

THE COMPANY

l'entreprise الشركة

★ Transportation service company founded in 2010 by Samir Bennani

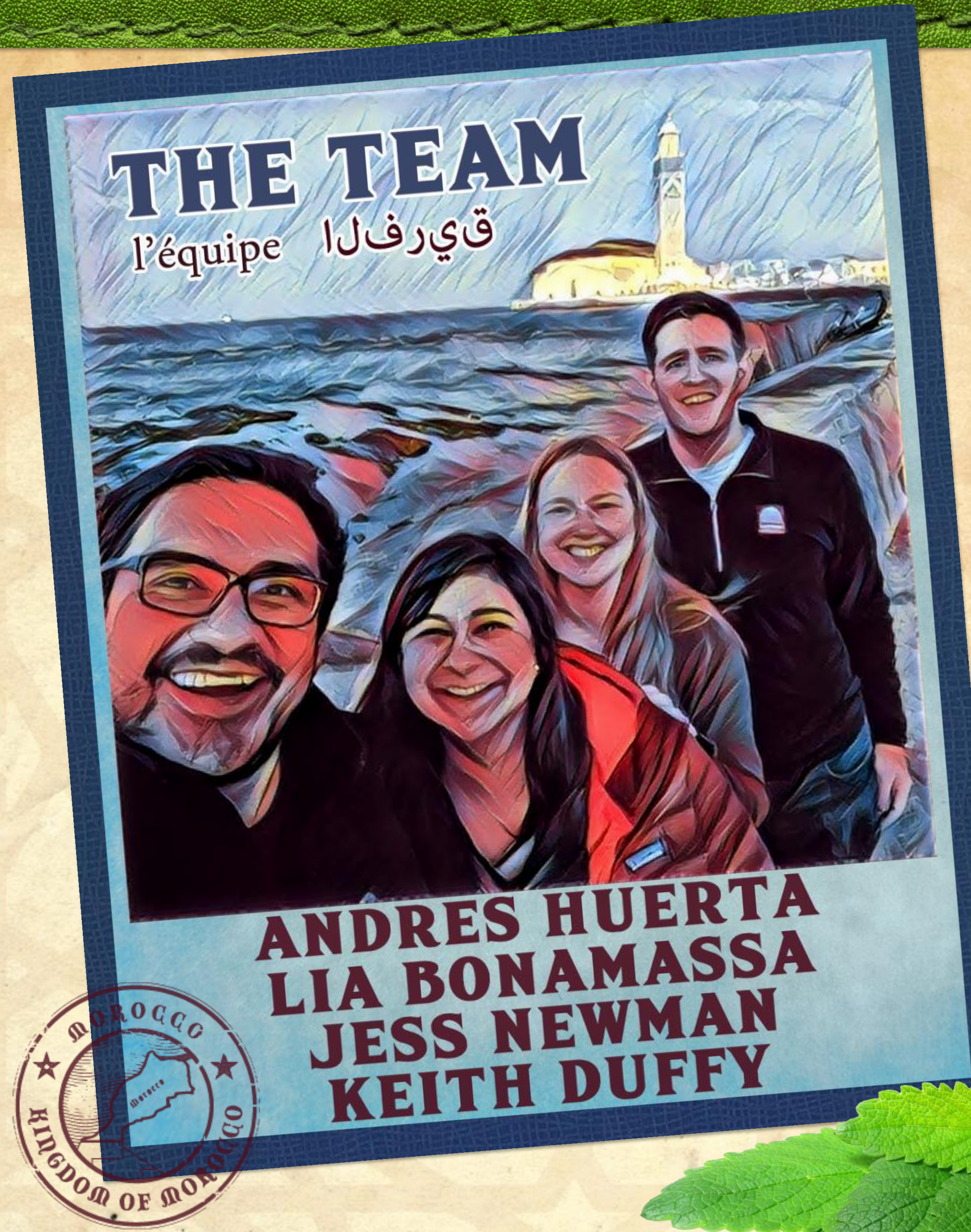


67 employees

>100 cars

9 cities

- ★ Started as a personal car service, shifted to **staff transportation services for large companies**, a major challenge in Morocco
- ★ The staff transportation service has grown exponentially over the last year and now represents >80% of revenue
- ★ **Main differentiator is the technology platform** providing automatic trip planning, easy communication with passengers, and transparency to HR departments
- ★ Recent growth has come from **new contracts with three large clients**: Phone Group, OCP, and Swissport



THE PROJECT

le projet المشروع

Ma.Navette.com has experienced **recent success** in the staff transportation sector; however, the **capital intensity of this expansion** has left the company **highly leveraged**, making it increasingly difficult to expand further. New leasing contracts for vehicles are not easy to sign due to the high financial leverage, and without these new vehicles it is impossible to commit to new clients.

We have been tasked with helping the company **identify alternative methods of vehicle financing** to help the scalability of the business and **reduce the cycle time** between signing a new contract and providing the service.

NEW CONTRACT IMPLEMENTATION

nouvelle mise en œuvre du contrat تنفيذ عقد جديد

Our objective was to understand all steps and players in the contract implementation process in order to **identify possibly bottlenecks** and recommend **proactive solutions**.

Through interviews, we **mapped the process** and helped define clear roles and responsibilities of every employee. As part of our deliverables, we developed a tool to help redefine these roles after expansion.

ALT. FINANCIAL STRATEGIES

stratégies financières alternatives استراتيجيات مالية بديلة

We evaluated different **financial strategies for vehicle acquisition** in order to determine the best financing option to enable sustainable growth.

The options were analyzed through **financial modeling** and validated through **expert interviews** (auto dealerships, banking and leasing institutions, development agencies, and current and prospective clients).

As part of our deliverables, we developed a financial model, and a **recommendation on the best course of action**. Additional insights from the interviews were also shared with our host.

CARTOGRAPHIE DU PROCESSUS

