telegraph, Evening Standard, Reuters, WIRED, TheNext Web, LBC and CNN amongst others.

^{ix} Surname & Surname Evaluation

^x Surname & Surname Evaluation, Hailo London Press Coverage Report

^{xi} Starcomm Media Vest Analysis

^{xii} Hailo London Advertising Results

^{xiii} To the outer reaches of Central London where black cabs frequent, including Chiswick, Islington, Camden, Wandsworth.

^{xiv} Mediator Partnerships Summary

^{xv} Hailo, London Weekly Metrics

^{xvi} Hailo, London Engagement Stats