



# Global Alliance Worldwide Chauffeured Services

Integrated Communications  
Plan, April 2020

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## **Executive Summary**

Global Alliance is a Canadian-based all ground transportation service that coordinates and manages high-profile transportation for events and occasions.

The goal was to create an integrated communication plan that focuses on expanding their services to corporate executives.

The COVID-19 pandemic played a significant role in creating this plan.

### **Research**

An interview with the client helped develop some understanding on the current situation and revealed the key areas of focus. Market research revealed industry insights and key competitors. It was summarized that focusing efforts on LinkedIn, Google Ads and publishing news releases presented business and growth opportunities.

### **Target**

The plan focuses on engaging and creating awareness for C-level executives in the Greater Toronto Area.

### **Strategies**

The plan introduces a unique campaign called SAFER Travel (Sanitized after each ride) for C-level executives. This will be the central idea for content on digital platforms, news releases as well as advertisements. A detailed plan to begin the use of LinkedIn Sales Navigator is also included as a means to generate leads and maintain client relations.

### **Budget**

A budget of \$10,000 was strategically divided over a period of 12-months. The budget includes a miscellaneous amount, in the wake of an emergency situation.

### **ROI**

Expected returns were classified as new leads and prospective customers. Reviewing market research and industry benchmarks, nine new leads per month are expected through advertisements.

Added value suggestions for further business growth were included at the end of the plan.

# Table of Contents

- Executive Summary**..... 1
- Introduction to Global Alliance Worldwide Chauffeured Services Ltd.**..... 3
- Situation** ..... 3
- Research** ..... 3
  - Website and Social Media**..... 3
  - Social media overview** ..... 5
- SWOT analysis**..... 5
- Competitor Analysis**..... 6
- Market research**..... 7
  - Google Ads benchmarks** ..... 7
  - LinkedIn Ads benchmarks**..... 7
  - Reports on recession and economic crisis** ..... 8
- Summary** ..... 8
- Research and Analysis of the Key Public** ..... 9
  - Target: C-Level Executives** ..... 9
- Target persona**..... 10
- Goals and Objectives** ..... 11
  - Message strategy** ..... 11
- Communications Strategy** ..... 11
  - Digital Strategy** ..... 11
  - Public Relations** ..... 13
  - Advertising**..... 13
  - Sample Content**..... 15
- Budget**..... 16
- Timeline** ..... 16
- Evaluation/ROI** ..... 17
  - Added value and proposed concepts for the next phase:**..... 18
- Appendix** ..... 19
- References**..... 24

## Introduction to Global Alliance Worldwide Chauffeured Services Ltd.

Global Alliance is a Canadian-based ground transportation service with more than 30 years of experience in coordinating and managing high-profile transportation for events and occasions, both local and internationally. The business was launched 30 years ago as Personelle Inc. Limousine by Isaac Ironi. After a successful merger with another family-owned business called Avondale Limousine, Global Alliance Worldwide Chauffeured Services Ltd. was formed. The company is currently owned and operated by President, Mr. Joe Ironi and Managing Partner, Ms. Grace Sarris.

Global Alliance harbours Canada's largest non-broker and company-owned fleet of cars, ranging from limousines, corporate sedans and SUVs, to luxurious passenger mini coaches. These critical elements enable the organization to maximize the quality of services for their clients. Their goal is to ensure that, "safety and customer service are always at the forefront."

Global Alliance's chauffeurs are well equipped, trained and prepared to make sure all their clients' transportation experience exceeds expectations. They cater to elite clientele that includes A-list celebrities, high-net-worth individuals and government officials. Their services have been certified by regulatory bodies such as the Ontario Limousine Owners Association (OLOA) and the National Limousine Association (NLA). (Global Alliance, Facebook-About, 2020)

## Situation

The Ontario government has extended emergency orders for the COVID-19 pandemic forcing non-essential businesses, public gatherings, and events to close or postpone services until April 23, 2020, with a possible extension depending on the status of the situation. This has severely impacted businesses such as Global Alliance, that rely on in-person meetings and gatherings. (Ontario Newsroom, April 2020)

Global Alliance has requested the following integrated communications plan to focus on:

- Expanding services to corporate executives and shuttle services for employees
- Suggestions for generating sales leads
- Creating awareness through public relations, advertising and social media
- Added Value: Post COVID-19 recommendations and recovery suggestions

## Research

### Website and Social Media

The website operates in flash which is a dated approach to web design. For example, the home page features special effects on the logo. However, following the animation the user interface is well made, and it is easy to maneuver over different sections. The website illustrates the company's core values which are supported by client testimonials about quality of Global Alliance's services.

To reserve a ride or access services, users must register with their personal contact information, credit card and other billing details. Keeping in mind that Global Alliance clients are high-profile personalities and want to keep their personal details confidential, we can safely assume that they do not access the website directly to book chauffeur services. It is safe to assume that the contact details of the personal assistant or publicist are provided.

Recent Canadian research on daily data consumption, revealed a six to ten per cent rise in data consumption through various devices.(IT World Canada, March 2020)

According to the Canadian Internet Registration Authority's(CIRA) 2019 research, 90 per cent of Canadians have an internet connection and 61 per cent engage on social media on a daily basis. The most popular social media networks are:

1. Facebook – 77%
2. LinkedIn – 35%\*
3. Instagram – 35%
4. Twitter – 26%
5. Snapchat – 19%

\*For the purpose of this plan we will be focusing on LinkedIn

Facts in the study reveal that 88 per cent of Millennials use Facebook, followed by Baby Boomers at 79 per cent and Gen X at 83 per cent. Keeping in mind that the primary target audience is not Millennials the recommendation is to create social media presence that would target Baby Boomers and Gen X.

According to Omnicore agency's 2020 report on LinkedIn, 80 per cent of B2B leads come from LinkedIn compared to 13 per cent on Twitter and 7 per cent on Facebook and 41 per cent of millionaires use LinkedIn.(Omnicore, February 2020)

Global Alliance's social media presence lags behind its competitors. However, given the fact that their clients are high profile individuals, there is a good chance they do not communicate with services on these platforms, but rather through an agent or a secondary contact as noted above. However, having a social media presence is important to customer touchpoints across various mediums.

Customers don't buy from companies; they buy from people. Social media helps to create an opportunity for Global Alliance to position themselves as a thought leader in the industry among their consumer targets. Social media also helps to create awareness of the brand and functions as a lead generator to move customers from social media to the website.

According to Richard Branson, multi-billionaire and founder of Virgin Group,

*“Social Media platforms are no longer add-ons to a business's communications budget; they should be central to its marketing strategy, used in coordination with other marketing efforts”* (Marketing insider, February 2019)

## Social media overview

Platform	Findings	Recommendations
Instagram	No profile found	Creating a profile is recommended (Phase2)(See Add value section Pg.18)
Facebook	-Page likes: 86 -Avg. post per week: 0 -Avg. post likes: 0-1 -Avg. comments per post: 0	Last post was on Nov 11, 2014 Need to engage more users through regular activities and posts
Twitter	No profile found	Creating a Twitter handle is recommended (Phase2)
Google	-Keywords that lead to website: 1. Global alliance worldwide 2. Global chauffeur services  -Keywords that <u>do not</u> lead to website: 1. Livery Services in Toronto 2. Chauffeur services Toronto 3. Limo Service Toronto	The website is displayed on search results for the keyword 'Global Alliance'  A Search Engine Marketing (SEM) is recommended, as the competitor services are currently displayed in the search results above Global Alliance.
LinkedIn	- A LinkedIn page for Global Alliance was not found.	From the client meeting, it is understood that LinkedIn is a part of their client relationship building process. Thus, it is recommended to create a LinkedIn page.

(Table 1.1)

## SWOT analysis

This is an assessment of the internal and external factors that affect Global Alliance operations. These factors are categorised into four attributes:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Over 30 years of award-winning experience in personnel and event transportation (niche)</li> <li>Has a global reach, and services are available in more than 100 countries</li> <li>Own a fleet of 64 luxury cars, limousines vans, mini-coaches and buses</li> <li>In-house repair and maintenance facility of vehicles</li> <li>Strong client relations as per the capstone client</li> </ul>	<ul style="list-style-type: none"> <li>No social media presence</li> <li>Website is not SEO optimized as per the client and search results</li> <li>The mobile application is only accessible through Android devices. iPhones do not support the mobile application, as per the latest iOS</li> </ul>

<ul style="list-style-type: none"> <li>• Chauffeurs are security trained and cleared through the RCMP</li> <li>• Memberships and affiliations: member of National Limousine Association (NLA), Ontario Limousine Owners Association (OLOA) and Tourism Toronto</li> </ul>	
<p><b>Opportunities</b></p>	<p><b>Threats</b></p>
<ul style="list-style-type: none"> <li>• Shuttle services for Multinational companies</li> <li>• Security services for A-list celebrities and company executives</li> <li>• The COVID-19 situation has made people more conscious about the hygiene of their surroundings. A good opportunity for a theme that lays emphasis on sanitized interiors</li> <li>• On Keyword search, neither of the competitor businesses are displayed in results. This is a good opportunity to invest in Search Engine Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• The COVID-19 Pandemic is the biggest threat to each and every business that involves events and social interaction</li> </ul>

(Table 1.2)

## Competitor Analysis

Reviewing the various rival services, the following have been suggested by the client and found to be closest key competitors

	Global Alliance	Bennington	Rosedale
<p><b>Points of Similarity</b></p>	<p>-Experienced veterans of the industry. Customer base and geography is similar                      -Websites do not display at the top of search results.  <b>*This presents an opportunity to invest in Google Ads</b></p>		
<p><b>Points of Difference</b></p>	<p>-Cater to the weddings industry                      -Mobile application support                      -No social media presence                      -Chauffeurs are RCMP trained and certified</p>	<p>-Social media presence on Instagram, Facebook, LinkedIn and Twitter                      -No mobile application support                      -Google Ads</p>	<p>-Social media presence on Instagram, Facebook, LinkedIn and Twitter                      -Mobile application support on iOS and Android both</p>

## Market research

(See Table 2.0 in Appendix)

Industry Canada’s small businesses report 2018 suggests:

- There are more than 736 limousine and chauffeur services in Ontario
- The total market size is \$1.4 billion with an average industry revenue of \$197,700
- The average advertising and promotional spend is \$38,000

There are 404 limousine services in the Greater Toronto Area. (The Reference group, Canadian Businesses, March 2020)

Referring to tables 2.1 to 2.6 Appendix ,obtained from Vividata,

- The total count of people of high-level income groups in the Ontario region are approximately 6,000
- Individuals with an income above \$100,000 spend more than 2000 hours a year reading magazine, both print and digital combined
- Approximately 50 per cent of respondents with higher incomes have searched for a product/service/brand online after reading a magazine. Similarly, more than 20 per cent have made a purchase decision after reading about a product/brand/service in a magazine(See Appendix page no. 22 to view a list of magazines)

The following tables are standard cost parameters that have been identified and set according to different industries. This will aid in determining costs and evaluating return on investment.

### Google Ads benchmarks

Type	Travel
Click-Through Rate (CTR)	<b>0.99%</b>
Cost per Click (CPC)	<b>\$0.40</b>
Conversion Rate (CVR)	<b>2.07%</b>
Cost per Action (CPA)	<b>\$36.34</b>
Monthly Budget	<b>\$273</b>

(WordStream, December 2019)

### LinkedIn Ads benchmarks

Type	Measurement
Median Click-Through Rate (CTR)	<b>6.1%</b>
Median Cost per Click (CPC)	<b>\$5.74</b>
Median Cost per 1000 impressions (CPM)	<b>\$8.23</b>

(LinkedIn for Business, 2020)

## **Reports on recession and economic crisis**

A report on the great recession of 2008 and 2009 by Investopedia, says that many large companies struggled with the finances to run the business, leading to mass layoffs and lowering of wages. A similar situation is likely to repeat due to COVID-19 as world economies have taken major hits.

## **Summary**

Given the pandemic situation, it is important to keep in mind that a possible recession may be coming soon. That means in order to contain costs, there may be cuts in benefits for employees such as shuttle services. Keeping this in mind, it is not recommended to pursue partnerships with remote corporate offices to offer shuttle service immediately in the aftermath of the pandemic.

Research suggests that the use of media relations and professional social networks such as LinkedIn will play a key role in targeting potential high-profile clientele. Personal chauffeur services will also witness demand in preference for sanitization and security facilities.

## Research and Analysis of the Key Public

Referring to Table 1.3 from Appendix

We will focus on one key public(Audience) for the communications and marketing strategies.

### Target: C-Level Executives

These customers are high-net-worth individuals

<b>Demographics:</b>	<ul style="list-style-type: none"> <li>-<i>Generation</i>: 16 per cent of Generation X and 11 per cent of Baby Boomers have an income above \$100,000 (ViviData)</li> <li>-<i>Age Group</i>: 35 and above</li> <li>-<i>Occupation</i>: CEO's, company owners, C-level executives</li> <li>-<i>Location</i>: Greater Toronto Area</li> </ul>
<b>Communication Habits:</b>	<ul style="list-style-type: none"> <li>-Reading: Individuals with an income above \$100,000 spend more than 2000 hours a year reading magazine, both print and digital combined</li> <li>-Purchase: 20–30 per cent of high-income groups have authorized third party services such as professional chauffeurs, consultants and security services (ViviData)</li> <li>-LinkedIn: There are 17 million opinion leaders and 10 million C-Level executives on LinkedIn, around the world</li> <li>-LinkedIn makes up more than 50 per cent of all social traffic to B2B websites &amp; blogs (Omincore, February 2020)</li> </ul>
<b>Preferences:</b>	<ul style="list-style-type: none"> <li>-50 per cent of respondents of high-income groups have searched for a product/service/brand online after reading a magazine</li> <li>-More than 20 per cent have made a purchase decision after reading about a product/brand/service after reading a magazine (Vividata)</li> </ul>
<b>Relationship with the Organization:</b>	<p>These are individuals that have previously utilized chauffeur services but are not aware of the quality of services that Global Alliance has to offer. They are aware of the business and service, but not aware about the brand.</p>
<b>Benefits:</b>	<p>A safe, clean and comfortable experience, suited for the elite.</p>

## Target persona

A target persona is a fictional character, created considering real scenarios which a business would potentially target in real life.



Name: Harvey Dent

Age and Gender: 38, Male

Education: Master's in Business Administration

Occupation: Angel investor, CEO of a famous wine company

Income: more than \$100,000 per month

Marital status: Married

Location: Greater Toronto Area

Communication Habits:

- Reads business magazines and newsletters
- Engaged in Telephone calls and emails
- Uses LinkedIn very often
- Barely uses instant messaging for business purposes

### Motivations

Harvey is a business enthusiast and has a passion for educating and supporting new businesses. He has an outgoing and positive personality. He devotes half of his time preparing young entrepreneurs on how to lead their business. He frequently travels to the UK and Italy to meet with his business partners. He is fluent in English and French and reads business travel magazines during his travel time. He prefers LinkedIn to expand his professional connections.

### Experience with the Brand/Service

Harvey has not used the Global Alliance chauffeur service before but knows about luxury chauffeur services through his peers.

### Purchase Decisions:

The pandemic has caused him to lose some serious business. He pays attention to service offering over the costs. Being an angel investor, time is his money and he expects a balance of quality and experience for the money he spends.

In Harvey's words:

"The pandemic has completely disrupted my plans for this year. I want to resume with my travel plans with the necessary precautionary measures. Money is not a concern."

## Goals and Objectives

Campaign Ideas: “S.A.F.E.R. Travel (Sanitized After Each Ride)”

This campaign idea comes in the wake of the COVID-19 pandemic that Global Alliance faces today. As things normalize, business travel is most likely to resume, but there will still be a scare of catching an infection. The idea of ‘SAFER travel’ revolves around sanitization and safety of the passenger. This idea will be conveyed through content on the LinkedIn page, Google ads and the Facebook page that already exists.

### Message strategy

Key Message:

1. We are veterans of the chauffeur service industry
2. We own Ontario’s largest fleet of chauffeur driven cars
3. We provide a safe, secure and sanitized service

Person to deliver this message:

Joe Ironi, President of Global Alliance and senior managers such as Melissa Davis

Tone of the Message:

A professional, informative, persuasive and humble tone.

## Communications Strategy

Overarching goal: To create awareness about Global Alliance Worldwide chauffeured services, generate leads and maximize sales.

### Digital Strategy

LinkedIn
<b>Objective:</b> To get at least 10 new prospective leads through LinkedIn from May 1, 2020 to July 30, 2020.
<b>Strategies</b>
1. Setup a company page on LinkedIn. Complete the company profile and add employees that are present on LinkedIn to join. Ask employees who do not have a LinkedIn profile to create one.
2. After setting up a page for Global Alliance Worldwide Content ideas: <ol style="list-style-type: none"><li>a. A message about COVID-19 and what Global Alliance is doing to keep running</li><li>b. A message from Joe to his clients</li><li>c. Introduce ‘SAFER Travel’ and benefits</li><li>d. Customer reviews(Only the ones that agree to reveal their identity)</li><li>e. Anonymous reviews</li><li>f. Throwback post from normal times</li><li>g. Employees sharing stories of how they work from home</li><li>h. Driver profiles – Introduction, quotes, experience and a picture with the vehicle</li></ol>

### LinkedIn Sales Navigator

#### 3. LinkedIn Sales Navigator: Cost \$80/month and \$800/annually

##### a. **Setup an Account:**

- Select the geography as Ontario
- Choose one or more industries, i.e: Finance, Travel, Entertainment, et cetera
- Select company size as greater than 5000
- Choose the key functions. Recommend not more than five in this field  
i.e: Finance(CFO),Operations(COO),Marketing(CMO),Administration(CEO)
- Select seniority such as President, Director, VP or Owner of a company

##### b. **Save Accounts:**

- Save a list of Fortune 500 company names that need to be targeted
- This will update the news feed with the target company's information and activities that have recently been updated

##### c. **Adjust preferences:**

- Add and remove industries as prospects generate
- Explore newer industries to make breakthroughs

##### d. **Getting results:**

- Alerts: The all the news and updates of saved accounts appear here.
- Filter the news according to news on new job roles, promotions, relocations, new hires
- Filter for people who have viewed the company page or client profile. Revert back to these prospects as they are the possible leads to new business

##### e. **Discover:**

- LinkedIn utilizes an algorithm to provide navigators with profiles and companies that are recommended
- It browses the internet and lists down mentions and articles published by media online
- It also allows to prioritize notifications about changes to position, promotions and new hires

##### f. **Organize:**

- Separate and group accounts as per their location, industry, position, functions, leads and also by priorities
- These saved accounts can be shared with Global Alliance employees on LinkedIn to start of

##### g. **Segment prospects:**

- In addition to organizing saved companies, segmenting prospects can also be achieved
- segmenting can be done according to position, leads, news, mentions and a feature called 'people also viewed'

## Public Relations

News Release	
<p><b>Objective:</b> To write and distribute a news release about the business by July 1, 2020 to ten targeted media outlets.</p>	
<p><b>Strategy:</b> Target: Andy Holloway, Editor, Financial Post Magazine</p> <p>The news release will focus on the launch of the 'SAFER travel' concept. It will highlight the concept, benefits to customers and why they should choose this new private chauffeur service.</p> <p><u>Headline:</u> Your travels just got SAFER with Global Alliance</p> <p><u>Newsworthy angle:</u> COVID-19 has changed the ways of social interaction and doing business. Even when the pandemic is over, a fear of catching the deadly virus will always remain. However, Toronto based Global Alliance has a SAFER solution. The company is set to launch a new service called 'SAFER Travel', which stands for Sanitized After Each Ride.</p>	

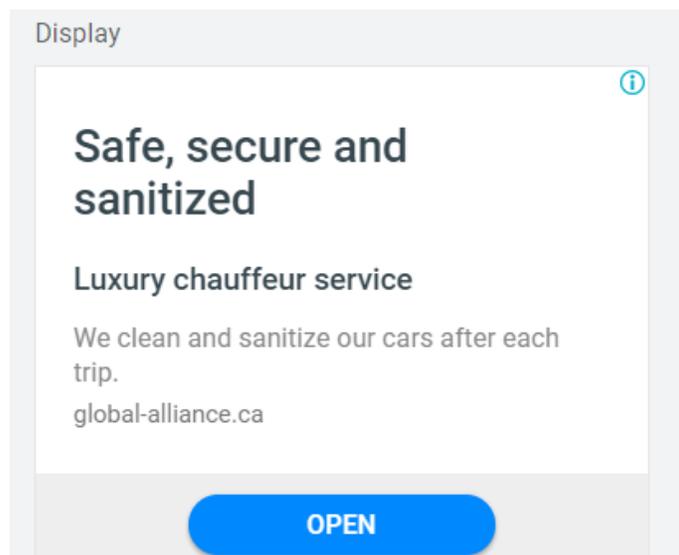
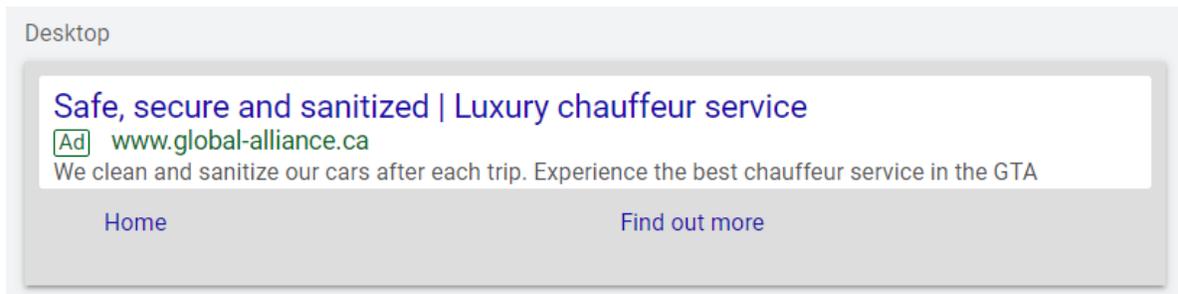
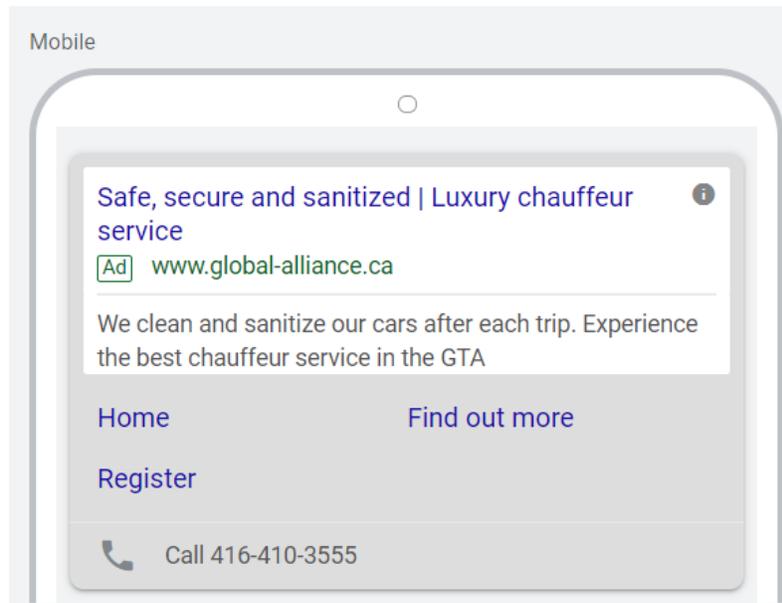
## Advertising

LinkedIn Advertisement	
<b>Objective</b>	To create awareness and generate at least 20 leads, from May 1, 2020 to May 31, 2020
<b>Tactics</b>	<p>1. Message Ads</p> <ul style="list-style-type: none"> <li>-Choose the campaign objective as Lead generation</li> <li>-Choose the right target audience to direct the message</li> <li>-Build a message around the new campaign idea</li> <li>-Send. The message will be sent to targeted profile's inboxes.</li> </ul> <p>2. Sponsored Ads</p> <ul style="list-style-type: none"> <li>-Choose one of the above contents to be promoted. Example, the new campaign idea of 'SAFER Travel'</li> <li>-Promote the idea as per the targeted audience</li> </ul> <p>Bid - \$3/click. Budget \$70/week</p>
<b>Measurement</b>	<ul style="list-style-type: none"> <li>-Impressions</li> <li>-Clicks</li> <li>-Average Cost per click(CPC)</li> <li>-Average Click-through rate(CTR)</li> <li>-Cost per 1000 impressions(CPM)</li> <li>-Conversion rate</li> </ul>

Search Engine Marketing - Google	
<b>Objective</b>	To increase website traffic by 20 per cent of the current visitors, from May 1, 2020 to May 31, 2020
<b>Tactics</b>	<p>Google Ads:</p> <ol style="list-style-type: none"> <li>1. <i>Searching for the best keywords:</i> <ul style="list-style-type: none"> <li>-Keywords are a webpage’s best friend and keep the users engaged into the content.</li> <li>-Google AdWords offers a free keyword planner tool that allows users to search for keywords that are popularly used to display ads at the top of the page</li> </ul> </li> <li>2. <i>Use Keywords:</i> <ul style="list-style-type: none"> <li>- Keywords such as ‘chauffeur service’ , ‘chauffeur service Toronto’ and ‘private chauffeur service . These are potential keywords that users would search for</li> </ul> </li> <li>3. <i>Create ad:</i> <ul style="list-style-type: none"> <li>-Using these keywords, create an ad to display on the first page of search results and display banners.</li> <li>-Bid: \$2/click, budget \$105/week</li> </ul> </li> <li>4. <i>Evaluate</i></li> </ol>
<b>Measurement</b>	<ul style="list-style-type: none"> <li>-Click-Through Rate (CTR)</li> <li>-Cost per Click (CPC)</li> <li>-Conversion Rate (CVR)</li> <li>-Cost per Action (CPA)</li> <li>-Monthly Budget</li> </ul>

## Sample Content

### Google Ad



## Budget

Platform	Cost per week	Cost per month	Total for 12 months
LinkedIn Sales Navigator Subscription	-	\$80	\$960
Google Ads	\$105 (\$15x7 days)	\$420	\$5040
LinkedIn Ads	\$70 (\$10x7 days)	\$280	\$3360
Misc.			\$640
<b>Total</b>			<b>\$10,000</b>

## Timeline

TIMELINE	May	June	July	August	September	October	November	December	January	February	March	April
<b>Digital Strategy</b>												
Start May 1, 2020   End July 30, 2020												
Setup LinkedIn page and Sales Navigator	3 months											
Continue to maintain client relations after Aug 1, 2020				9 months								
<b>Public Relations</b>												
Start May 1, 2020   End July 30, 2020												
News release pitch to 10 outlets	3 months											
Feature story/Interview after July 1, 2020				News								
<b>Advertising</b>												
LinkedIn Advertisement x 2	1 m											
Run 2 Ad campaigns every month		1 m	1 m	1 m	1 m	1 m	1 m	1 m	1 m	1 m	1 m	1 m
Google Advertisement	1 m											
Run 2 Ad campaigns every month		1 m	1 m	1 m	1 m	1 m	1 m	1 m	1 m	1 m	1 m	1 m

## Evaluation/ROI

### Digital Strategy:

Evaluate profiles of employees for completion. Follow and share content.

LinkedIn page: Post engagements, likes and shares. Page visits and search appearances.

Sales Navigator: Check alerts, recommended profiles, leads and 'people who have viewed'

### Public Relations:

The success of the news release can be evaluated through number of impressions, pick-ups with media outlets, interview requests and features.

### Advertisements:

**ROI of one month (Users):** (1 of 12 months)

Platform	No. of Ads	Metrics	Monthly Spend	CPC/CPM	Clicks/month	CTR and potential new leads
<b>Google AdWords</b>	2 per week	-Clicks and Google Analytics	\$420	\$2	210	2.07%x210 = 4
<b>LinkedIn Ads</b>	2 per week	-Clicks and Impressions	\$280	\$3	93	6.1%x93 = 5

**Considering online ads benchmark rates cited in the market research section, and Average cost per ride \$200**

**ROI of one month (Revenue):** (1 of 12 months)

Platform	Monthly Spent	Expected Sales per month	% ROI monthly	Revenue in 12 months
<b>Google AdWords</b>	\$420	4 users Avg. purchase of \$200= <b>\$800</b>	90.4%	\$9,600
<b>LinkedIn Ads</b>	\$280	5 users Avg. purchase of \$200= <b>\$1000</b>	257%	\$12,000
<b>Total Revenue per month from new clients =</b>				<b>\$1,800</b>
<b>TOTAL Revenue in 12 months from new clients =</b>				<b>\$21,600</b>

## Added value and proposed concepts for the next phase:

- Plexiglass screens are very good barriers to protect the chauffeurs and clients from cross contamination of COVID-19. Currently, these screens are out of stock in the market. But this tells us that businesses are investing in installing these barriers and they are in high demand.
- An article by Business Insider March 2020 says that private aviation companies are witnessing a boom. As commercial flights remain grounded, individuals are ready to pay thousands of dollars to get around the world. This presents a great business opportunity for Global Alliance to partner with private jet companies and offer value added services such as SAFER Travel.
- This can be considered for the Phase 2. Post pandemic, when business starts to get back to normal, a social media presence on Facebook and Instagram should be created for Global Alliance as there is an increased use of social media by most businesses in various industries. In the client interview, the client mentioned plans to expand into different groups other than high-profile individuals in the future. Building a social media presence may be of benefit in the future for a different group of targets such as Millennials and Gen Z.

## Appendix

### Client website

URL: <https://www.global-alliance.ca/>

### Review of Publics

A list of publics to reveal the impact of different individuals on the business. They are categorized as:

<p><b>Customers</b></p> <ul style="list-style-type: none"> <li>• Production houses such as eOne</li> <li>• A-List celebrities</li> <li>• High-net worth individuals</li> <li>• Government officials</li> <li>• Agencies</li> <li>• Publicists</li> <li>• PR Managers</li> </ul>	<p><b>Producers</b></p> <ul style="list-style-type: none"> <li>• Management:                     <ul style="list-style-type: none"> <li>President: Joe Ironi</li> <li>Managing Partner: Grace Sarris</li> <li>Client Relations Manager: Zena Kulikowska</li> <li>Corporate Group Sales Manager: Melissa Davis</li> </ul> </li> <li>• Employees:                     <ul style="list-style-type: none"> <li>Chauffeurs, account managers, customer support, vehicle maintenance</li> </ul> </li> </ul>
<p><b>Limiters</b></p> <ul style="list-style-type: none"> <li>• Competitors:                     <ul style="list-style-type: none"> <li>Bennington worldwide</li> <li>Rosedale Livery Limited</li> </ul> </li> <li>• COVID-19 Pandemic: Social distancing and work from home culture</li> <li>• Emergency policies</li> </ul>	<p><b>Influencers</b></p> <ul style="list-style-type: none"> <li>• Affiliations:                     <ul style="list-style-type: none"> <li>National Limousine Association (NLA),</li> <li>Ontario Limousine Owners Association (OLOA) and Tourism Toronto</li> </ul> </li> <li>• Client referrals, feedback and testimonials</li> <li>• Media journalists and writers of magazines such as Luxury coach and transportation(LCT),</li> </ul>

(Table 1.3)

### Media Audit

A research was conducted to analyze mentions and articles related to Global Alliance Worldwide from January 2015 to March 2020.

Key findings:

February 15, 2017 – BMWPress

URL: <https://www.press.bmwgroup.com/canada/photo/detail/P90248865/bmw-group-canada-hands-over-the-keys-of-six-bmw-7-series-units-to-global-alliance-worldwide>

February 21, 2017 – Chauffeur Driven

URL: <https://www.chauffeurdriven.com/news-features/industry-news/1200-global-alliance-worldwide-chauffeured-services-upgrades-fleet.html>

December 5, 2018 – Luxury coach and transportation (LCT) magazine

URL: <https://www.lctmag.com/news/732293/young-toronto-operator-quickly-adapts-to-industry>

January 4, 2019 – Luxury coach and transportation (LCT) magazine

URL: <https://www.lctmag.com/article/732518/looking-beyond-generations-to-see-what-s-similar>

## Competitors Analysis:

### Competitors

- VIP Livery Service
- Chauffeur Service Toronto
- Rosedale Livery Limited
- Skyway City Limo
- Bennington worldwide
- Blacklane
- Yorkville Toronto Limo

#### 1. Bennington Worldwide

<b>Strengths</b>	<b>Weaknesses</b>
-About 27 years into the service, operates exclusively in the Canada -Accessible to pre-registered customers -Own a fleet of luxury vehicles -Have a social media presence on Instagram, Facebook and Twitter -Member of NLA and OLOA	-Website is not search engine optimized - No mobile application support

(Table 1.4)

#### 2. Rosedale Livery Limited

<b>Strengths</b>	<b>Weaknesses</b>
-In business over 35 years, operates in the GTA area and accessible to general public, as anyone can register for the services -Have a social media presence on Instagram, Facebook and Twitter -Member of NLA and OLOA -Mobile applications available on both Android and iOS devices.	-Website is not SEO optimized

(Table 1.5)

## Industry overview

Source: Statistics Canada - Small business profiles, 2018	
Limousine services NAICS: 48532	<b>Whole industry (reliability)</b>
Number of businesses	736
Revenues and expenses (thousands of dollars) - Averages	
Total revenue	197.7 <sup>B</sup>
Advertising and promotion	3.8 <sup>E</sup>

(Table 2.0)

### Vividata:

Income levels	\$75,000-\$99,999		\$100,000-\$124,999		\$125,000-\$149,999		\$150,000-\$199,999		\$200,000 Or Over	
Region	Count	%	Count	%	Count	%	Count	%	Count	%
Ontario	1,881	39.0%	1,511	37.2%	924	39.1%	958	43.1%	788	44.1%
<i>Weighted base</i>	4,822	4,822	4,063	4,063	2,365	2,365	2,225	2,225	1,787	1,787
<i>Unweighted base</i>	6,642	6,642	5,464	5,464	3,186	3,186	3,115	3,115	2,395	2,395

(Table 2.1)

Income	\$75,000-\$99,999		\$100,000-\$124,999		\$125,000-\$149,999		\$150,000-\$199,999		\$200,000 Or Over	
Level of Influence	Count	%	Count	%	Count	%	Count	%	Count	%
No Influence	633	13.1%	540	13.3%	311	13.1%	217	9.8%	228	12.8%
Any Influence	4,189	86.9%	3,523	86.7%	2,054	86.9%	2,008	90.2%	1,559	87.2%
Some Influence	2,293	47.6%	1,973	48.6%	1,134	47.9%	1,097	49.3%	871	48.7%
Primary Influencer	1,895	39.3%	1,550	38.1%	920	38.9%	912	41.0%	688	38.5%
<i>Weighted base</i>	4,822	4,822	4,063	4,063	2,365	2,365	2,225	2,225	1,787	1,787
<i>Unweighted base</i>	6,642	6,642	5,464	5,464	3,186	3,186	3,115	3,115	2,395	2,395

(Table 2.2)

Income	\$75,000-\$99,999	\$100,000-\$124,999	\$125,000-\$149,999	\$150,000-\$199,999	\$200,000 Or Over
Sum	5,126.8	3,801.3	2,201.0	2,098.1	1,917.5
<i>Weighted base</i>	4,822	4,063	2,365	2,225	1,787
<i>Unweighted base</i>	6,642	5,464	3,186	3,115	2,395

(Table 2.3)

Income	\$75,000-\$99,999		\$100,000-\$124,999		\$125,000-\$149,999		\$150,000-\$199,999		\$200,000 Or Over	
Response	Count	%	Count	%	Count	%	Count	%	Count	%
Searched online for a product/brand/service	1,767	46.7%	1,662	51.9%	956	49.7%	906	49.6%	790	51.8%
Purchased a product/brand/service	814	21.5%	805	25.2%	409	21.3%	440	24.1%	407	26.7%
Talked about the ad or product/brand/service with others	995	26.3%	885	27.7%	496	25.8%	482	26.4%	370	24.2%
Recommended the advertised product/brand/service	312	8.2%	265	8.3%	153	8.0%	140	7.7%	114	7.5%
No actions taken	1,197	31.6%	941	29.4%	579	30.1%	566	31.0%	490	32.1%
<i>Weighted base</i>	3,786	3,786	3,199	3,199	1,922	1,922	1,825	1,825	1,526	1,526
<i>Unweighted base</i>	5,373	5,373	4,414	4,414	2,628	2,628	2,626	2,626	2,078	2,078

(Table 2.4)

Global Alliance Worldwide

Income	\$75,000-\$99,999		\$100,000-\$124,999		\$125,000-\$149,999		\$150,000-\$199,999		\$200,000 Or Over	
Car rental service	Count	%	Count	%	Count	%	Count	%	Count	%
Yes	248	5.1%	239	5.9%	127	5.4%	148	6.7%	118	6.6%
No	4,575	94.9%	3,822	94.1%	2,238	94.6%	2,075	93.2%	1,666	93.3%
Weighted base	4,822	4,822	4,063	4,063	2,365	2,365	2,225	2,225	1,787	1,787
Unweighted base	6,642	6,642	5,464	5,464	3,186	3,186	3,115	3,115	2,395	2,395

(Table 2.5)

Income	\$75,000-\$99,999		\$100,000-\$124,999		\$125,000-\$149,999		\$150,000-\$199,999		\$200,000 Or Over	
Decisions	Count	%	Count	%	Count	%	Count	%	Count	%
Consulted Only	45	7.5%	53	9.1%	24	6.9%	25	7.5%	20	8.0%
Recommended, Not Authorize	48	8.0%	76	13.0%	34	9.8%	20	6.1%	19	7.6%
Authorize	134	22.4%	106	18.2%	99	28.6%	102	31.3%	59	23.0%
Not Involved	369	62.0%	347	59.7%	190	54.7%	180	55.1%	157	61.4%
Weighted base	596	596	581	581	346	346	327	327	256	256
Unweighted base	750	750	752	752	454	454	482	482	383	383

(Table 2.6)

**List of Travel agencies in the GTA as potential partners**

1. Concur Travel
2. Flight Centre
3. Marlin Travel Agencies
4. SAP Concur
5. The Luxury Travel agent
6. Travel Edge
7. The Luxury Expert

**List of Companies in the GTA as potential clients for Shuttle services**

1. Ernst and Young
2. Accenture
3. AIG Canada
4. AMD
5. Schneider Electronic Canada
6. KPMG LLP
7. Oracle Canada
8. Royal Bank of Canada
9. Sun Life Financial Inc.
10. Manulife

**List of Travel and Luxury magazines**

1. The Re-porter
2. Financial Post
3. Vero
4. West Jet Magazine
5. Pax Media
6. enRoute

Magazine	Audience	Impressions	HH Income
Bespoke	The Savvy, staying in the fine luxury hotels	17,000	+\$250,000
NUVO	Inquisitive, culturally aware, well-travelled urbanite. Mostly read for Travel. (50% Toronto)	1,000,000	+\$210,000
BOLD	Sophisticated and premium audience. 55% in senior management.	510,000	+\$200,000
Vero (women's)	Entrepreneurs and leisure travel	552,000	+\$70,000
Globe Style Advisor	Innovators, fashionistas, Global travellers	819,946	+\$110,000
enRoute	37% Baby boomers	1,028,000	+\$115,340
West Jet Magazine	Frequent business travellers	128,000	+\$120,000
SHARP	85% Male. Celebrities and influential men	793,000	+\$221,000
Pax Media	Business executives and C-level associates	181,971	-
Re:Porter Air Magazine	Savvy, intelligent, affluent Travellers. Mostly Business Travellers	2,000,000	-

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