

**Business Consulting Project**

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**ADA University/ Maastricht School of Management**

***Exploring Car Rental Growth Opportunities in an  
Emerging Market – Azerbaijan case.***

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## **Executive Summary**

**Denay** Alliance Services LLC is a company based in Baku (nearly 3 million inhabitants), the capital of Azerbaijan. The company started its operation with three vehicles in 2010 and currently has a fleet of 25 cars. **Denay** is a “Business to Business” oriented company and since its creation has targeted mainly foreign commercial customers and some local enterprisers. Despite the fact that **Denay** Alliance Services is a developing company, its fleet serves well-known oil and oilfield companies such as Cooper Cameron Petroleum Inc., Nalco Champion Azerbaijan, Enermech LTD, Expo Group Euroasia. After five years of operation, the company was able to improve its office facilities and moved to the Luxen Plaza business center. This new location offered better access to potential new customers. In its operational period to date, the five office employees have gained good business service experience and have been able to follow a unique system of sales and financial operation.

This paper contains sections that describe the processes of the company as an existing business and in particular it explains the company’s product/services redesign, car market analysis, marketing, financial and operational plans. There has been a car rental market in Azerbaijan (operations mainly concentrated in Baku) for more than twenty years, but there has been very little information gathered on the industry over this time. Reviewing several web resources as well as international reports I have had the opportunity to get acquainted to such car rental business concepts as UBER, LYFT, Zipcar, Car sharing and their impact on the car rental industry. It is clear that internationally recognized car rental companies went through drastic development processes to proof their brands and develop recognition. UBER has launched a luxury car service for its target customers in Baku, however it is not a

competitor to Denay, since Denay is mainly oriented to long-term contracts with enterprisers rather than private hire. Companies like Avis, Hertz and Aznur have a directly competitive business concept, which is relevant to Denay's activity.

This paper also shows how the information for this investigation was collected. The methodology of the consulting project was based on primary research (interviews) and the analysis of existing data, as well as information available on Internet resources. It is important to outline that there were six questions defined, which helped to define the directions for improvement and the research objectives.

The table developed for 22 car rental companies (Appendix #2) helps to understand the core services of the main competitors and other rival companies. The limited access to the internal data of the companies (like, turnover, fleet number, customer list) has made the market share definition difficult, however information obtained from its main competitors, through interviews, meetings and other resources, helped to define the market share of the company within the target business line (providing service to corporations). The proposals and recommendations given regarding the operation, financial and marketing plan, should lead the company to achieve brand recognition and increase market share. This should be achieved by creating new strategies prompting active penetration into the market.

# **1. Introduction**

## **1.1 Brief history overview.**

Car rental is an established business segment in Europe, the USA and other countries. However, in post-soviet countries it is an emerging business sphere, which has dramatically developed over the last 25 years.

The car rental industry started in the early 20<sup>th</sup> century when Joe Sanders decided to lend his Ford Model T to local and foreign businessmen. It didn't take long for Sanders to realize what a profitable business model he had uncovered and by 1925 his car rental company had grown and developed its operations throughout 21 states. Moreover, in 1920 Sanders diversified his vehicle fleet, which at that time was worth nearly 1 million dollars. It contained vehicles of mixed brands. Naturally, it didn't take long for competitors to realize the benefits of Sander's business model and by 1923 the company established by Walter Jacobs was generating 1 million dollars gross revenue, successfully competing with Sander's company.

During the next decades the car rental business went through major changes influenced by market growth, structural and social demand.

Both Sanders and Jacobs started their car rental businesses with simple resources. Jacobs became acquainted with John Hertz in 1920. He was then the owner of the Yellow Cab manufacturing company in Chicago. This meeting allowed Jacobs to develop the business further against Sanders. J. Hertz acquired Jacob's car rental business, which became the benchmark of a successful car rental business and has maintained its market share until

today. Later, General Motors bought the Hertz Yellow Cab Manufacturing Company and rebranded the car rental branch of the business as “Hertz Drive-Ur-Self System”.

The boom period for car rental spans from 1946 to 1970 and was the period when Warren Avis launched its Avis Airlines Rent A Car system in Detroit.

## **1.2 Car rental in Azerbaijan.**

The car rental culture has a longer history throughout Europe and the US than in Azerbaijan. In Azerbaijan vehicle ownership still dominates and the car rental concept is not as developed. One of the core reasons is the price flexibility and competitiveness of public transport and taxi services in Azerbaijan and the former CIS in general. (see Appendix #3). In Azerbaijan the car rental package is much higher in price than taxi and public transportation options. Despite this fact, it is fairly easy to rent a car in Azerbaijan, particularly in the capital city of Baku, where both short and long-term options are available. The principal customers for the car rental business in Azerbaijan are properly structured international communities working in Azerbaijan or large-scale local corporate companies. It is the optimal solution to avoid capital expenditure where transportation is concerned.

In Azerbaijan, the car rental concept started in the early 90s, mainly due to the development of the oil and gas sector. This period (after the collapse of the USSR) coincides with the economic boom in Azerbaijan. The famous Contract of the Century was signed in 1994 and it brought together the biggest oil and gas exploration and development companies of the world. Over the last two decades Azerbaijan has gone through dramatic economic growth, which has created demand for diversified services and products in the country’s emerging market.

This business plan highlights the vehicle rental business, its legal and operational framework, its procedures, as well as its key players.

Other business segments such as tourism, construction, light and heavy industries started developing at the same time and these are interconnected with the current business plan. This economic development resulted in an emerging new market for the car rental business sector in Azerbaijan.

### **1.3 Car Rental companies in Azerbaijan.**

There are a number of car rental companies operating in Baku (see **Appendix #1**). *AVIS*, one of the pioneers of the car rental industry across the globe, launched its branch in Azerbaijan in the mid-90s and is still one of the key market players in both the long and short-term vehicle leasing sectors. Hertz started operating in Baku at approximately the same time as Avis, but six years later Hertz left the Azerbaijani market.

It was difficult to investigate the reason Hertz left Azerbaijan. After thorough research I succeeded in interviewing the executive of Hertz Azerbaijan who worked for the company between 2001 and 2005, Mr. Fuad Mammadov. Mr. Mammadov explained that American Express, one of the largest travel agencies in Azerbaijan during that period, agreed to open a franchise with Hertz International. Hertz Azerbaijan started operating in Baku in early 2000 with headquarters in the Hyatt Regency Hotel. The Hertz fleet consisted of nearly 10 vehicles mainly targeting short-term lease. During that period there were two main vehicle rental operators in the Baku market, Avis and Hertz. However, according to Mr. Mammadov, Avis was in a better position, as its fleet was bigger than Hertz's which gave Avis the advantage of

a larger list for long-term customers. Soon Hertz started increasing its fleet by subleasing vehicles owned by other companies and individuals. This gave it the ability to be able to survive in the market. According to Mr. Mammadov, the peak lease cost for a 4x4 vehicle during that period could easily reach five to six thousand dollars per month. If we compare today's market price versus 2001-2005, (car rental prices will be discussed in the financial and marketing section of the current business plan), the difference between lease price packages is around 250%. In late 2004, American Express decided to sell the franchisee agreement with Hertz to a business group from Russia to take its profit on the already developed and established business. The acquisition took place and as Mr. Mammadov stated during the interview, the new owners were not familiar with the car rental business concept and soon decided to sell on the franchisee rights. The sale price was set at about half a million dollars, but as Mr. Mammadov explained, the financial package did not meet with the reality of the ongoing market (the assets of the company and turnover were considerably below the asking price). Later the fleet was sold on the open market and the franchise agreement was cancelled.

Hertz Azerbaijan was re-launched in Baku in April 2014 based on a franchise agreement with a local company mainly engaged in taxi service (S.A. Company), according to Mr. Aydin Aliyev, GM of Hertz Azerbaijan.

## **Denay Background**

“The idea to establish a car rental business came while I was working in the real estate business. My main customers were the specialists working in the oil and gas industry, and

they often came to Azerbaijan with their families” – said the Founder of Denay Alliance Services. “My language advantage, marketing and customer service skills allowed me to develop the property lease sector of my company to a high level. The direct contact with the CEO and other executives gave me carte blanche to offer subsidiary services like car rental. These companies were in severe need of car and various types of other vehicle leases. That is how my car rental business started. After running the business for a couple of years with a fleet of 3-4 cars, the necessity for a legally launched company appeared. That is when Denay Alliance Services LLC was founded in 2010”.

Today, Denay is a successful, growing, private business with a fleet of 23 vehicles. The company is serving large and multi-profile companies such as Expro Euroasia LTD, VAM Caspian, Cooper Cameron Petroleum Company, Nalco Champion Azerbaijan, PDMS& Energy Company, Enermech LTD and many others. The objective of the company is to serve large international and local communities in Baku and other large cities in Azerbaijan. Denay focuses mainly on car rental services, with sedan and 4x4 vehicles in particular. The founder of the company can clearly see the potential for expansion by attracting new customers, both International and local corporations. Therefore it has been decided to design a modified business plan that will allow Denay to diversify its portfolio and expand the business.

## **2. What are the issues and problems?**

Marketing research revealed that there are nearly 60 companies engaged in the car rental business in Azerbaijan. However, only part of them offers car rental service as their core business activity. To be able to study the market even further I selected 22 car rental

companies with a local and international customer portfolio (see **Appendix #1**). These companies are the main competitors of **Denay**, since the business target is the same - serving various companies in Azerbaijan. The research and analysis will be based on developed rubrics (see **Appendix #2**). The objective for rubrics development is to scrutinize the main product portfolio and see how they differ from each other.

In this section we will try to highlight the issues and develop a summary of the observations based on **Appendix #2** analysis.

**Issue #1. Is fleet size the indicator for **Denay** to stop competing with companies who have greater market share?**

**Denay** has a fleet of 23 cars. According to interviews with company officials, **Denay** took over companies with bigger fleets and successfully out served the existing car rental contractor. For example, Cooper Cameron is one of **Denay**'s key customers, since it employs half of its existing fleet. The main reason for **Denay**'s success was its customer service approach and demonstrating a consistently high quality service. **Denay** has been serving Cameron for four years. The company **Denay** took over from has a fleet of more than 200 vehicles and cars. As per the research, only two companies possess a fleet between 51-100 vehicles. Avis's fleet has more than 100 vehicles. (**Appendix #2**, line #10-14). The fleet size plays a great role in attracting business to the company, but customer service is the key advantage in expanding customer portfolio. In the developed table (**Appendix #2**) we can see that the majority of the companies offer the same products, mainly long and short-term lease packages. Only a few of them, about 32%, have luxury and wedding cars included in their proposals. As we can see from line six of the rubrics (**Appendix #2**) bus rental business is an

interesting package to offer. Only a few companies offer industrial vehicle/bus rental services.

*When we look back at Issue#1, it is clear that it is recommended that Denay expand its fleet.*

**Issue #2. Should Denay develop a sublease concept to expand its fleet?**

As stated in the previous paragraph, the company has a fleet of 23 vehicles. According to the Managing Director of Denay, Mais Hajiyev, only 15 cars belong to the company and the rest of the vehicles are owned by private individuals. Investment in vehicle purchasing requires constant funding. The company must ensure the consistency of bank funding along with the cash flow ratio. Over the years Denay has developed a reliable and strong reputation, which allows it to attract outside investors who became its shareholders. It created room for expanding the fleet and decreased the capital expenditure of the company.

Going further in the rubric analysis we can see that the sublease concept in the car rental business is one of the most important tools to expand the vehicle fleet (Appendix #2, line #14). The sublease concept gives the opportunity to expand and diversify the fleet without incurring major capital outlay.

*It is highly recommended for Denay to create a good database of vehicle owners who will be interested in subleasing their vehicles for long and short periods.*

**Issue #3. Does Denay need to improve its insurance package?**

The current insurance package Denay offers to customers consists of several insurance types. Kasco insurance is common for nearly all car rental companies, where packages such as PA (Personal Accident), TP (Theft Protection), TPL (Third Party Liability) are the

insurance types customers are demanding to be included into their contracts. If there is any accident, the company can supply a substitution vehicle only after 72 hours. However, interviews with competitor companies such as Avis, Azcar, Aznur, Hertz and Karvan revealed that these companies have their own vehicle recovery service (or at least a contract with an recovery company) and an immediate vehicle substitution service.

*The post rental service plays a key role in maintaining the existing customer portfolio; therefore it is highly recommended for Denay to improve the insurance package and accident management service by having additional services such as, immediate vehicle substitution and vehicle evacuation services.*

**Issue #4. What would be the impact of International certification on Denay's Business Processes?**

Denay's customer portfolio consists of mainly oil & gas subcontractors, but the company has never been asked for any international certification or accreditation documents. However, in February 2015 Denay applied to participate in a tender to ABB Azerbaijan (a branch of a global energy and technology development company). The absence of compliance with international standards like HSE and QA/QC management systems excluded the company from the qualification list.

In order to be able to serve international companies, a company must obtain internationally accredited certificates. The table shows that only four companies have arrived at that level (ISO standards). These are AVIS, Aznur, Hetrz, Azutoaz.

*It is recommended for Denay to work on achieving the required certifications, especially:*

- *Development of HSE and QA/QC Systems*

- *International accreditation and relative certificates*

**Issue #5. What would be the effect of launching a corporate website?**

Up to now **Denay** earned the majority part of its customers through personal networking and recommendations from existing customers. The company has set up corporate emails for all departments:

- **Sales Division:** \_\_\_\_\_ [sd@Denayalliance.com](mailto:sd@Denayalliance.com)
- **General Manger:** \_\_\_\_\_ [gm@Denayalliance.com](mailto:gm@Denayalliance.com)
- **Service related issues:** \_\_\_\_\_ [services@Denayalliance.com](mailto:services@Denayalliance.com)
- **Office Assistance:** \_\_\_\_\_ [office@Denayllaince.com](mailto:office@Denayllaince.com)
- **CFO:** \_\_\_\_\_ [finance@Denayalliance.com](mailto:finance@Denayalliance.com)
- **Inquires:** \_\_\_\_\_ [info@Denayalliance.com](mailto:info@Denayalliance.com)

The operation and marketing sections of the **Appendix #2** show that the majority of companies have websites and corporate emails, but only a few of them are tracking the business processes to receive feedback from customers.

*I think that **Denay** is missing a big opportunity to attract new customers without a proper modern and functional corporate website and online advertisement. The company must launch an operational website and do business online.*

**Issue #6. Would it be more efficient for **Denay** to alter operations and redesign the terms of the “Long Term Lease” to increase competitiveness?**

As stated earlier, the main product **Denay** offers is long-term lease. Competitors who serve international organizations also provide long-term as well as short-term leases. In the “Services” section of the **Appendix #2** we can see that extra services such as airport transfer,

- *International accreditation and relative certificates*

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- **General Manger:** \_\_\_\_\_ [gm@Denayalliance.com](mailto:gm@Denayalliance.com)
- **Service related issues:** \_\_\_\_\_ [services@Denayalliance.com](mailto:services@Denayalliance.com)
- **Office Assistance:** \_\_\_\_\_ [office@Denayllaince.com](mailto:office@Denayllaince.com)
- **CFO:** \_\_\_\_\_ [finance@Denayalliance.com](mailto:finance@Denayalliance.com)
- **Inquires:** \_\_\_\_\_ [info@Denayalliance.com](mailto:info@Denayalliance.com)

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*I think that **Denay** is missing a big opportunity to attract new customers without a proper modern and functional corporate website and online advertisement. The company must launch an operational website and do business online.*

**Issue #6. Would it be more efficient for **Denay** to alter operations and redesign the main product to Long Term Lease to increase competitiveness?**

As stated earlier, the main product **Denay** offers is long-term lease. Competitors who serve international organizations also provide long-term as well as short-term leases. In the “Services” section of the **Appendix #2** we can see that extra services such as airport transfer,

bus and chauffeur services are provided by at least 70% of the companies, whereas the taxi and car wash services are 27% and 9% respectively. The companies indicated in appendix can be categorized as follows:

- Companies serving mainly local enterprises and individuals by providing long and short-term contracts
- Companies mainly specialized in short term lease
- Companies mainly specialized in the rental of industrial vehicles
- Companies mainly specialized in the rental of luxury and wedding cars
- Companies mainly focusing on the tourism sector (hotel transfer, taxi service, airport transfers and transportation arrangement for large delegations)

*Taking all the above issues into consideration I would recommend for **Denay** to redesign the main product of the company, which is long-term leasing.*

### **3. Methodology.**

Both primary and secondary research methodologies were used while working on the preparation of this paper.

**Primary research included the following:**

✓ Interviews, meetings and phone interviews. The meeting with the past sales manager of Hertz Azerbaijan was particularly valuable as it informed me about how Hertz launched its business in Azerbaijan, and why it gave up positions to AVIS Azerbaijan. The information obtained from the AVIS sales supervisors helped me understand the work process and pricing strategy of the main competitor in the Baku car rental market.

✓ Interviews with existing customers of **Denay** outlined the areas which customers would like to see improved. This is reflected in the operational plan of this paper.

✓ Meetings with potential customers along with **Denay** sales and notes on **Denay** sales approach were taken.

✓ Participation in the tendering process helped to define the price calculation policy, which is described later in the financial part of this paper. Participation in the tender gave me the opportunity to meet with the tender participant, the sales executive of AZNUR.

**Secondary research for this paper consisted of the following:**

✓ A search of the available literature, online articles and data analysis was conducted.

Throughout the period local news services were giving information about car rental companies launched in Baku. In addition, information sources included promotional material and research data available at the State Statistics Committee.

✓ Selection of 22 rival companies from available online data for operation process analysis.

This information is the part of the research paper shown in **Appendix #1**

✓ Designing a table showing detailed information of rival companies' operations was one of the parts of the research methodology. The information about products and services of the competitors is shown in **Appendix #2**

✓ Besides, while learning the business process of the company the following issues were defined:

- *Issue #1* Is fleet content the indicator for **Denay** to stop competing with companies who have a greater market share?
- *Issue #2* Should **Denay** develop a sublease concept to expand its fleet?
- *Issue #3* Does **Denay** need to improve its insurance package?
- *Issue #4* What would be the impact of International certification on **Denay's** Business Processes?
- *Issue #5* What would be the effect of launching a corporate website?
- *Issue #6* Would it be more efficient for **Denay** to alter operations and redesign the main product to Long Term Lease to increase competitiveness?

## **4. SWOT Analysis.**

### **4.1. INTERNAL.**

#### **Strength**

- **Understanding the local market**
- **Being in the market since 2010**

A local company with professional staff that takes every opportunity to expand its business and lead the company to adopt new concepts and changes

- **Embedding completed insurance package**

Providing completed insurance package to be able to compete with key market players (for example, AZNUR)

#### **Maintenance Services**

The company has strict rules and regulations for maintenance management, as it is the most vulnerable part of the business and most valued and appreciated by customers

- **Customer service evaluation**

Every single request and/or feedback by a customer is be considered in order to react promptly to any situation

- **Principal customers of the market (oil&gas)**

Companies such as Cooper Cameron, VAM (Vallourec), Nalco Champion and others are very valuable for further recommendation

#### **Good Networking**

The majority of **Denay** employees come from real estate background, which gives the opportunity for better networking. Participation in business events arranged by BBG (British Business Group) and Amcham opens new perspectives for business growth.

- **Moving services: Residential and Commercial**

Denay has acquired experience in relocating the VAM office in Baku and that gives an extra competitive advantage to the company

- **Car wash service for the rented vehicles**

The car wash service is included in all commercial proposals. This enables the decision making process to be easier for the customer and gives the company access to maintain and assess the condition of the leased vehicle.

- **Vehicle substitution arrangements upon accident**

Car replacement due to an accident is very much appreciated by customers and also builds a better reputation for the company, even though it means extra cost for the insurance package.

## **Weaknesses**

- **Lack of finance**

Financial liquidity does not always allow new purchases

- **Vehicle shortage**

Shortage of vehicles in the fleet limits the company expansion opportunities

- **Brand Recognition**

Company brand is not well known among targeted audience

targets for **Denay** in the next few years (please see step three in the operation plan for subleasing concept explanation)

### **3. Network creating**

**The company is not very active in network expansion therefore it is recommended to Develop network expansion with vehicle owners for future cooperation.**

**The long-term product is to have following options:**

**a. Long term - more than 12 months**

It will include the following:

1. Insurance full coverage
2. Maintenance
3. Driver (experienced, with relevant certificates)
4. Vehicle brand selection
5. Vehicles of maximum 1-2 years old
6. Car wash
7. Baby seat
8. GPS/ Navigator
9. "Drive Right" device
10. Competitive price

**b. Intermediate term – from 6 to 12 months**

The intermediate term will include:

1. Insurance full coverage

2. Maintenance
3. Driver (experienced, with relevant certificates)
4. Vehicles of maximum 1-4 years old
5. Car wash

**c. Exclusive short term**

To be provided mainly on “Business to Business” concept and very limited business partners with existing portfolio of customers. The package will include:

- Insurance – full coverage
- Maintenance
- Limited brand choice

## **7. Marketing Plan**

In the marketing plan of the current document we are going to outline what actions the company should take to achieve the following objectives:

- Brand strengthening and recognition
- Defining the marketing strategy
- Increasing market share and defining market opportunities
- Improvement of loyalty package for existing customers
- Reaching and revealing new customers

An effective marketing solution and plan for the company would be based on the analysis of the current marketing procedures, as well as the utilization of the innovations, findings and marketing science that has developed over the last five years.

As it was stated at the beginning of the document, the company went through an evolutionary stage where the key points can be outlined as follows:

- ✓ Car rental offers on individual entrepreneurship level started in early 2006 with a fleet of two vehicles
- ✓ Launching of legal entity in 2010 due to demand from the market to be presented as a legal entity. The fleet number increased to five vehicles
- ✓ In 2012 the major international oilfield service company (Cooper Cameron Petroleum Inc.) gave Denay Alliance a trial period contract that proved to be successful. This trial was converted into an ongoing relationship and the fleet increased to twelve vehicles.
- ✓ 2014/2015 can be characterized as stable years for company operations. The company fleet reached twenty-five vehicles and the subleasing concept started to bring its benefits for company growth.

According to the interview with CEO of Denay, Mais Hajivev and Sales Executive Kamran Hajiyev, the more that the company penetrates actively into the market, the more it feels tough competition. Therefore coming back to the market with a new marketing and corporate

strategy should lead the company to find a comparative advantage and move the company on to the further development stage.

## 7.1. Brand strengthening and recognition

**Denay** has developed a brand name for service and quality, however it is still not very well known amongst a wider group of potential target customers. The logo ” **denay** ” with its specific purple color has been created and was a recognition sign for the company. The company has also secured the corporate domain ([www.Denayalliance.com](http://www.Denayalliance.com)) purchased from [www.godaddy.com](http://www.godaddy.com), but it hasn't got the local domain (eg. [www.Denay.az](http://www.Denay.az)). It is important to rebrand the logo and improve the company's profile. Here is a possible version for a new branded logo:



or



According to an interview with Kamran Hajiyev, marketing expenses were never included into budget planning. It looks as though no budget was spent for marketing purposes, excluding the logo creation and website domain acquisition. Therefore, we have requested quotes from Web Design companies as well as marketing promotion firms to provide a budget for marketing expenses for **Denay**. The estimated cost of the marketing plan is given below.

## **What would be the most important marketing actions?**

Here are the main actions **Denay** will have to take to create a new marketing plan:

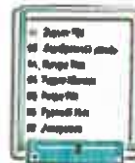
### **7.2. Corporate website development.**

As we know, Internet marketing is today's reality. A website is the easiest way to represent the company and present information about its activities, services, history and operations.

The website should have the following technical and comparative features:

- Simple to understand and easy to navigate design
- one stop shop for customer (brand selection, rental rate calculation, reservation, agreement form and payment options)
- mission and vision statement
- customer feedback tracking

Here is the website sample:



**Our philosophy:** Time issues are the most important factor in travel.  
**Our approach:** We have to be the fastest, most flexible and most customer-oriented vehicle rental company.  
**Our result:** We are growing socially responsible partner for the potential customers.



### About our company



#### About Denay

Denay Alliance Services LTD has been founded in 2010 as a legal entity, but depended on that the existing one has over the 7 years experience behind.

We are the proud to say that in the short period Denay has gained trust of its customers and we have partners such as: Cooper CarRent, Hertz, Europcar, U-Haul, Capital, Budget, Hertz, and many others. Knowing and analyzing one of things in Azerbaijan we are able to extend competitive rates and a consistently high level of services to all our clients.

Denay is the preferred partner for a growing mix of diverse national, foreign and multinational companies.

#### Our ambition

Grow online presence, reliability, build customer expectations and be flexible.





### **7.3. Internet Marketing**

Once the website is ready to run, the company has to invest in Internet marketing and locate company information in the search systems.

### **7.4. Brochures, leaflet preparation and distribution**

The key slogan for the leaflet could be “Why buy when you can rent?” These marketing materials will be distributed within business centers and at major business events, where the target audience can be found.

1. Hyatt Office Center. Izmir Street 1033
2. Bridge plaza. Jafar Jabbarly Str
3. Karat Business Center. Bakikhanov Str.

4. Kermur Plaza: Inshaatchilar Ave.
5. Port Balu business center. Neftchilar Ave
6. Caspian Business Center. Jafar Jabbarly Str.
7. American Chamber of Commerce events
8. British Business Group events
9. At the TISA school site (The International School of Azerbaijan)
10. BIS (Baku International School)
11. AZPROMO events
12. Embassies and consulates (contacts and addresses to be retrieved from Yellow Pages Azerbaijan)
13. Representative offices of an international organizations (contacts and addresses to be retrieved from Yellow Pages Azerbaijan)

As a sample we have prepared a possible leaflet form.

**denay** Why should rent and not to buy the car?

Laxen Plaza Business Centre  
 34 Khatali Ave, 7th floor  
 Baku, AZ1008, Azerbaijan  
 Tel: (+99412) 496-98-87  
 office@denayalliance.com

Our fleet of lease vehicles is ~~have significant amounts of value~~ and is still growing rapidly. We offer ~~any vehicle models of your choice for minimum~~ lease tenure of 2 years at a ~~reasonable rate~~. Our clients ~~are benefiting in~~ respect of Financial Ratio Improvement, Company Taxation Savings, Cash Flow Improvement, Financial Improvement, 24-hours Emergency Assistance (in the event of breakdown or involved in accident), hassle free on vehicle maintenance and more. It is an ideal means of fleet management at effective cost and top efficiency.

## 7.5. Sales processes activation

The office sales should be activated according to the following plan:

- A greeting letter from **Denay** Alliance should be sent electronically and by fax to all representative offices of international business, humanitarian and diplomatic organizations
- Sales Executive Kamran Hacıyev will be participating in business group events
- The presentation of the company should take place in one of the autumn business lunch events organized by Amcham Azerbaijan ([www.amcham.org](http://www.amcham.org)) or British Business Group

### Branded frames for the vehicle number plates

Since company vehicles are driven within the city and outside of Baku it would be good to have logo on the number frames which will work for brand recognition as well. Here is the sample design:



## 7.6 Branded office vehicles of Denay

The company vehicles used in the office to be branded



### Follow up with existing customers

It is very important to keep and improve business relations with existing customers, as well as the attraction of new potential prospects. In order to keep loyal customers up to date on **Denay**, follow up work should be arranged through news links and information on the **Denay** corporate website, as well as quarterly reports sent to customers' email addresses.

## 7.7. Marketing Budget:

Marketing Expenses September 2015-May 2016			
Unit	q-ty	unit price, Azn	total price, Azn
WebDesign	1	10000	10000
Leaflets	1000	2	2000
Internet Marketing	-	5000	5000
Frames for number plate/ Branding	50	10	500
Branded Office Sign	1	300	300
Car branding	2	500	500
Extra budget			2000
<b>TOTAL:</b>			<b>20300</b>

## Defining the marketing strategy

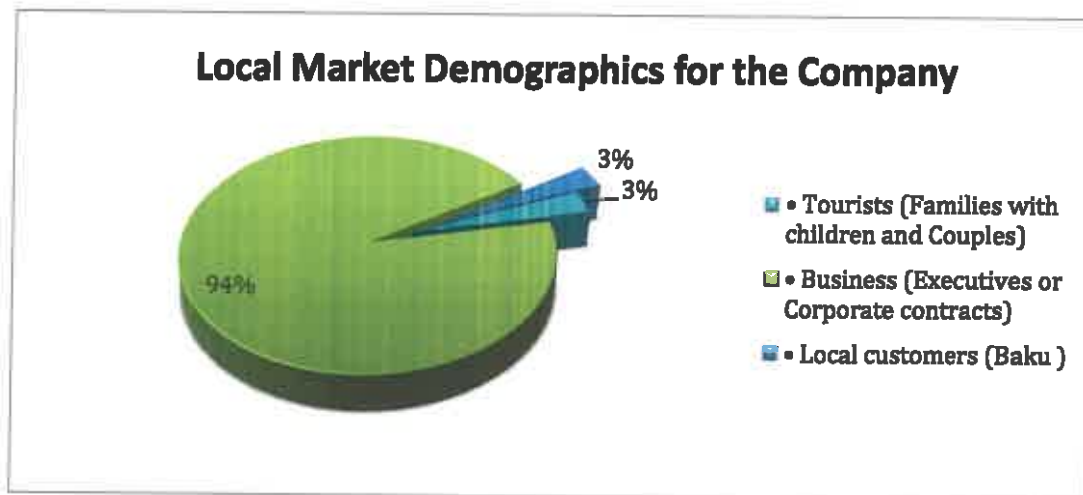
According to information stated in this document and interviews with company officials, we have defined that the market penetration strategy was mainly the company's action plan on selling its products and services. **Denay**'s customer portfolio includes only a few entities that are new to the Azerbaijan market and **Denay** was the first company they have applied for vehicle rental services from. But, the others in the portfolio are those who were attracted from rival companies through competitive proposals.

As discussed earlier, **Denay**'s main business strategy is to increase its market share by penetrating the market at a new level. It is crucial to increase market share as the Azerbaijan,

and in particular Baku market, is not large and it is very difficult to attract new business and even more difficult to maintain the achieved client base. The company's first objective is to increase customer satisfaction and guarantee loyalty by improved customer service. As we have learned from **Denay**'s experience, customer service management requires continuous improvement in service, immediate and individual reaction to any single request and of course, a competitive pricing strategy. Here is the practical sample given by sales representative, Kamran Hacıyev. "We have been providing car rental service to Expro Euroasia Baku office since Expro started its operations in Baku" –said Kamran. The offers to Expro always went through without competitor involvement, but in 2015 we faced a dilemma, where **Denay** made an offer for another three cars and the price seemed to be high for Expro. It resulted in Expro requesting quotations from alternative companies and it took some time before Expro had collected prices from competitors. The result was that **Denay** had to reduce its financial proposal to keep Expro within the customer portfolio". It is always less complicated to be in a position where you offer competitive rates without running the risk of other competitor's participation. A competitor's low bid to gain a contract can sink a sound financial proposal.

Generally, going through the contracts the company has with its customers, we can definitely say that a lower pricing and higher performance strategy would be quite essential for the company to keep its existing portfolio of customers and penetrate the market further for new customers. The contracts conducted during the growth stage of the company show an increase in the monthly rental prices, which also tells us about the company's improved position in the market.

## 7.8. Segmentation and Targeting



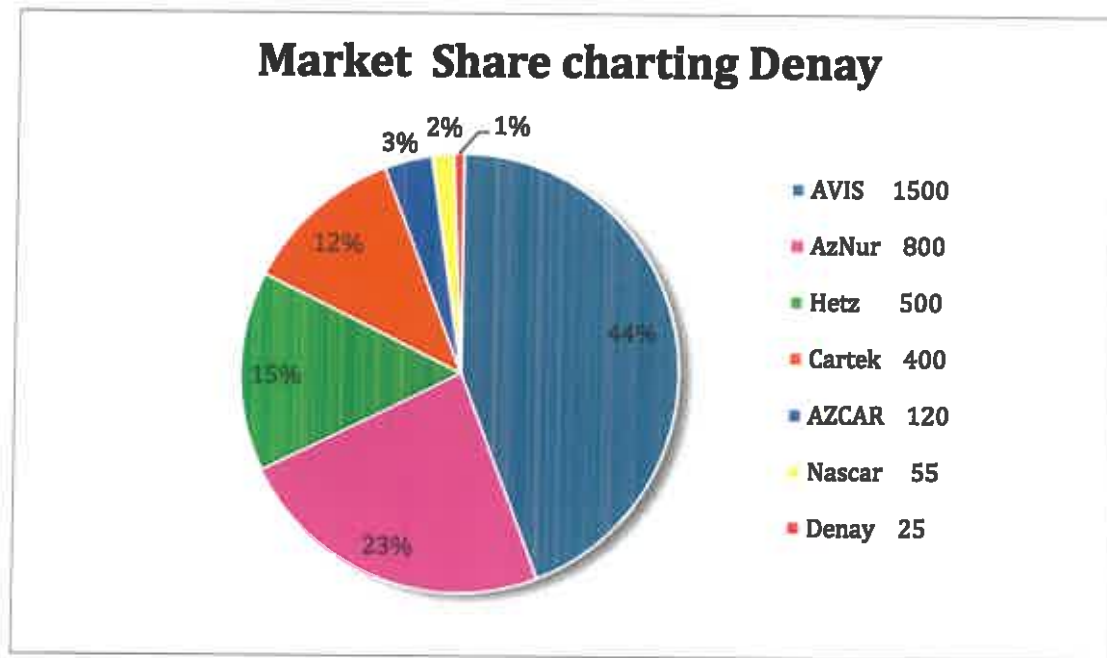
As discussed earlier, the company should work on its B2B concept, where nearly all customers are from the international community. The numbers of individual customers are very few. Above is the pie chart, which illustrates that proportion.

**Denay** will focus on corporations which have fleets of five and more vehicles. Companies like KCA Deutag, ABB Azerbaijan and others should be the target customer range for the next 3 to 6 months.

## 7.9. Market Share

As discussed in earlier sections of this document, the fleet number doesn't stop smaller companies providing services to major customers in the market. However, a bigger company has an advantage in being considered as a preferred supplier, due to its apparent stability. Major players such as Avis and Aznur can command a competitive pricing stance.

We have selected companies to define the market share of **Denay** and the base for analysis was the active fleet number. Below is the pie chart, which illustrates the share division between companies:



## 8. Product Life Cycle

As we know the PLC concept helps managers to take appropriate actions to avoid future down trend for company operations. Therefore we will look at the sales history and business flow process of **Denay** - the route from the vehicle seller/supplier to end customer, where the product life cycle is concerned.

As discussed in this document **Denay** started with three vehicles and today it operates 25 cars, serving international companies working in Azerbaijan's business market.

According to financial statements reviewed in the Denay office, the gross revenue of the company increased in 2014 by 33% compared to 2013.

The standard contract period for the rented vehicle is between 24 to 36 months. The majority of Denay's fleet was purchased in 2012 and the plan is to reinvest predicted cash flow from the sales of used vehicles to renew the fleet. We learned from company management that the fleet will be renewed if the customers continue renting vehicles for another long-term period. If the contract is finished without opportunity for renewal then the cash generated from used vehicles sales will be kept as a liquid asset for future orders and acquisitions.

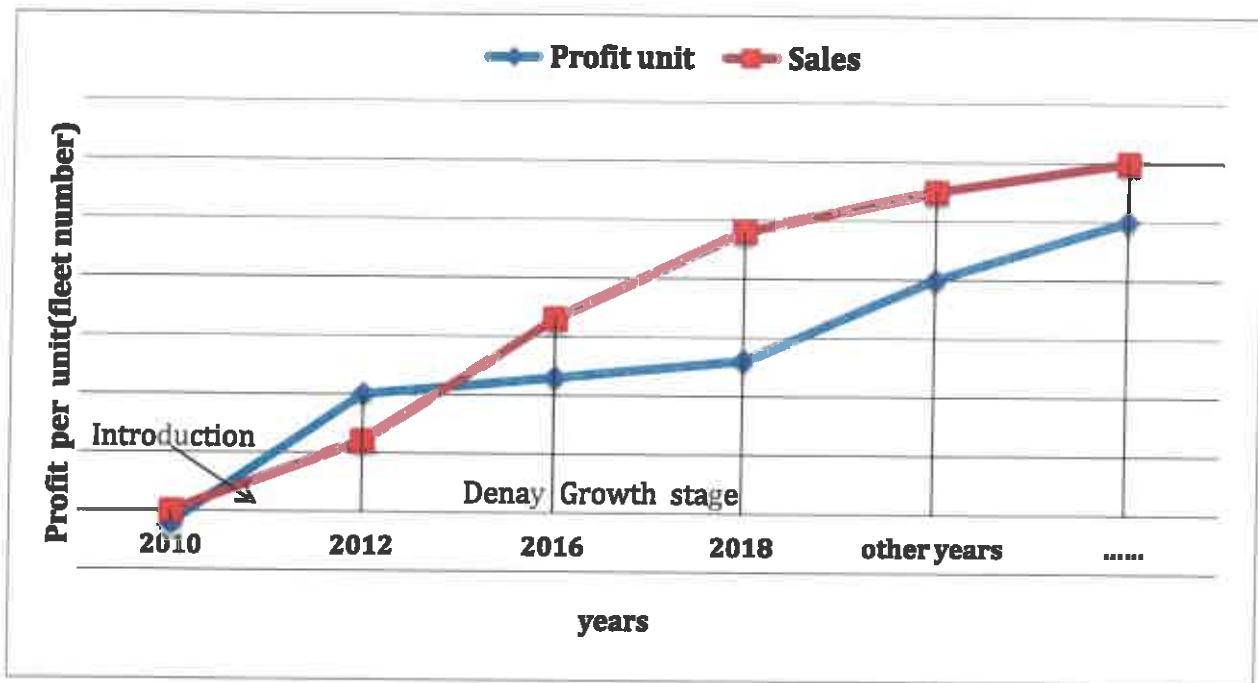
Let's look at the company's position from the product life cycle point of view.

**Introductory stage.** Denay is an existing company and it went through this stage and introduced its products and service to a limited number of customers.

The company's target would be making introductions to as many enterprisers as possible.

The implementation of this step has been discussed in the beginning of the marketing plan.

The company was actively increasing sales volumes with existing customers and starting from 2012 there were new customers requesting service from Denay. Denay therefore reached the next level in the PLC curve, which is **Growth stage**. Following the set up strategy, applying the new business plan and implementation of the new marketing strategy, discussed earlier, the company will continue its growth stage and diversification is to take place from 2018 onwards.



The arrow in the chart shows the position of **Denay** in the growth stage. As it can be seen from the chart the introduction stage for the company covers years 2010-2012 where the fleet number was equal to three to five and the increase for sales started from 2012. The chart shows higher profit for the introduction period and the reason for that is the low quantity of vehicles in the fleet, linked to lower expenses for maintenance, insurance and the office.

The years starting from 2012 and the guaranteed contracts signed for vehicle lease show significant growth of sales, and also the growth of expenses.

Taking into account the growth of sales of about 33% in the years 2013-2014 the forecast for maturity stage (2016-2018) predicts growth of 20-25%, where the trends for the further actions will depend on future market analysis.

## 9. Financial Plan

Financial management plays a significant role in a company's growth.

According to an interview with the Managing Director of **Denay** Alliances, Mais Hacıyev, raising the initial funds to implement the idea and start-up of the business wasn't an easy process. In order to raise the funds several financing resources were considered. Among them were personal savings and cars, bank opportunities, family and friends.

The company started with private savings and a personal fleet. The first car rented to a customer for 24 months was a Mitsubishi Pajero. With the initial payment for the Pajero being equal to a 6 month rent payment combined with private funding, three Nissan X-Trails were purchased. Bank financing was used for the acquisition of the first fleet vehicles. Further processes were developed accordingly to raise funds, as well as targeting new customers to increase the fleet.

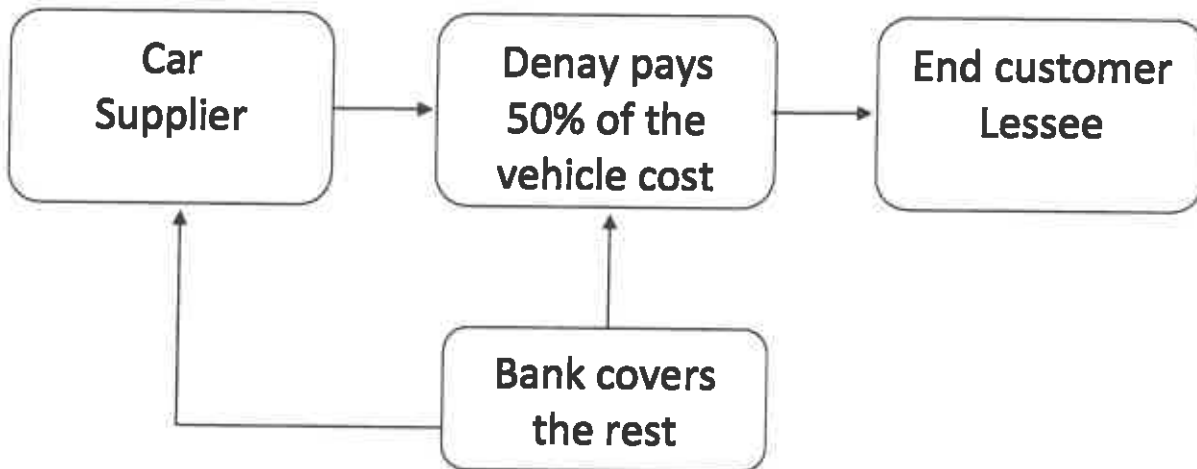
Getting acquainted with **Denay's** financial approach we can distinguish the following main directions in financing the business:

- ✓ *Bank Loans*
- ✓ *Outside Investors/ Subleasing concept*
- ✓ *Reinvestment*

### 9.1. Bank loans

The financial banking system of the country consists of the Central Bank of Azerbaijan Republic, commercial banks and non-banking organizations. Commercial bank loans vary with a yearly interest rate of between 9% and 25%. Regarding the **Denay** case the process of bank financing is shown in the scheme below.

**Chart A**



**Denay** checks availability and reserves the vehicle required with the Supplier. Since **Denay** is an existing business, there is usually no need to prove the financial creditability of the company and **Denay** gets loans at a yearly interest rate of 14-16% to finance half of the vehicle cost.

During the interview with **Denay's** chief accountant, Gunay Ahmedova, I found out that **Denay** has experienced a lack of cash throughout its existence. The company fulfilled most of its credit obligations, but still has a bigger debt, which is credit line with AFB bank. Therefore a decreased amount for the first installment during vehicle acquisition process as well as a longer loan period term would allow the company to collect cash for future perspectives.

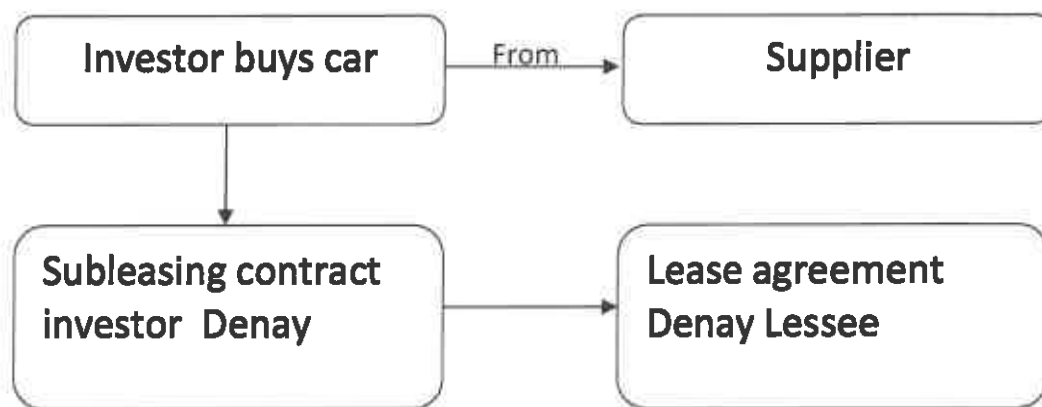
I had meetings with the loan department representatives of the two banks, NBC and Express Bank with the purpose of finding out if any other cost effective way could be found to help sustain **Denay's** financial policy. The outcome was that the best way would be low interest rates of first installment payments, longer loan duration (30 to 36 months) and loan agreements with finance leasing agencies. The annual interest rate with leasing agencies is

usually 18% and the big disadvantage in this case is that **Denay** doesn't own the vehicle. The use of the vehicle is arranged with the power of attorney from a leasing agency.

## 9.2. Outside Investors

The idea of this concept came when the company owners sold a couple of the rented vehicles to their family members in order to raise funds. Here is the sketch which shows how the deal works with outside investors:

**Chart B**

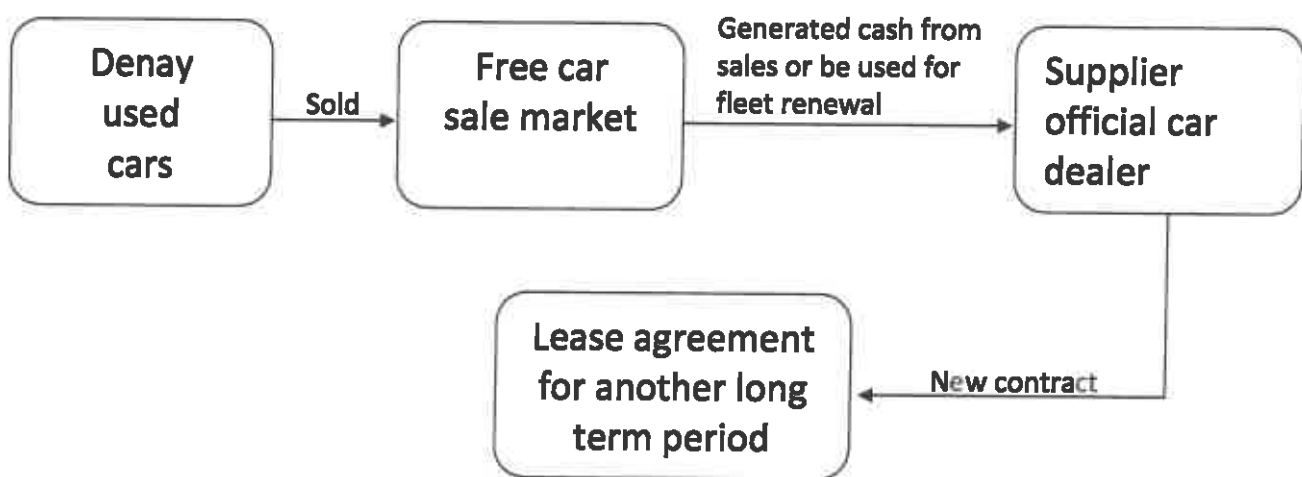


As can be seen from Chart B shown above, the potential investor buys the vehicle from the car supplier (it could be an official dealer or vehicle purchased on the free car sale market). Prior to the investor's expenditure, **Denay** confirms the guaranteed rent agreement for the vehicle. Once the vehicle has been purchased and registered in the investor's name or his entity **Denay** draws up a subleasing agreement showing all terms and conditions. Based on this agreement **Denay** gets power of attorney (further: POA) from an investor which allows the company to subrent and give relevant POA to a customer's driver. After contract procedures **Denay** issues an invoice for monthly rent payment according to the T&C agreed

between parties. The received amount for rent is Gross and contains a fee to **Denay** for the subleasing deal. Usually the net subleasing fee is about 20% of the monthly rental. After deducting relevant expenses and the **Denay** fee the net amount agreed with the investor is paid into his bank account.

### 9.3. Reinvestment.

Chart C



Most of the contracts **Denay** has with its customers are for either 24 or 36 months. The common life cycle for the customer fleet vehicles is 36 months which means **Denay** has to renew the fleet for customers every 36 months. The above flow chart shows the reinvestment process. The process is described as follows:

**Denay** gets the used car after 36 months. The vehicle is inspected and the hand over process documents if any damages occurred due to negligent behavior of the customer. After receiving the vehicle back from the customer the car is prepared for sale on the free market. The funds received from the sale of the vehicle are usually equal to between 50 to 60% of the vehicle's initial cost. The amount generated, or half of that, would be used as an initial

payment for the new car, and the rest of the vehicle cost would be financed by the bank loan or by the leasing agreement with the finance leasing agency (see Chart A).

#### 9.4. How is the rental price of the vehicle determined by Denay?

Price comparison with direct competitors on the car rental market is one of the tools for product price determination. The logical way of price creation is to divide the cost of the vehicle as a minimum by 24 months or more. The next step would be to add extra expenses (estimated cost of maintenance, insurance costs equal to 2,8% of the vehicle cost, taxes and profit margin). As an example we can look at price creation with the Ford Torneo Custom vehicle (Table #1), where the vehicle *purchased by applying cash*: (bought for cash)

**Table #1**

Car rental price determination							
Vehicle Brand	Cost of vehicle, AZN	Price for rent with 36 month period	Estimated maintenance, average, AZN	Monthly Insurance =2,8% of the vehicle cost, AZN	Other expenses, 25%, AZN	Profit margin 20%, AZN	Offered rent, AZN
Ford Torneo Custom	33000	917	100	77	273	273	1641

Analysing Table #1 we can find out the following details:

- ✓ The gross return on investment is about 5% monthly, which makes a 60% yearly return
- ✓ The gross pay back period is approximately 20 months

Dicussing the financial operation of Denay with the Managing Director, Mais Hajiyev mentioned *that the gross ROI period was usually used for the quick rental price*

determination. Once the gross price is ready the further details of the offered priced are worked out by the financial manager before the proposal is sent to the customer.

The calculations for the subleasing concept have a similar structure, where the main element is to make sure the company's profit margin remains 25% as a minimum. Table #2 shows the sample for calculations

**Table #2**

A	Vehicle brand	Year of make	Q-ty	Vehicle cost AZN	Rent amount with Lessee, AZN	Rent Period (months)	Denay Expenses: Insurance, maintenance, taxes, AZN	Denay Gross Profit, AZN	Investors expenses by contract, AZN	Sub-Rent Gross amount with investor, AZN
1	Mitsubishi Pajero, 0 km, 3.8 lt, full	2015	1	33000	1641	36	410	308	92	831
2	ROI Gross, %									2.5%
3	ROI Gross, year, %									30.21%
4	TOTAL for rent period				59076			11077		29907

Going through the financial processes and details, it is important to point out that Denay has the option to sell the product before the new fleet order is purchased. For example, Denay participated in a tender where seven vehicles needed to be bought. Before entering the tender the new fleet package, with an acquisition budget of \$240,000 was offered to a potential investor and Denay would make its profit on the subleasing of the future fleet.

## 9.5. Financial statements

Appendix #6 contains the financial statements of the company, prepared based on financial figures provided by the company accountant.

As can be seen from the income statement, the company's revenue increased from 2013 to 2014 by 34%. Besides, the company started to implement sub-leasing, which affected the fleet number and revenue in total. Due to this fact, insurance payments increased as well, since they are linked to fleet number.

The interest rate expenses decreased since the loan amounts were paid or closed. Usually the load period **Denay** was using was mainly twelve months and that followed by large loan amounts (principal and interest rate payments) within a year.

Generally, the cash flow statement analysis shows that the company is a *cash making* entity and with development strategies both in marketing and product design the company might achieve higher profitability.

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## Appendix #1

### List of Car Rental Companies in Baku

1. ANSAR LTD	
Address	Alasker Alekberov 510
Mobile	(+994 50) 245-68-58
	(+994 55) 245-68-58
Office	(+994 12) 511-78-38
web	<a href="https://www.facebook.com/AnsarLtd">https://www.facebook.com/AnsarLtd</a>
WEB	<a href="http://www.ansar-ltd.az">www.ansar-ltd.az</a>

2. ABT SERVICES	
Address	Uzeyir Hajibeyov 45
Mobile	(+99455) 753-58-85
Office	(+99412) 417-50-60/ 555-50-65
E-mail	
WEB	<a href="http://www.abt.az">www.abt.az</a>

3. AVIS RENT A CAR	
Address	Huseyn Javid aven. 528/A
Mobile	(+99450)250-96-01
	(+99450) 223-02-48
Office	(+99412) 497-54-55/497-52-22
E-mail	<a href="mailto:office@avis.az">office@avis.az</a>
WEB	<a href="http://www.avis.az">www.avis.az</a>

4. AZCAR	
Address	A.Alekberov str. 528
Mobile	(+99450) 799-00-02
	(+99455) 215-00-02
Office	(+99412) 510-51-73
E-mail	<a href="mailto:office@azcar.az">office@azcar.az</a>
WEB	<a href="http://www.azcar.az">www.azcar.az</a>

5. S & A COMPANY	
Address	Tabriz street 14
Mobile	(+994512) 437-88-98
	(+99455) 204-02-81
Office	(+99455) 237-88-98
E-mail	<a href="mailto:office@sa-company.az">office@sa-company.az</a>
WEB	<a href="http://www.sa-company.az/eng/">www.sa-company.az/eng/</a>

6. V.I.P.-F	
Address	Nizami str , 129
Mobile	+994 70 777 66 70
	+994 55 710 85 10
Office	(+99412) 437-54-17
E-mail	<a href="mailto:info@vip-f.com">info@vip-f.com</a>
WEB	<a href="http://www.vip-f.com">www.vip-f.com</a>

7. Avtorent	
Address	Izzat Orujov str., 18
Mobile	(+994 50) 216 77 62
	(+994 55) 216 77 62
Office	(+994 12) 489 07 85
E-mail	<a href="mailto:office@avtorent.az">office@avtorent.az</a>
WEB	<a href="http://www.avtorent.az">www.avtorent.az</a>

8. Econom	
Address	
Mobile	(+99455) 727-22-77
	(+99477) 327-22-77
Office	
E-mail	<a href="mailto:econom@ecar.az">econom@ecar.az</a>
WEB	<a href="http://www.ecar.az">www.ecar.az</a>

9. NASCAR	
Address	Jafar Jabbarli 44
Mobile	(+994 70) 290-10-70
	(+994 55) 290-10-70
Office	(+994 12) 408-27-65
E-mail	<a href="mailto:info@nascar-rent.az">info@nascar-rent.az</a>
WEB	<a href="http://www.nascar-rent.az">www.nascar-rent.az</a>

10. Ram-service	
Address	Alasgar Galbova str 1222
Mobile	(+994 50) 200 46 00
Office	(+994 12) 511 32 44
E-mail	<a href="mailto:info@ramservis.az">info@ramservis.az</a>
WEB	<a href="http://www.ramservis.az">www.ramservis.az</a>

11. AUTOLUX	
Address	J.Jabbarli 44 str
Mobile	(+99450) 232-00-24

12. EuroRent	
Address	23A Akhmed Rajabli str.
Mobile	(+99450) 630-28-07

	(+99455) 232-00-24
Office	(+99412) 437-83-38
E-mail	<a href="mailto:Info@autolux.az">Info@autolux.az</a>
WEB	<a href="http://www.autolux.az">www.autolux.az</a>
<b>13. HERTZ</b>	
Address	Bakikhanov street, 1
Mobile	(+99455) 254-59-95
Office	(+99412) 437-59-95
E-mail	<a href="mailto:office@hertz.org.az">office@hertz.org.az</a>
WEB	<a href="http://www.hertz.com">www.hertz.com</a>

	(+99455) 519-42-28
Office	
E-mail	<a href="mailto:office@eurorent.biz">office@eurorent.biz</a>
WEB	<a href="http://www.eurorent.biz">www.eurorent.biz</a>
<b>14. Karavan ERS</b>	
Address	Shafayat Mehdiyev str 23
Mobile	(+99455) 455 22 45 (+99470) 255 22 45
Office	
E-mail	<a href="mailto:mail@karavan.az">mail@karavan.az</a>
WEB	<a href="http://www.karavan.az">www.karavan.az</a>

<b>15. AZNUR</b>	
Address	205, N. Narimanov str.
Mobile	
Office	(+99412) 492 13 13
E-mail	<a href="mailto:office@aznur.az">office@aznur.az</a>
WEB	<a href="http://www.aznur.az">www.aznur.az</a>

<b>16. AFN TRANSPORT</b>	
Address	C.Cabbarlı 33
Mobile	(+99450) 394 91 94 (+99455) / (+99470) 394 91 94
Office	(+99412) 596 13 36
E-mail	<a href="mailto:info/office@afntransport.az">info/office@afntransport.az</a>
WEB	<a href="http://www.afntransport.az">www.afntransport.az</a>

<b>17. AutoMile</b>	
Address	J.Jabbarlı 44 Street
Mobile	(+99450) 232 00 26
Office	(+99412) 409 00 26
E-mail	<a href="mailto:Info@automile.az">Info@automile.az</a>
WEB	<a href="http://www.automile.az">www.automile.az</a>

<b>18. Car &amp; Country</b>	
Address	S Rustamov Str. apt 33,
Mobile	(+99450) 314 60 90 (+99450) 311 73 47
Office	(+99412) 437 94 32
E-mail	<a href="mailto:bakuoffice@carandcountry.az">bakuoffice@carandcountry.az</a>
WEB	<a href="http://www.rentacar.az">www.rentacar.az</a>

<b>19. Kral Rent a Car</b>	
Address	Eldar Babayev 4
Mobile	(+99450/70) 359 99 90 (+99455/77) 359 99 90
Office	
E-mail	<a href="mailto:avto@rentcarkral.com">avto@rentcarkral.com</a>
WEB	<a href="http://www.rentcarkral.com">www.rentcarkral.com</a>

<b>20. CaRent</b>	
Address	
Mobile	(+99450) 213-85-58 (+99455/50/70) 202-31-32
Office	(+99412) 555-25-27
E-mail	<a href="mailto:info@karent.org/info@arent.org">info@karent.org/info@arent.org</a>
WEB	<a href="http://www.carent.org/www.karent.org">www.carent.org/www.karent.org</a>

<b>21. Auto Az</b>	
Address	27 A.Rajablı
Mobile	(+99450) 266 46 34
Office	(+99412) 564 38 01/02/04
E-mail	<a href="mailto:info@trucking.az">info@trucking.az</a>
WEB	<a href="http://www.trucking.az">www.trucking.az</a>

<b>22. Atilla</b>	
Address	Jeyhun Hajibeyli
Mobile	(+99450) 566-07-07 (+99455) 566-07-07
Office	(+99412) 555-20-98
E-mail	<a href="mailto:sahink@rentabus.az">sahink@rentabus.az</a>
WEB	<a href="http://www.rentabus.az">www.rentabus.az</a>

## Appendix #2

Car Rental Companies operating in Azerbaijan		1	2	3	4	5	6	7	8	9	10	11	
		ABT SERVICES	AFN Transport	ANSAR LTD	Atilla	Auto Az	AUTOLUX	AutoMile	AVIS	Avtorent	AZCAR	Aznur	
<b>Fleet Management</b>													
Type of vehicles	Ekonom	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	1
	Biznes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	2
	Luxury	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	3
	Wedding	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	4
Long term Lease		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	5
Short Term Lease		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	6
Bus and mini bus Lease		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	7
Industrial Vehicles		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	8
New Vehicle Supply		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	9
Existing Fleet from	1-10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10
	11-50	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	11
	51-100	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12
	101-more	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	13
Subleasing business concept		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	14
<b>Services</b>													
Airport Transfer		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	15
Bus Service with driver within Azerbaijan borders		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	16
Chaffeur Drive		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	17
Taxi Service		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	18
Car wash		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	19
<b>Insurance</b>													
Kasko		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	20
PA, TP and TPL		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	21
Vehicle Evacuation service/Assistance		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	22
Vehicle substitute		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	23
<b>Certification</b>													
Availability of Internationally approved Certification		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	24
<b>Operation</b>													
Vision and mission		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	25
Customer Care Policy/ Feedback tracking		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	26
Website and corporate email		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	27
Office and home items relocation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	28
Car Rental Companies operating in Azerbaijan		ABT SERVICES	AFN Transport	ANSAR LTD	Atilla	Auto Az	AUTOLUX	AutoMile	AVIS	Avtorent	AZCAR	Aznur	
		1	2	3	4	5	6	7	8	9	10	11	

Car Rental Companies operating in Azerbaijan		12	13	14	15	16	17	18	19	20	21	22	23
		Car & Country	CaRent	Denay	Econom	EvroRent	HERTZ	Karvan ERS	Kral Rent	NASCAR	Ram-service	S & A Company	V.I.P.-F
<b>Fleet Management</b>													
Type of vehicles	Ekonom	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	1
	Biznes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	2
	Luxury	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	3
	Wedding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4
Long term Lease		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	5
Short Term Lease		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	6
Bus and mini bus Lease		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	7
Industrial Vehicles		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	8
New Vehicle Supply		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	9
Existing Fleet from	1-10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	10
	11-50	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	11
	51-100	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12
	101-more	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	13
Subleasing business concept		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	14
<b>Services</b>													
Airport Transfer		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	15
Bus Service with driver within Azerbaijan borders		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	16
Chaffeur Drive		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	17
Taxi Service		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	18
Car wash		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	19
<b>Insurance</b>													
Kasko		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	20
PA, TP and TPL		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	21
Vehicle Evacuation service/Assistance		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	22
Vehicle substitute		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	23
<b>Certification</b>													
Availability of Internationally approved Certification		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	24
<b>Operation</b>													
Vision and mission		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	25
Customer Care Policy/ Feedback tracking		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	26
Website and corporate email		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	27
Office and home items relocation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	28
<b>Car Rental Companies operating in Azerbaijan</b>		<b>Car &amp; Country</b>	<b>CaRent</b>	<b>Denay</b>	<b>Econom</b>	<b>EvroRent</b>	<b>HERTZ</b>	<b>Karvan ERS</b>	<b>Kral Rent</b>	<b>NASCAR</b>	<b>Ram-service</b>	<b>S&amp;A Company</b>	<b>V.I.P.-F</b>
		12	13	14	15	16	17	18	19	20	21	22	23

## Appendix #3

### 1.13 The number of Azerbaijani and foreign tourists served by different types of transportation

	2006	2007	2008	2009	2010	2011	2012	2013
<b>Number of Citizens have been served</b>	<b>45605</b>	<b>56290</b>	<b>59607</b>	<b>59700</b>	<b>69923</b>	<b>83620</b>	<b>101431</b>	<b>91961</b>
including:								
Azerbaijani citizens	42412	47152	46034	47730	57777	69555	82808	81638
Foreigners	3193	9138	13573	11970	12146	14065	18623	10323
<b>Bus</b>	<b>14100</b>	<b>21212</b>	<b>25028</b>	<b>17766</b>	<b>10665</b>	<b>22073</b>	<b>30240</b>	<b>14868</b>
where:								
Azerbaijani citizens	13070	18108	17873	10555	10553	19470	18206	14868
foreign citizens	1 030	3 104	7 155	7 211	112	2603	12034	-
<b>Railway</b>	<b>1300</b>	<b>1364</b>	<b>384</b>	<b>58</b>	<b>102</b>	<b>184</b>	<b>244</b>	<b>340</b>
where:								
Azerbaijani citizens	1252	1347	374	58	102	184	214	22
foreign citizens	48	17	10	-	-	-	30	318
<b>Airways</b>	<b>22908</b>	<b>28053</b>	<b>28447</b>	<b>32510</b>	<b>49594</b>	<b>48669</b>	<b>61991</b>	<b>68046</b>
where:								
Azerbaijani citizens	20874	22136	22216	27751	37593	37207	59432	58041
foreign citizens	2 034	5 917	6 231	4 759	12 001	11462	2559	10005
<b>Water Transport</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4269</b>	<b>16</b>	<b>16</b>	<b>-</b>	<b>-</b>
ondan:								
Azerbaijani citizens	-	-	-	4269	16	16	-	-
<b>Passenger vehicles</b>	<b>2762</b>	<b>3569</b>	<b>5463</b>	<b>5097</b>	<b>4357</b>	<b>5934</b>	<b>4956</b>	<b>8707</b>
where:								
Azerbaijani citizens	2737	3552	5286	5097	4357	5934	4956	8707
Foreign citizens	25	17	177	-	-	-	-	-
<b>Several transportation types</b>	<b>4535</b>	<b>2092</b>	<b>285</b>	<b>-</b>	<b>5189</b>	<b>6744</b>	<b>4000</b>	<b>-</b>
where:								
Azerbaijani citizens	4479	2009	285	-	5156	6744	-	-
Foreign citizens	56	83	-	-	33	-	4000	-

### 2.18 Number of citizens coming to Azerbaijan (by countries)

Countries	2007	2008	2009	2010	2011	2012	2013
<b>Total</b>	<b>1332701</b>	<b>1898939</b>	<b>1830367</b>	<b>1962906</b>	<b>2239141</b>	<b>2484048</b>	<b>2508904</b>
By countries in particular:							
Russian Federation	497876	630860	598894	701110	786684	876013	903242
Georgia (Caucasus)	403677	607875	529613	491942	573063	763251	810390
Iran	201109	308650	329913	349960	407576	283739	143579

Turkey	101537	157827	177308	214594	242606	295549	361413
Ukraine	22388	28420	28606	31500	40030	42393	51802
Great Britain	18854	29362	25699	24160	24646	29125	32841
Kazakhstan	9662	15335	16048	19209	28225	25295	28226
USA	9037	13314	11663	11986	11443	13687	15612
Germany	6909	8740	10695	10602	11927	16445	13920
Uzbekistan	6066	8107	7067	11879	14513	18417	18627
Turkmenistan	4380	5155	3687	4072	3969	4906	4766
Israel	3876	6233	6516	6346	5671	6369	6989
Romania	3149	885	1039	1296	1417	1678	2053
France	2911	3833	3994	4128	4799	5870	5919
China	2458	7138	6322	5846	6224	5060	6465
India	2110	4236	3721	3755	3715	5048	4791
Belgium	2104	1980	2389	2233	2299	2255	1725
Belorussia	2011	4660	5308	5479	5724	7038	8251
Italy	1654	3762	4066	4732	4857	6767	8566
Pakistan	1446	2738	5416	1949	1743	1675	1767
Netherlands	1326	2180	2595	2689	3026	3970	4036
Canada	1319	2356	2036	2050	1851	2566	2411
Korean Republic	1294	2446	2082	2647	2461	2829	3134
Poland	1233	1830	1699	2455	2224	3168	3716
Norway	1163	2300	1921	2054	1874	1981	2024
Swiss	1106	1385	1126	1357	1274	2012	1857
Japan	1036	1434	1076	1809	2098	2230	2471
Moldova	956	1705	4289	3645	3753	4375	4448
Kyrgyzstan	928	1850	1921	2279	2337	2905	2594
Philippines	906	1505	1216	1153	1003	1322	1445
Luxembourg	906	154	527	378	316	460	498
Sweden	833	1022	1429	1227	1246	1707	1600
Latvia	786	1101	1281	1295	1536	1875	1731
Australia	769	1276	1109	1122	1129	1296	1518
Austria	767	1392	1801	2513	3021	3499	2567
Island	748	64	219	170	384	651	700
Ireland	602	838	757	961	919	969	1068
Denmark	560	682	688	745	870	1099	1087
Bulgaria	552	1193	1351	1638	1984	2231	2028
Malaysia	538	802	603	550	402	805	2058
Portugal	477	867	976	948	414	512	773
Czech Republic	459	784	948	1013	1025	1279	1497
Lithuania	426	1063	1133	1372	1557	1698	1797
Estonia	409	794	606	566	559	791	787
Finland	399	973	1098	1041	699	902	935
Afghanistan	372	443	303	194	270	393	636
Spain	367	696	936	1074	1388	1685	2321
Hungary	358	510	597	737	910	950	1825
Tajikistan	350	703	675	742	1009	1264	1515
Iraq	330	677	476	549	679	917	991
Greece	325	680	736	729	832	1213	1320
Singapore	317	254	246	316	203	315	429
Indonesia	282	378	314	353	440	577	706
Croatia	276	519	415	497	730	1092	1126

Saudi Arabia	257	416	290	312	284	380	479
Syria	243	375	492	390	426	414	375
Thailand	237	309	245	298	207	386	481
New Zealand	234	380	281	297	356	449	492
Yugoslavia	227	793	785	364	14	3	-
Slovenia	227	247	254	237	265	491	675
South Africa	226	453	549	716	550	878	916
Egypt	219	541	407	559	663	955	963
Jordan	191	576	299	392	379	387	442
Livan	185	239	282	270	308	363	382
Nigeria	183	209	218	223	178	263	249
UAE	154	346	270	412	469	551	638
Vietnam	138	53	95	178	252	309	203
Slovakia	117	405	511	518	445	622	659
Columbia	116	364	349	332	417	427	437
Bangladesh	116	294	453	576	439	1151	581
Trinidad and Tobago	115	168	253	274	336	276	340
Venezuela	102	150	209	187	174	125	203
Brazil	97	255	399	434	500	516	817
Kuwait	95	158	149	322	324	233	392
Bosnia and Herzegovina	70	901	1301	276	179	278	254
Algeria	64	137	213	229	180	135	197
Libyan Arab Republic	52	45	38	36	27	54	163
Macedonia	40	254	175	292	221	301	298
Morocco	40	123	196	155	183	158	250
Bahrain	28	78	80	87	97	107	188
Cameroon	27	42	47	40	55	40	119
Malta	26	37	30	61	68	84	114
Cuba	24	26	32	88	81	74	98
Korea DPR	22	5	4	15	3	42	3
Occupied Palestinian Territories	21	34	42	25	68	53	69
Ethiopia	19	30	36	30	22	30	29
Bolivia	18	62	27	53	36	34	55
Chile	16	35	13	28	35	66	96
Serbia	-	-	-	655	907	1589	1407
others	2066	4433	4194	3899	4439	5706	5247

## Appendix #4 front page

### Avtomobilin Təhvil-Təslim Aktı (Vehicle Condition Report)

<b>Company / Şirkət</b>	
<b>Reg. Num / Döv. Qev. Nöm</b>	
<b>Model / Modeli</b>	
<b>Color / Rəngi</b>	

Check Out Date:  Time:   
Təhvil vermə tarixi:  Saat:

Ehtiyat təkər, domkrat və təkər açarı (alət dəsti)  
Spare tyres cartifter and wheel screw (tool set)

<input type="checkbox"/> Təpəspört License	<input type="checkbox"/> Sığorta polisi Insurance policy	<input type="checkbox"/> Aışqan Lighter
<input type="checkbox"/> İlk Yardım cəantası First aid kit	<input type="checkbox"/> Od söndürən Fire extinguisher	<input type="checkbox"/> Nasos Ture pump
<input type="checkbox"/> Ayaq altı Floor mat	<input type="checkbox"/> Üç Bucaq Warning Triangle	<input type="checkbox"/> Bukır Tow Rope
<input type="checkbox"/> Zəncir Snow Chains	<input type="checkbox"/> Fənar Flashlight	<input type="checkbox"/> Antenna Aerial
<input type="checkbox"/> Texniki baxış Motor Vehicle Inspection		

Təchizatçının adı və soyadı/İmza  
Deliverer name & surname/Signature

Qəbul edənin adı və soyadı/İmza  
Recipient name & surname/Signature

**Əlavə qeydlər/Additional notes**

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Check Out Date:  Time:   
Təhvil alma tarixi:  Saat:

Ehtiyat təkər, domkrat və təkər açarı (alət dəsti)  
Spare tyres cartifter and wheel screw (tool set)

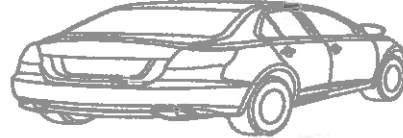
<input type="checkbox"/> Təpəspört License	<input type="checkbox"/> Sığorta polisi Insurance policy	<input type="checkbox"/> Aışqan Lighter
<input type="checkbox"/> İlk Yardım cəantası First aid kit	<input type="checkbox"/> Od söndürən Fire extinguisher	<input type="checkbox"/> Nasos Ture pump
<input type="checkbox"/> Ayaq altı Floor mat	<input type="checkbox"/> Üç Bucaq Warning Triangle	<input type="checkbox"/> Bukır Tow Rope
<input type="checkbox"/> Zəncir Snow Chains	<input type="checkbox"/> Fənar Flashlight	<input type="checkbox"/> Antenna Aerial
<input type="checkbox"/> Texniki baxış Motor Vehicle Inspection		

Təchizatçının adı və soyadı/İmza  
Deliverer name & surname/Signature

Qəbul edənin adı və soyadı/İmza  
Recipient name & surname/Signature

**Formanı doldurmadan əvvəl səhifənin arxa hissəsini oxuyun.  
Please, read the overleaf, before you fill in the form.**

Dövlət Yol Polisi tərəfindən yoxlanılıb, avtomobilin carıması  
vaxdır.



Kilometr/Kilometer



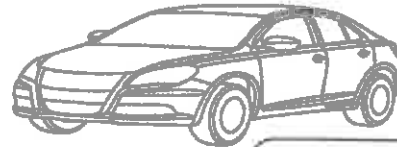
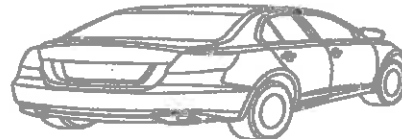
**Əlavə avadaşalar**

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

**Təkərlər/Tyres**

- 1 - Continental
- 2 - Bridgestone
- 3 - Good Year
- 4 - Pirelli
- 5 - Hancock
- 6 - Michelin
- 7 - Dunlop
- 8 - Digər: \_\_\_\_\_

Ön/Front    
Arxa/ Rear    
Yedək/ Spare



Kilometr/Kilometer



## Appendix #5

Denay Alliance Services LLC. Office at Luxen Plaza

Office of Managing Director



Sales crew office



**Reception/ Call Center**



**Meeting Room**



## Appendix #6

### 2013-2014 Financial Statements

#### Income Statement for the two years ending December 31, 2014 (AZN)

	2013	2014
<b>Revenue</b>		
Rental Revenue	215770.00	324900.00
<b>Expenses</b>		
Salaries & Employee Benefits	4560.00	14100.00
Repairs & Maintenance	16843.00	37059.00
Sub-rental expenses	0.00	28929.00
Depreciation	91680.00	106480.00
Insurance	12570.00	19438.00
Interest expenses	26029.00	24263.00
Other operating expenses	<u>29088.00</u>	<u>33209.00</u>
<b>Pretax Income</b>	35000.00	61423.00
<b>Taxes</b>	<u>7000.00</u>	<u>12285.00</u>
<b>Net Profit</b>	28000.00	49138.00

**Balance Sheet as of December 31, 2014  
(AZN)**

	<b>2013</b>	<b>2014</b>
<b>Assets</b>		
<b>Current Assets</b>	<b>44814.00</b>	<b>84233.00</b>
Cash	7847.00	23771.00
Account receivable	36967.00	60462.00
<b>Fixed Assets</b>	<b>338885.00</b>	<b>319884.00</b>
Property and equipment	499395.00	586874.00
Depreciation	<u>160510.00</u>	<u>266990.00</u>
<b>Total</b>	<b><u>383699.00</u></b>	<b><u>404117.00</u></b>
<b>Liabilites and Shareholders Equity</b>		
<b>Current Liabilities</b>	<b>316854.00</b>	<b>244917.00</b>
Account payable	1728.00	32182.00
Bank Loans	215126.00	103611.00
Short term debt	100000.00	109124.00
<b>Shareholders Equity</b>	<b>66845.00</b>	<b>159200.00</b>
Shareholders Equity	10.00	10.00
Retained earnings	38835.00	110052.00
Net Income	28000.00	49138.00
<b>Total</b>	<b><u>383699.00</u></b>	<b><u>404117.00</u></b>

**Cash Flow ending December 31, 2014**  
**(AZN)**

Cash from operation activities	162577.00
Cash from investing activities	87479.00
Cash from financing activities	31174.00
<b>Net Cash Flow</b>	<b>43924.00</b>
Beginning Cash	44814.00
End Cash	84233.00