

Opportunities and Challenges for App Based Taxi Service in Mumbai

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Abstract

Transportation is a complex social system. It is the primary economic activity. Throughout the world and in India Taxi services market was unorganised. Aggregators like Uber, Ola cabs and Meru cab's started capitalising this market and in few years' time large and small taxi operators expanded rapidly in the taxi market. Since 2009 the market has witnessed the Compounded Annual Growth Rate (CAGR) of 41.90% in terms of market revenues.

The taxi market has been captured by aggregators like Ola & Uber and is overtaking world's largest market share in taxi transportation. With the growing economic power of their technology based business units, a new debate on the impact of these business units on drivers has been introduced. Earlier their focus was on driver based models, which attracted drivers to start working with these business models which gave them some good incentives but after 2016 these companies are becoming consumer centric. So, drivers' incentives have dropped drastically and they are finding it difficult to survive. In addition to these challenges there are a set of issues for example, the cooperation of driver in providing good services is a must to for customer satisfaction, reduced incentives due to increased number of app based taxis and also as government has also formed policy for the operation of app based taxi.

Keywords: *Kaali peeli taxi, application based taxi service providers, Mumbai, Ola and Uber cabs*

Paper Type: *Survey, Primary Research*

Introduction

The close-fitting economic control that bound India's first 45 years held back the progress of transportation and twisted plans for road systems and bridges. In 1991, India's transformation from a near-closed economy to a fast-changing liberalised thriving economy. With the blooming economy brought in rise of new higher and middle-income group masses which moved demand for taxi services. Since the government has not been able to offer better transportation and infrastructure facilities, and so the commuters relied on private transport. Situation has changed for good with the advent of App-based and radio taxi model which has come up only in the last decade. Before that, the luxury of availing the Taxi

was also not certain. Thus, the consumers in India urgently required proper guidelines for Transportation. In order to gain a better understanding of challenges and issues faced by Taxi operators an in-depth study of app taxi services was needed.

Objectives of research

- To gain in-depth understanding of App taxi services' business model in current situation of changing technology and government policy.
- To study opportunities and challenges for app based taxi market in Mumbai.

Research Methodology

The data of this study is based on primary and secondary sources. Primary source will be collected through interviewing passengers and taxi drivers from various locations of Mumbai region. Secondary source will be newspaper, magazines, company annual reports and websites.

Limitation of the Study

Gathering information from respondents becomes problematic as we had to interview individuals who are quite busy to give proper thought to the questions. Indifferent attitude of some respondents could have affected the findings. Respondents were less cooperative and agreed to answer if their identities were not disclosed. Respondents may be biased and may not be sincerely responding to the questionnaire survey.

Literature Review

Shi,Ying,Lian,Zhaotong (2016) studied passenger-taxi to add social welfare by examining passengers' behaviour to choose taxi and how government can influence taxi service by controlling number of taxi in operations. They concluded their research paper by finding relationship between the optimal thresholds and the optimal taxi/passenger arrival rates.

Shuvayan Bhowmik, a study on feasibility and impact of radio taxi and app-based Vehicle model in Mumbai & Bangalore markets concluded that growth of taxi market is creating a win-win situation for all the stakeholders.

Dr. Jose Regin F Regidor & Patrick Nistal conducted a comparative study of Uber and regular taxi characteristics. They concluded that Uber has a hold over safety and information management, thus it provides better services on time in Philippine.

Judd Cramer and Alan B. Krueger: Disruptive Change in the Taxi Business: The Case of Uber, NBER Working Paper No. 22083 March 2016 JEL No. D24, J01, J42, J44, O3 studied the changes in the taxi business and through their research concluded that difference in utilization rates have influenced passengers, drivers and other resources and how new technology has influenced taxi market. They also concluded that new technology can reduce inefficiency, unnecessary and counter-productive occupational licensing and can benefit all stakeholders.

Organised Radio Taxi Operators in Mumbai

Cabs have now become indispensable part of the transportation system in Mumbai. Cab service in Mumbai can be very useful as one can experience annoyance with the traffic of Mumbai. Taxi Registration in Mumbai has issued 51,000 licenses for taxi operation. The state launched the scheme of Fleet permit, under which a company can operate minimum 500 to 10,000 taxis license and were given the purpose of upgrading the existing taxi service to an international level in 2006. Then in 2010, ANI Technologies Private. Ltd. started Ola cabs, Ola is a mobile app based taxi service and is amongst the fastest growing

business in India. Company has taxis and less than expanded to a network of more than 2,00,000 cars across 85 cities. Ola was valued at \$ 5 billion as of on September 2015. Ola provides different types of service ranging from economic to luxury travel. The cabs can be reserved through a web browser or a mobile application. This cab service supports cash and cashless payment options with Ola money. It claims to get an average of more than 1,50,000 bookings per day and commands 60% of the market share in India. It also started on-demand rickshaw service on its mobile app in Mumbai in October 2016. The company claims to have 80% of the taxi market share in India. Ola cab bought Taxi for Sure on 1st March, 2015.

Uber Technologies Inc is an American international transportation network company. It develops market and operates the Uber mobile application which allows consumers with smart phones to submit a trip request which is then routed to Uber drivers who use their own cars. Uber is operating in 58 countries and 300 cities worldwide Uber in Mumbai is offering three products. They are UberGo a lowest price product, UberX of medium sized Sedan cars and Uber Black of larger cars at premium pricing. They also offer Uber pool taxi service to give choice to all consumer segments and also to face competition from Ola cabs and Meru cabs in India.

Meru Cabs is a taxi aggregator company based in Mumbai, India. It provides cab booking facilities through calls, website or through their mobile app and payment through cash, card or wallet christened Cab Wallet. Meru Cabs integrated their cab service with Google which will send passengers reminders for cab pickups, alerting them if they wish to book a cab based on their location and other information through Now Cards within the Google app. Its products are Meru, MeruFlexi, MeruGenie, Meru Eve and Meru carpool.

Ola, Uber and Meru are all aggregators, their approaches are more or less the same, they differ in some cases and are same in many. There is a difference between Radio Taxi that need licenses from the government and the service like Uber that run only through app a service is exempted from regulation.

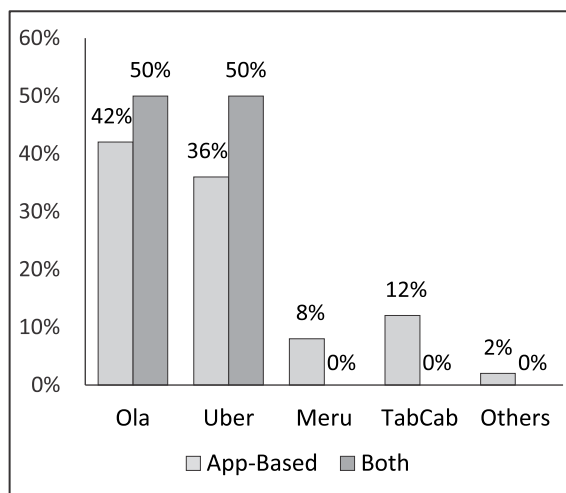
Despite the popular perception, there are checks and balances on private cab service. Radio taxi needs to have 24*7 call centre as well as Global Positioning System (GPS) that can track the cabs and even alert the system in case someone tries to tamper with it or turn it off. Only those drivers who have transport badges issued by the transport department after a mandatory police verification can be hired and own the cabs they operate.

Objective 1

To study Taxi Models in Mumbai Metropolitan Region.

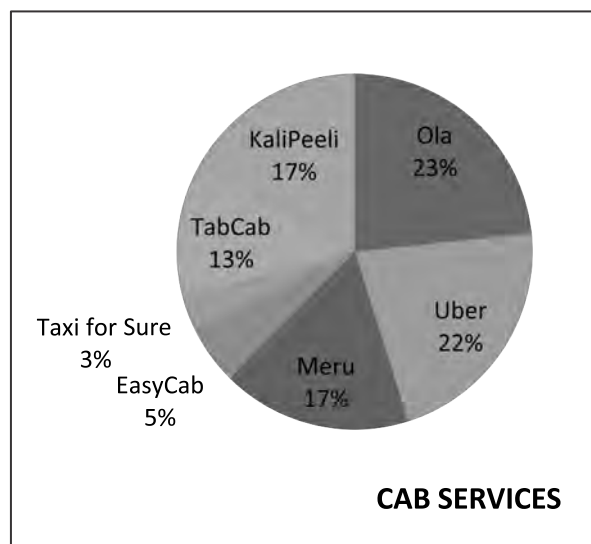
Drivers: Cross Tabulation

	Taxi Service Worked/Working for			
	App-based	%	Both	%
Ola	21	42.00%	2	50.00%
Uber	18	36.00%	2	50.00%
Meru	4	8.00%	0	0.00%
TabCab	6	12.00%	0	0.00%
Others	1	2.00%	0	0.00%
Total	50	100.00%	4	100.00%



Customers: Multiple Response Technique

Cab Services aware of	Responses		Percent of Cases
	N	Percent	
Ola	31	23.3%	100.0%
Uber	29	21.8%	93.5%
Meru	23	17.3%	74.2%
EasyCab	7	5.3%	22.6%
Taxi for Sure	4	3.0%	12.9%
TabCab	17	12.8%	54.8%
KaliPeeli	22	16.5%	71.0%
Total	133	100.0%	429.0%



Conclusion: Overall, the Taxi Models in Mumbai Metropolitan Region are Ola, Uber, Meru, KaliPeeli, TabCab, Taxi for sure, and EasyCab. The most used Taxi Models are Ola and Uber.

Objective 2

To ascertain the effect of application-based taxi service models on other taxi models.

Comparative Study considering the service provided by app-based taxi service model on other taxi models.

(I) Safety

Service Providing Factors	Safety			
	Other Taxis		App-Based Taxis	
	Frequency	Percent	Frequency	Percent
Excellent			13	35.1
Good	10	27.0	15	40.5
Average	18	48.6	3	8.1
Fair	2	5.4		
Poor	1	2.7		
NA	6	16.2	6	16.2
Total	37	100.0	37	100.0

(ii) Convenience

Service Providing Factors	Convenience			
	Other Taxis		App-Based Taxis	
	Frequency	Percent	Frequency	Percent
Excellent	1	2.7	19	51.4
Good	8	21.6	11	29.7
Average	15	40.5	1	2.7
Fair	4	10.8		
Poor	3	8.1		
NA	6	16.2	6	16.2
Total	37	100.0	37	100.0

(iii) Luxury

Service Providing Factors	Luxury			
	Other Taxis		App-Based Taxis	
	Frequency	Percent	Frequency	Percent
Excellent	1	2.7	19	51.4
Good	3	8.1	11	29.7
Average	11	29.7	1	2.7
Fair	7	18.9		
Poor	9	24.3		
NA	6	16.2	6	16.2
Total	37	100.0	37	100.0

(iv) Reasonable Fare

Service Providing Factors	Reasonable Fare			
	Other Taxis		App-Based Taxis	
	Frequency	Percent	Frequency	Percent
Excellent	2	5.4	10	27.0
Good	3	8.1	13	35.1
Average	15	40.5	8	21.6
Fair	6	16.2		
Poor	5	13.5		
NA	6	16.2	6	16.2
Total	37	100.0	37	100.0

(v) Always on Time

Service Providing Factors	Always on time			
	Other Taxis		App-Based Taxis	
	Frequency	Percent	Frequency	Percent
Excellent	2	5.4	15	40.5
Good	3	8.1	10	27.0
Average	12	32.4	6	16.2
Fair	3	8.1		
Poor	11	29.7		
NA	6	16.2	6	16.2
Total	37	100.0	37	100.0

(vi) Flexibility in Payment

Service Providing Factors	Flexibility in payment			
	Other Taxis		App-Based Taxis	
	Frequency	Percent	Frequency	Percent
Excellent	1	2.7	22	59.5
Good	3	8.1	7	18.9
Average	10	27.0	2	5.4
Fair	4	10.8		
Poor	13	35.1		
NA	6	16.2	6	16.2
Total	37	100.0	37	100.0

(vii) Discounts

Service Providing Factors	Discounts			
	Other Taxis		App-Based Taxis	
	Frequency	Percent	Frequency	Percent
Excellent	1	2.7	13	35.1
Good	2	5.4	9	24.3
Average	8	21.6	7	18.9
Fair			2	5.4
Poor	20	54.1		
NA	6	16.2	6	16.2
Total	37	100.0	37	100.0

(viii) Action taken on complaints

Service Providing Factors	Action taken on complaints			
	Other Taxis		App-Based Taxis	
	Frequency	Percent	Frequency	Percent
Excellent			13	35.1
Good	2	5.4	11	29.7
Average	10	27.0	6	16.2
Fair	4	10.8	1	2.7
Poor	15	40.5		
NA	6	16.2	6	16.2
Total	37	100.0	37	100.0

Objective 3

To compare the user demographic factors and their satisfaction level for application based taxi service and other taxi services.

Cross Tabulation**(I) Gender**

Taxi Service	Gender	Satisfaction Level						Total
		Excellent	Good	Average	Fair	Poor	NA	
App-Based Taxi	Male		3	3	1	1	3	11
	%		27.27%	27.27%	9.09%	9.09%	27.27%	100.00%
	Female		7	12	3	1	3	26
	%		26.92%	46.15%	11.54%	3.85%	11.54%	100.00%
Other Taxi	Male	4	3	1		1	2	11
	%	36.36%	27.27%	9.09%	0.00%	9.09%	18.18%	100.00%
	Female	15	8	0		2	1	26
	%	136.36%	72.73%	0.00%	0.00%	7.69%	3.85%	100.00%

(ii) Age

Taxi Service	Age	Satisfaction Level						Total
		Excellent	Good	Average	Fair	Poor	NA	
App-Based Taxi	Less than 25		4	5	1	0	3	13
	%		30.77%	38.46%	7.69%	0.00%	23.08%	100.00%
	25-35		5	5	1	1	2	14
	%		35.71%	35.71%	7.14%	7.14%	14.29%	100.00%
	35-45		1	5	0	1	1	8
	%		12.50%	62.50%	0.00%	12.50%	12.50%	100.00%
	45-55		0	0	1	0	0	1
	%		0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
Other Taxi	Above 55		0	0	1	0	0	1
	%		0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
	Less than 25							
	%							
	25-35	9	2	1		1	1	14
	%	64.29%	14.29%	7.14%		7.14%	7.14%	100.00%
	35-45	2	5	0		1	0	8
	%	25.00%	62.50%	0.00%		12.50%	0.00%	100.00%
45-55	1	0	0		0	0	1	
%	100.00%	0.00%	0.00%		0.00%	0.00%	100.00%	
Above 55	0	1	0		0	0	1	
%	0.00%	100.00%	0.00%		0.00%	0.00%	100.00%	

(iii) Education Qualification

Taxi Service	Education Qualification	Satisfaction Level						Total
		Excellent	Good	Average	Fair	Poor	NA	
App-Based Taxi	UG		3	2	0	0	0	5
	%		60.00%	40.00%	0.00%	0.00%	0.00%	100.00%
	Graduates		1	3	2	0	2	8
	%		12.50%	37.50%	25.00%	0.00%	25.00%	100.00%
	Post Graduates		5	9	2	2	4	22
	%		22.73%	40.91%	9.09%	9.09%	18.18%	100.00%
	Doctorate		0	1	0	0	0	1
	%		0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Other Taxi	Others		1	0	0	0	0	1
	%		100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
	UG	4	1	0		0	0	5
	%	80.00%	20.00%	0.00%		0.00%	0.00%	100.00%
	Graduates	3	3	0		1	1	8
	%	37.50%	37.50%	0.00%		12.50%	12.50%	100.00%
	Post Graduates	11	6	1		2	2	22
	%	50.00%	27.27%	4.55%		9.09%	9.09%	100.00%
Doctorate	0	1	0		0	0	1	
%	0.00%	100.00%	0.00%		0.00%	0.00%	100.00%	
Others	1	0	0		0	0	1	
%	100.00%	0.00%	0.00%		0.00%	0.00%	100.00%	

(iv) Occupation

Taxi Service	Occupation	Satisfaction Level						Total
		Excellent	Good	Average	Fair	Poor	NA	
App-Based Taxi	Student		4	4	1	0	0	9
	%		44.44%	44.44%	11.11%	0.00%	0.00%	100.00%
	Service		6	8	2	2	6	24
	%		25.00%	33.33%	8.33%	8.33%	25.00%	100.00%
	Business		0	2	1	0	0	3
	%		0.00%	9.09%	4.55%	0.00%	0.00%	13.64%
	Others		0	1	0	0	0	1
%		0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	
Other Taxi	Student	6	3	0		0	0	9
	%	66.67%	33.33%	0.00%		0.00%	0.00%	100.00%
	Service	11	6	1		3	3	24
	%	45.83%	25.00%	4.17%		12.50%	12.50%	100.00%
	Business	2	1	0		0	0	3
	%	66.67%	33.33%	0.00%		0.00%	0.00%	100.00%
	Others	0	1	0		0	0	1
%	0.00%	100.00%	0.00%		0.00%	0.00%	100.00%	

(v) Residence

Taxi Service	Residence	Satisfaction Level						Total
		Excellent	Good	Average	Fair	Poor	NA	
App-Based Taxi	Western		6	13	4	2	5	30
	%		20.00%	43.33%	13.33%	6.67%	16.67%	100.00%
	Central		3	2	0	0	1	6
	%		50.00%	33.33%	0.00%	0.00%	16.67%	100.00%
	Harbour		1	0	0	0	0	1
%		100.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
Other Taxi	Western	13	11	1		2	3	30
	%	43.33%	36.67%	3.33%		6.67%	10.00%	100.00%
	Central	5	0	0		1	0	6
	%	83.33%	0.00%	0.00%		16.67%	0.00%	100.00%
	Harbour	1	0	0		0	0	1
%	100.00%	0.00%	0.00%		0.00%	0.00%	100.00%	

(vi) Earning/Non-Earning

Taxi Service	Earning/ Non Earning	Satisfaction Level						Total
		Excellent	Good	Average	Fair	Poor	NA	
App-Based Taxi	Earning		6	14	3	2	6	31
	%		19.35%	45.16%	9.68%	6.45%	19.35%	100.00%
	Non Earning		4	1	1	0	0	6
	%		66.67%	16.67%	16.67%	0.00%	0.00%	100.00%
Other Taxi	Earning	15	9	1		3	3	31
	%	48.39%	29.03%	3.23%		9.68%	9.68%	100.00%
	Non Earning	4	2	0		0	0	6
	%	66.67%	33.33%	0.00%		0.00%	0.00%	100.00%

Interpretation

On comparing with demographic factor, it is observed that customers are not that much satisfied with the App-Based Taxis as compared to Local Taxis.

Objective 4

To understand the motivational driving force for drivers of application based taxi services.

Frequency

Motivational Level of App-based aggregator		Excellent	Good	Average	Fair	NA
Income	Frequency	4	20			10
	%	11.8	58.8			29.4
Liberty to work	Frequency	4	20			10
	%	11.8	58.8			29.4
Returns	Frequency	4	20			10
	%	11.8	58.8			29.4
Incentives	Frequency	4	20			10
	%	11.8	58.8			29.4
Respect	Frequency	4	20			10
	%	11.8	58.8			29.4
Working Hours	Frequency	4	18	1	1	10
	%	11.8	52.9	2.9	2.9	29.4

Interpretation

The above factors motivate the drivers of App-Based Taxi Model.

Multiple Response Analysis

What motivates you to be a part of app-based aggregators?	Responses		Percent of Cases
	N	Percent	
Handsome Salary/Earnings	20	74.1%	83.3%
Bonus	2	7.4%	8.3%
Stress-free	4	14.8%	16.7%
Working Hours	1	3.7%	4.2%
Total	27	100.0%	112.5%

Interpretation

74.1% drivers think that Handsome Salary/Earnings is what motivates them to be a part of app-based aggregators.

Conclusion

App-Based Taxi Drivers feel the above factors motivate them to a greater extent. The most important factor motivating the App-Based Taxi drivers is the Handsome Salary/Earnings.

Objective 5

To explore the market opportunities and challenges for application based taxi services.

Possible challenges for cab aggregators in order to survive in future	Responses		Percent of Cases
	N	Percent	
Customer experience of cab service	4	10.3%	11.8%
Implement new offers every now and then to ensure the loyalty of customers	21	53.8%	61.8%
Well maintenance of the vehicle	13	33.3%	38.2%
User Friendly app	1	2.6%	2.9%
Total	39	100.0%	114.7%

Interpretation

53.8% drivers think that Implementing new offers every now and then to ensure the loyalty of customers, 33.3% drivers think that Well maintenance of the vehicle are the possible challenges for cab aggregators in order to survive in future.

Conclusion

Most of the drivers think that in order to survive in future the cab aggregators will have to keep implementing new offers every now and then, to ensure the loyalty of customers and also to well maintained the vehicle used/to be used.

Normality Test: Kolmogorov Smirnov Test Hypothesis

H_0 : The data is normal v/s H_1 : The data is not normal

	p-value
All variables	Lesser than 0.05

Interpretation

Since $p\text{-value} < 0.05$, we reject H_0 . Hence, the data is not normal.

Conclusion

Since the data does not satisfy the normality data, hence we go for Non- Parametric Test.

Hypothesis 1

H_0 : There is no significant difference in the services provided by app-based taxi service model and other taxi models.

H_1 : There is a significant difference in the services provided by app-based taxi service model and other taxi models.

Test Statistics: Kruskal-Wallis Test

Ranks			
Satisfaction Level	Taxi Service you Work For	N	Mean Rank
Working Hours	Local	6	22.08
	App-based	22	13.70
	Both	2	15.50
	Total	30	
Earning	Local	6	25.83
	App-based	22	12.73
	Both	2	15.00
	Total	30	
Respect	Local	8	27.00
	App-based	22	12.91
	Both	2	14.00
	Total	32	
Investment	Local	8	26.88
	App-based	22	13.00
	Both	2	13.50
	Total	32	
Returns	Local	8	27.25
	App-based	22	12.73
	Both	2	15.00
	Total	32	
Commission you pay	Local	8	27.06
	App-based	22	12.89
	Both	2	14.00
	Total	32	
Bonus you get	Local	8	26.69
	App-based	22	13.16
	Both	2	12.50
	Total	32	

Test Statistics							
	Working Hours	Earning	Respect	Investment	Returns	Commission you pay	Bonus you get
Chi-Square	6.123	16.013	17.119	16.068	19.895	19.072	15.512
Df	2	2	2	2	2	2	2
p-value	.047	.000	.000	.000	.000	.000	.000

Interpretation

Since p-value = 0.00 < 0.05, we reject H₀. And say that there is a significant difference between service provided by app-based taxi and other taxi.

Conclusion

The services like Working Hours, Earning, Respect, Investment, Returns, Commission you pay, bonus you get are different for app-based taxi service model and other taxi model.

Hypothesis 2

H_0 : There is no significant difference in the satisfaction level of the app-based cab users and other cab users.

H_1 : There is a significant difference in the satisfaction level of the app-based cab users and other cab users.

Test Statistics: Wilcoxon Signed Ranks Test

Test Statistics	Satisfaction Level
Z	-5.079b
p-value	.000

Interpretation

Since $p\text{-value} = 0.00 < 0.05$, we reject H_0 . Hence, there is a significant difference in the satisfaction level of the app-based cab users and other cab users.

Conclusion

The satisfaction level is different between the app-based cab users and other cab users. The challenge of reducing incentives of drivers can be solved by government policy such as cap on the fleet sizes of vehicles is hampering the growth of aggregator taxi model. The regulation should not suffocate the competition and innovation which is beneficial for passenger as well as if taken in right way can also reduce pollution to a certain extent. In service sector the service providers play an important role in influencing customer satisfaction. But in today's situation taxi service provider & drivers are unhappy with application based operators as they reduced their incentives. On other hand, to meet their requirements, drivers started working overtime which may impact their performance and may not get proper feedback from passenger which ultimately may result in getting lower incentives. They want that the Government must frame policy in such way that their interest is protected. Getting drivers' wholehearted cooperation is a challenge for application operators.

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