Purpose and Goals of the Startup

OKADAMEDA's mission is to revolutionise urban and semi-urban transportation in Nigeria and Africa by providing safe, efficient, and affordable mobility solutions tailored to the needs of our customers. **Our vision** is to create a sustainable long-chain transport network that empowers communities, enhances accessibility, and promotes economic growth.

Purpose

OKADAMEDA was founded to address the transportation inefficiencies in Nigeria's urban and semi-urban areas. By leveraging technology, localized knowledge, and customer-focused solutions, we aim to create a transportation network that is not only scalable but also catalyses socio-economic growth and environmental sustainability.

Long-term Goals:

1. Achieve nationwide coverage by 2030.
2. Transition 50% of our fleet to eco-friendly vehicles by 2032, supporting Nigeria's mission of decarbonizing the transportation sector (Singh et al., 2024)
3. Establish OKADAMEDA as the leading urban mobility provider in West Africa.

Specific Objectives

1. Expand Fleet Operations by 25% Within the Next Year

Metric for Success: Increase the number of operational tricycles and minibuses from 200 to 250 vehicles across targeted urban and semi-urban areas by Q4 2025.

2. Achieve a Customer Satisfaction (CSAT) Score of 90% Within the First Six Months

Metric for Success: Conduct bi-annual customer surveys to measure satisfaction levels and address key service concerns promptly.

3. Reduce Operational Costs by 15% Over the Next Year

Metric for Success: Lower operational expenses per ride through optimized fuel consumption, route planning, and fleet maintenance by Q4 2025.

4. Train and Certify 100 New Drivers by the End of the Second Quarter

Metric for Success: Enroll and successfully certify at least 100 drivers in our driver training program by June 2025, ensuring a well-prepared workforce.

5. Launch Mobile App to Facilitate Bookings by Q3 2025

Metric for Success: Reach 50,000 app downloads and achieve an average app rating of 4.5/5 within three months post-launch.

6. Achieve a Retention Rate of 80% Among Drivers by End of Year One

Metric for Success: Monitor retention through quarterly driver satisfaction surveys and implement targeted incentive programs.

Products or Services

OKADAMEDA provides a dependable, affordable transport network of tricycles ("keke") and minibuses, sculpted for urban and semi-urban areas in Nigeria. Our services include on-demand ride bookings, scheduled routes for peak-hour travel, and eco-friendly shared rides to reduce congestion and pollution.

Unique Selling Points (USPs)
1. Affordability to ensure lower prices than traditional taxis and ride-hailing.
2. Eco-Friendly use of fuel-efficient vehicles and plans for electric tricycles.
3. Localized Expertise: by applying deep knowledge of Nigerian roads.
4. Digital Inclusion and easy booking app
5. Safety Assurance and Comprehensive driver training

Target Audience
1. Primary Target Market:
- Urban Commuters in cities like Lagos, Abuja, and Port Harcourt
- Students and low-income workers who require affordable options for regular travel.

2. Secondary Target Market:
- Semi-urban residents in peri-urban areas with limited or unreliable public transport.
- Tourists and Business Travellers needing local transport with simple digital booking.

Data:
 - Nigeria's urban population exceeds 200 million, with over 50% relying on affordable public transportation.
From the GeoPoll survey, over 72% of Nigerians use public transport for their regular commutes and transport needs. (Adika, 2023)
A World Bank report shows the need for cheap, safe, and green transport in semi-urban settlements. -
Surveys show 65% of commuters favor cost and convenience over luxury in making transportation choices.

Team Structure

OKADAMEDA has a matrix hybrid structure, combining functional and divisional models to be more effective and agile. This ensures the alignment of teams while fostering autonomy in field operations.

Roles and Responsibilities:

Marcelina – Head of Communications:
Manages communication strategies, public relations, and brand management. The skills and experience Marcelina brings ensure OKADAMEDA's voice reaches stakeholders and the public.

Olawunmi - Head of Finance
Oversees budgeting, forecasting, capital allocation, and investments. With his financial and investment acumen, Olawumi guarantees the financial stability and growth of the startup.

Evidence - Head of Legal Compliance:
Ensures regulatory compliance and manages legal documents and risks. A Law background strengthens good legal management.

Semilore - Operations Head

Overseeing logistics, fleet coordination, and process optimization, Semilore has experience running a business in Kigali that allows her to drive operational excellence.

Drivers: To convey passengers safely, uphold service standards and report directly to Regional Managers in the Operations Team.

Key Ethical Principles for OKADAMEDA

1. Integrity: All decisions and actions are based on honesty to gain stakeholder confidence.

2. Customer-Centricity: Focus on customer satisfaction and ethical service practices.

3. Sustainability: Committed to eco-friendly and socially responsible practices that diminish harm while maximizing benefits to the community.

4. Accountability: Team members own their actions, aligning decisions with OKADAMEDA's mission and values.

5. Inclusivity: Embracing diversity and creating equitable opportunities for all team members and customers to thrive.

Daily Operations and Decision-Making Application:

• Integrity in Financial Management: The financial reports and budgets are duly scrutinised for clarity, hence, no inconsistencies.

- Customer-Centricity in Service Delivery: Weekly customer feedback is analyzed and used for operational improvements.

• Sustainability of Operation: Ensure using eco-friendly logistics and waste reduction policies in service delivery.

- Accountability Through Metrics: Weekly check-ins ensure everyone is on track to meet their goals.

• Inclusive Hiring: Recruitment is based on diversity and equal opportunity, with representation from all walks of life.

Challenges of Team Growth and Solutions

Main Challenges:

- Communication Gaps: Different styles caused misunderstandings.
- Role Clarity: Overlapping duties caused confusion over accountability.
- Time Management: Balancing individual workloads and team deadlines was challenging.
- Onboarding new members while ensuring productivity was challenging.

Solutions:

Improved communication: Instituted weekly team meetings and standardized reports for clarity.

Defined Role Structures: Brought clarity to the organization with defined roles and reporting lines for accountability. The project management software was intoduced to optimize task,and resource allocation,and track progress. (Kayser, 2024)

Onboarding Program: Developed a step-by-step program with training and mentorship to onboard new members efficiently.

Time management: developed some time management techniques like the Pomodoro techniques and the like. Numerous studies have shown the positive impact of effective time management on job performance, productivity, and job satisfaction (Perry, 2022)

KPIs to Evaluate Team Performance

Key Performance Indicators:

1. **Revenue Growth:** Monitored monthly increases in revenue, directly reflecting financial performance.
2. **Customer Acquisition Rate:** Tracked the number of new customers gained within set timeframes, measuring market penetration.

3. **Team Productivity:** Assessed task completion rates and project deadlines met, ensuring operational efficiency.
4. **Customer Satisfaction (CSAT):** Measured customer feedback through surveys with a goal of maintaining an 85% satisfaction score.
5. **Employee Engagement:** Evaluated team participation in meetings, training sessions, and feedback contributions, targeting a consistent 90% engagement rate.

Alignment with Business Goals:

- **Revenue Growth** ties directly to financial sustainability and scalability.
- **Customer Acquisition Rate** supports market expansion and increased brand visibility.
- **Team Productivity** ensures streamlined operations, crucial for achieving long-term objectives.
- **CSAT** aligns with the goal of building a loyal customer base, enhancing reputation.
- **Employee Engagement** promotes team cohesion, adaptability, and innovation, key drivers for sustained growth.

Using the 360-Degree Feedback Method

Lepsinger and Lucia define the 360-degree feedback method as 'the feedback process which involves collecting perceptions about a person's behavior and the impact of that behaviour from the person's boss or bosses, direct reports, colleagues, fellow members of project teams, internal and external customers, and suppliers' (Lepsinger and Lucia, 1997. p.6)

We then incorporated the 360-degree feedback practice into our evaluation process for collecting inputs from all levels of the team, including peers, subordinates, and supervisors, and even self-assessments. Feedback was collected on a quarterly basis in order to assess both individual and team performances.

Advantages:

Holistic View: Provides a balanced view of the employee's performance, including strengths and areas for improvement.

Improved Communication: Encourages open dialogue and constructive criticism within the team.

Challenges:

Feedback Overload: Collecting feedback from various sources often resulted in excessive data needing thorough analysis.

Bias in Feedback: Some team members had difficulty giving objective feedback, impacting evaluation accuracy.

Fostering a Culture of Resilience and Adaptability

Methods:

Encouraging Open Dialogue: Openness in discussing challenges was achieved by creating a transparent environment and regular check-ins for feedback.

Encouraging Learning: We also paid attention to development through workshops and training on problem-solving and adaptive leadership.

Emphasis on Role Flexibility: We permitted the changing of roles by team members whenever need be, assuming different responsibilities.

Celebrating Failures and Lessons: This built resilience in them and encouraged the team to view failures as opportunities to grow, lessening the fear of failure. Resilience has emerged as a critical factor in contemporary discussions about organizational success and longevity (Hoegl & Hartmann, 2021).

 Result:

These have built trust, adaptability, and resilience within our team to take up challenges in a proactive mindset. This environment lets us thrive in tough situations. networks

and relationships build resilience (Cooper et al.,2013).

Sustainable Team Practices

Key Practices:

1. **Promoting Environmental Sustainability:**
   We adopted eco-friendly practices, such as reducing paper use, going digital for communication and documentation, and encouraging remote work to minimize the team's carbon footprint.
2. **Encouraging Work-Life Balance:** We implemented flexible working hours, encouraged regular breaks, and supported personal development, ensuring that team members are mentally and physically healthy.
3. **Fostering Diversity and Inclusion:** This is important for creating a collaborative and innovative team culture, which can adapt to diverse markets and challenges.
4. **Continuous Learning and Adaptation:** We prioritise continuous learning through training, mentorship, and collaborative learning sessions to enable us to stay ahead of market trends.

   Integration:
   These sustainability practices are embedded in the team's day-to-day operations. For example, remote work policies reduce environmental impact, while the flexible working hours and mental health support foster a sustainable work environment.
   Outcome:

By integrating these practices, our team is better equipped for long-term success. They ensure a harmonious balance between business growth, environmental responsibility, and team well-being, all of which are crucial for scaling the business sustainably.

Implementation of Corporate Social Responsibility (CSR) Initiatives

Slide 11: Implementation of Corporate Social Responsibility (CSR) Initiatives

CSR Initiatives:

1. **Education and Mentorship for Underserved Youth**
2. **Environmental Sustainability Programs**
3. **Support for Local Entrepreneurs**

Metrics and Evaluation:

1. **Youth Mentorship Program Impact:** Number of youth mentored and subsequent employment or entrepreneurial activity.
   ○ **Evaluation:** Success will be measured through surveys and feedback from participants.
2. **Environmental Sustainability:** Number of trees planted and energy consumption savings from sustainability programs.
   ○ **Evaluation:** Environmental impact will be assessed using data from environmental audits.
3. **Support for Local Entrepreneurs:** Number of businesses supported

   Evaluation: Impact will be tracked using business growth metrics.

   Alignment with Mission and Values:
   These CSR initiatives align directly with our startup's mission of creating a positive social impact and driving sustainable growth. By addressing educational gaps, supporting environmental conservation, and fostering entrepreneurship, our CSR initiatives demonstrate our commitment to societal well-being and long-term sustainability, enhancing both our community and our business model.

Conclusion

In conclusion, our startup is built on a strong foundation of purpose-driven objectives aimed at creating both business success and positive social impact. Through a carefully structured

team, aligned with clear ethical guidelines and values, we have established a roadmap for growth and sustainability. We've faced and overcome challenges of team dynamics by focusing on communication, adaptability, and resilience, which have been crucial to fostering a collaborative and positive work culture. Our KPIs and 360-degree feedback mechanisms ensure we maintain high performance, while our CSR initiatives demonstrate our commitment to social responsibility and environmental sustainability.

As we continue to grow, we will stay focused on delivering value to our target markets, expanding our influence in the industry, and achieving our long-term goals. By nurturing a culture of innovation, resilience, and ethical decision-making, we are poised to scale effectively, ensuring that our impact extends beyond business success to positively influencing communities and the world at large.

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