



Indian Radio Cab Market 2012 – Challenges and Growth opportunities

A comprehensive report



Table of Contents

Executive Summary	5
1.0 Radio cab industry overview	6
1.1 Radio cab market outlook	7
1.2 Business model	8
1.3 Radio cab fares vary from city-to-city	9
1.4 Overview of major radio cab players	10
2.0 Demand drivers & growth opportunities	11
2.1 Huge demand exists for Radio cabs	12
2.2 Favourable factors for growth	13
2.3 Airport passengers are major customers for radio cabs	14
2.4 The big four need another xxxx—xxxx more cabs to meet the current demand	15
2.5 Many large cities like xx, xx, xx and xx are relatively untapped	16
2.6 Comparative analysis of avg. monthly income of radio cab and B&Y taxi drivers	17
3.0 Current and potential challenges	18
3.1 Availability of cab drivers a major hindrance for fleet expansion	19
3.2 Radio cab industry: An operational behemoth with significant challenges	21
3.3 A highly regulated market	22
3.4 Online car aggregators will pose major competition in the long run	23
3.5 Economy radio cabs in NCR – The business model is yet to be successful	24
4.0 Financial Estimates	25
4.1 High operating expenses and interest costs to limit profit growth	26
5.0 Company profiles	27
5.1 Meru cabs	28
5.1.1 Background	28
5.1.2 Group Structure	30
5.1.3 Ownership	30
5.1.4 Board of Directors	31
5.1.5 Management	31
5.1.6 Cabvertise: An important driver for growth in the future	32
5.1.7 SWOT analysis	34
5.1.8 Financial performance	35

5.1.9	Revenue forecasts	36
5.1.10	Key balance sheet items	37
5.1.11	Potential risks	38
5.2	Easy cabs	39
5.2.1	Background	39
5.2.2	Fleet type	41
5.2.3	Partners	41
5.2.4	Group Structure	42
5.2.5	Ownership	42
5.2.6	Board of Directors	43
5.2.7	Management	43
5.2.8	Revenue model	44
5.2.9	Advertisement: An important driver for growth in the future	45
5.2.10	SWOT analysis	46
5.2.11	Financial performance	47
5.2.12	Revenue forecasts	48
5.2.13	Key balance sheet items	49
5.2.14	Potential risks	49
5.3	TABcab	50
5.3.1	Background	50
5.3.2	Group Structure	52
5.3.3	Ownership	52
5.3.4	Board of Directors	53
5.3.5	Managing team	53
5.3.6	Revenue model	54
5.3.7	Advertisement: An important driver for growth in the future	55
5.3.8	SWOT analysis	56
5.3.9	Revenue forecasts	57
5.3.10	Potential risks	58
5.4	Mega cabs	59
5.4.1	Background	59
5.4.2	Group companies	61
5.4.3	Ownership	61
5.4.4	Board of Directors	62

5.4.5	Management	62
5.4.6	SWOT analysis	63
5.4.7	Financial performance	64
5.4.8	Revenue forecasts	65
5.4.9	Key balance sheet items	66
5.4.10	Potential risks	67
5.5	Super Cabz	68
5.5.1	Background	68
5.5.2	Super Cabz business model	69
5.5.3	Cab advertising	69
5.5.4	Revenue forecasts	71
5.5.5	Potential risks	72
6.0	Company standings & UR Associates Suggestions	73
6.1	Company standings and UR Associates research suggestions to the industry	74

List of Figures

Figure 01:	Radio cab market size forecast (Current – 2017E) (By volume)
Figure 02:	Current market share (By volume)
Figure 03:	Radio cab market size forecast – by value (Current – 2017E)
Figure 04:	Radio cab business model
Figure 05:	Favourable economic indicators — per capita income and GDP growth rate
Figure 06:	Domestic passenger throughput forecasts
Figure 07:	International passenger throughput forecasts
Figure 08:	Stakeholders of a Radio cab company
Figure 09:	Quick cabs – historical financials
Figure 10:	Meru cabs city wise fleet distribution
Figure 11:	Meru cabs fleet size evolution (2007-Current)
Figure 12:	Meru cabs Group Structure
Figure 13:	Meru cabs advertisement formats

- Figure 14: Meru cabs ad rates
- Figure 15: Meru cabs historical revenues (FY07-11)
- Figure 16: Meru cabs historical EBITDA (FY07-11)
- Figure 17: Meru cabs historical net profit (FY07-11)
- Figure 18: Easy cabs city wise fleet distribution
- Figure 19: Easy cabs fleet size evolution
- Figure 20: Carzonrent Group Structure
- Figure 21: Carzonrent ownership
- Figure 22: Easy cabs advertisement formats
- Figure 23: Carzonrent historical revenues (FY06-11)
- Figure 24: Carzonrent historical EBITDA (FY06-11)
- Figure 25: Carzonrent historical net profit (FY06-11)
- Figure 26: TABcab fleet size
- Figure 27: TABcab fleet size evolution
- Figure 28: TABcab Group Structure
- Figure 29: TABcab ownership
- Figure 30: TABcab advertisement formats
- Figure 31: Mega cabs city wise fleet distribution
- Figure 32: Mega cabs fleet size evolution
- Figure 33: Mega cabs Group Companies
- Figure 34: Mega cabs ownership
- Figure 35: Mega cabs historical revenues (FY07-11)
- Figure 36: Mega cabs historical EBITDA (FY07-11)
- Figure 37: Mega cabs historical net profit (FY07-11)
- Figure 38: Super Cabz fleet size
- Figure 39: Super Cabz fleet expansion targets

List of Tables

Table 01:	Radio cab fares across various cities
Table 02:	Black & Yellow taxi fares across various cities
Table 03:	Comparative analysis of major cab operators
Table 04:	Rise in population in major cities (2001-11)
Table 05:	Current demand analysis for the big 4 companies
Table 06:	Top 10 most populous cities & the major cab operators in those cities
Table 07:	Comparative analysis of Income of Radio Cab drivers Vs. Income of B & Y taxi drivers
Table 08:	Financial projections (FY13-15) of major cab operators (Rs million)
Table 09:	Meru cabs revenue forecasts (FY12E-15E)
Table 10:	Meru cabs key balance sheet items (FY07-11)
Table 11:	Easy cabs fleet type
Table 12:	Carzonrent key shareholders
Table 13:	Easy cabs revenue forecasts (FY12E-15E)
Table 14:	Carzonrent key balance sheet items (FY07-11)
Table 15:	TABcab fare structure
Table 16:	TABcab revenue forecasts (FY13E-15E)
Table 17:	Mega cabs key shareholders
Table 18:	Mega cabs revenue forecasts
Table 19:	Mega cabs key balance sheet items
Table 20:	Super Cabz quoted rates for outdoor advertising
Table 21:	Tab card advertising rates
Table 22:	Super Cabz revenue forecasts
Table 23:	Rating of radio cab operators