

Company gains efficiencies by leveraging buying power & systems across the organization

THE CHALLENGE

One Wheels client, which provides global support services across a variety of markets, began reviewing various aspects of its diverse organization to identify areas where it made sense to migrate from individual business platforms to centralized platforms. The client's organizational business model included provisions for organic growth, growth through acquisitions, and divesting businesses that no longer fit the company's long-term vision. It had become critical for the client to develop processes and partnerships that could easily adapt to its structure to ensure long-term success.

During its review, one area of the organization that the client quickly identified as a significant spend category was fleet. Because the client had endured several acquisitions, its fleet was supported by a number of different fleet management providers. The team realized that moving to a single provider platform was the first step in developing a cohesive program in line with its overall business goals.

Wheels previously managed one of the client's newly-acquired divisions, and was recognized by the division heads as a reliable and valuable partner with a unique hands-on approach. As such, after conducting a full review of Wheels capabilities and assessing its fleet against others in the industry, the client asked Wheels to manage its entire fleet of 1,000 vehicles dispersed throughout the continent.

Fleet Size:	1,000 Vehicles
Vehicle Type:	Light-Duty Trucks/Vans
Industry:	Business Services

INITIAL FINDINGS

The client's diverse business model required a balance between achieving overall corporate efficiencies and profitably maintaining the autonomy of each division. Once Wheels was selected to manage the entire fleet, we were able to work with both the corporate office as well as each business unit owner to develop a plan that balanced these needs and delivered value on both the corporate and business level.

The research—which included site visits to various business units to see vehicles in action and conduct interviews—revealed several key findings from the individual business perspective:

- They didn't feel like vehicle uptime was being maximized.
- They wanted key actionable information "pushed" to them.
- They were unsure of corporate business rules that pertained to fleet.

At the corporate level, our discussions and analyses revealed that the corporate representatives wanted to establish consistency wherever it made sense, but needed assistance in doing so.

THE SOLUTION

Wheels worked with the client to tailor a fleet management program that improved efficiencies and oversight at the corporate level, yet still allowed for autonomy at the business level. We took particular care to make sure that all solutions were customized to the client's unique business goals and objectives.

The initial business transformation focused on four key areas: data capture, communications, strategic policy development and optimization of vehicle uptime.

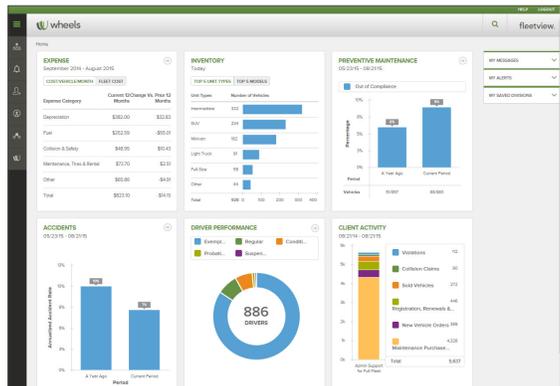
DATA CAPTURE

Prior to the Wheels solution

- Fleet-related data resided in multiple systems. No one had consolidated visibility to the entire fleet information including:
 - Vehicle and equipment database
 - Billing and spend information

Current State

- All fleet-related data resides in one system.
- Business owners have visibility to all of their relevant information.
- Information they need to take action on is pushed to them.



FleetView™, Wheels online fleet management tool, allows consolidated visibility to your data so you maintain control over your fleet.

COMMUNICATIONS

Prior to the Wheels Solution

- Business units had unclear and inconsistent understanding of responsibilities and roles.
- Limited established and enforced policies and processes.
- No standardized training.

Current State

- Each business unit has a fleet designee who is responsible for knowing, understanding and enforcing the fleet program.
- Fleet responsibility has been incorporated into the job evaluation criteria.
- Structured training material has been developed and delivered.

FLEET AND SAFETY POLICY

Prior to the Wheels solution

- No consistency across fleet policies.
- Several businesses did not have established fleet policies at all.

Current State

- One strong fleet policy provides clear direction for business managers and drivers alike, covering topics such as safety, vehicle use, vehicle eligibility, personal use and maintenance.

OPTIMIZING VEHICLE UPTIME

Prior to the Wheels Solution

- Each business unit was responsible for its own vehicles' upkeep, including:
 - Registration
 - Maintenance
 - Collisions
 - Fuel

- The business managers and drivers spent a lot of their time handling administrative aspects of the vehicle, from seeking reimbursement for out-of-pocket fuel payments to deciding when and where to get the vehicle maintained.
- Much of the vehicle decisions were made reactively because they did not have visibility to all the necessary vehicle information and data.
- Business managers only had visibility to their own vehicles.

Current State

- Vehicles are enrolled in Wheels registration, collision, maintenance and fuel programs.
- Drivers and business managers do not have to make out-of-pocket fuel payments.
- Drivers and managers are proactively notified when a vehicle is in need of preventive maintenance.
- Collision and unscheduled maintenance repairs are managed by certified technicians.
- Client is enrolled in Wheels Vehicle Inventory Management program, which allows the client to:
 - Move vehicles from business unit to business unit to align with its active projects
 - Leverage the active inventory to maximize use of the assets already in the fleet

Implementing these steps gave both the business managers and the corporate office the consistent value-add processes they needed, and established a foundation that will allow the fleet to continually evolve. Wheels is currently working with the client to modify vehicle selection to allow vehicle sharing across businesses, and establishing vehicle replacement policies that will further enable optimized vehicle uptime and reduce costly purchases from dealer inventory.

Additionally, at the corporate level, the client now has the benefit of managing one vendor, one contract and one billing system. The single-supplier, single-contract method also allows them to leverage the volume of the entire fleet for acquisitions and services.

Transformation with Wheels Fleet Management program



ABOUT WHEELS, INC.

Wheels, Inc. (wheels.com), which pioneered the concept of auto leasing in 1939, provides a full range of specialized services to help organizations manage their vehicle fleets. Wheels manages more than 300,000 vehicles. At near \$2 billion, its holding company Frank Consolidated Enterprises currently ranks one of the largest private companies in North America. For additional information, please contact info@wheels.com.

All data analyzed and provided by Wheels, Inc.