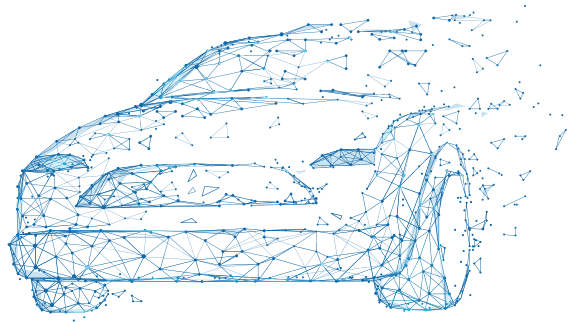


HOW CAN YOUR FLEET
**DRIVE THE OUTCOMES
YOU ANTICIPATE?**

Holman



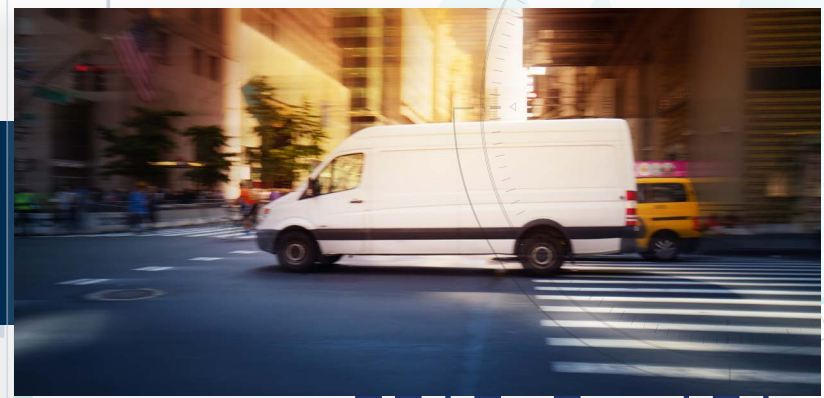
WHAT'S CHANGING?

Whether you're trying to make better decisions, increase productivity, or reduce costs, the future state you strive for depends on how well you use data to gain a competitive edge.

But data alone isn't useful. That's just information without insight. And without a way to distill data, many companies are still trapped in the world of information, spending much of their time on transactions and putting out fires—simply administering the fleet.

Only when data is distilled to what you need to see—and placed in the right context—does it become knowledge. And having the knowledge to manage effectively is essential. But even with KPIs, alerts, and reporting, simply managing the fleet is no longer enough. Why? Because all that data is backwards looking—focused on what went wrong and how to avoid repeating mistakes you already know about.

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THE DOWNSIDE OF VIEWING FLEET AS A COST

Due to its significant cost, fleet is a focal point for senior leadership. The total cost of ownership for a fleet typically looks like this:

- Acquisition/depreciation cost
- Total cost of fleet risk
- Fuel and maintenance
- Licensing, tax, and tolls
- Fees and miscellaneous expenses


As you strive to contain costs and meet broader business goals, companies like yours manage the various spend categories independently and transactionally. None of this seems problematic because you're doing a good job managing costs within each of these areas. But by taking this fragmented approach, you could miss the correlation across the areas of spend—and how

cutting costs in one place for short-term benefit can drive up costs in another in the long run.

For example, in a certain year, you might be told to make do with half of your planned budget for vehicle replacements, which pleases the business because you met quarterly projections and kept capital spend down for the year. But the following year you notice your maintenance spend increasing. Those missed vehicle replacements have started to age. Your operating costs are rising, and your fuel spend has increased.

These impacts to your fleet may lead to excess spend in subsequent years to cover the costs.

In short, by viewing the fleet as a cost—a set of transactions that has to be contained—you could end up missing the bigger picture.

An aerial photograph of a multi-lane highway with several cars. A semi-transparent blue box is overlaid on the bottom left of the image, containing white text. The background shows the road, green grass, and a clear sky.

By managing various spend categories independently, you could miss how cutting costs in one place for short-term benefit can drive up costs in another in the long run.

HOW FLEET CAN SUPPORT YOUR CORE BUSINESS

Instead of viewing fleet primarily as a cost, you need to think about it as an investment with one main purpose: delivering the goods and services that are core to your business. While it does involve transactions, those transactions are all interconnected, and an adjustment in one area can impact costs in others.

When you think about fleet as an investment—and get a better handle on these interconnections—you'll see how driver behavior affects maintenance costs. You'll see how capital and operating expenses are intertwined. You can identify cost and time drains. And instead of wasting time with administrative tasks, you'll optimize those connections to create a smooth, continuous cycle: from buy, to drive, to service, to sell.

[Learn how in the following pages.](#) →



When you think about fleet as an investment, you'll identify cost and time drains and create a smooth, continuous cycle from buy, to drive, to service, to sell.

WHY BACKWARD-FACING VIEWS LEAD TO DISAPPOINTING OUTCOMES

Despite having a wide range of programs in place—and lots of data—many companies simply aren't getting the outcomes they anticipate. Often, they double down on best practices. The problem is that best practices often provide a backward-facing view of what others have done, rather than a forward-looking view of what you need to do to hit your objectives.



BUY →



DRIVE →



SERVICE →



SELL →

Your Challenge →

Consistently deliver vehicles on time and on budget →

It's hard to manage the increasingly complex supply chain

Getting a new vehicle into your fleet requires the coordination of many vendors—dealers, OEMs, upfitters, etc.—to meet delivery dates and expectations.

Some companies look to streamline this by engaging with a fleet management company, but they still need to handle parts of the process, such as upfit, themselves. **And what happens at each stage of the supply chain—and even throughout the entire vehicle lifecycle after acquisition—can have an impact on your ability to get the right vehicles in your fleet at the right time and for the best cost.** More complexity leads to more competing priorities to manage, less control in the process, and more difficulty satisfying critical requirements and meeting key milestones.

[How do you avoid babysitting your vendors while costs and lead times grow? →](#)

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What if you could consistently deliver vehicles on time and on budget?

The vehicle acquisition process has a lot of steps with a lot of different vendors, and a lot of decisions that have to be made along the way. If you don't have the right insight and integration across the entire supply chain, you could end up adding unnecessary cost and complexity.

When you partner with Holman, you can:

- Use integrated tools and programs that support the entire budget-to-road-ready process to eliminate bottlenecks and uneven handoffs.
- Streamline the process for all vehicle and equipment investments.

All this means you'll streamline the entire process while maximizing your purchasing power.

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BUY →



DRIVE →



SERVICE →



SELL →

Your Challenge →

Data-enable your driver programs →

You can't track the effectiveness of training, safety, and other programs you've invested in

Companies like yours have invested in a variety of training, safety, and other programs for their drivers. These are all important, but how do you know if they're as effective as they should be?

Often, safety and risk are treated as their own categories, with separate teams providing discrete programs. What's often missing with programs in this layered-on approach is a connection to driver accountability, which is necessary to ensure that your drivers take these programs seriously and to correlate training with results. As you continue to spend without seeing the expected reduction in accidents, speeding, and other risky behavior, the ROI on these programs will continue to shrink every year.

[So how do you better hold drivers accountable to ensure the safety of your fleet? →](#)

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BUY →



DRIVE →



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Data-enable your driver programs →

What if you could data-enable your driver programs?

Ensuring the safety of your fleet requires you to be able to hold your drivers accountable, but you can't do that if you don't know what they are doing and how they are doing it.

When you partner with Holman, you can data-enable your driver programs to tie programs to outcomes. With our integrated driver safety programs, you can **trigger corrective actions based on driver behaviors**. And with the Holman Driver Scorecard, you can **quantify and benchmark driver behavior in real time**.

This allows you to focus program resources where they're needed and track the impact to ultimately reduce the risk of accidents, claims, and lawsuits.

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BUY →



DRIVE →



SERVICE →



SELL →

Your Challenge →

Transform vehicle service from a transactional cost to a strategic investment →

It's hard to meet vehicle service expectations *and* control service costs and downtime

Organizations are under pressure to keep vehicles on the road, so you've implemented a variety of programs, such as maintenance, fuel, and accident management. Despite these measures, costs continue to rise, putting you under budget scrutiny. Many variables affect downtime, and you've got volumes of data that continue to grow, but it's difficult to know where to start.

Many organizations focus on transaction-level reports. But it's hard to consolidate and translate those into data you can manipulate to get a handle on, let alone articulate to senior leadership what is and isn't working. As a result, you end up making decisions that save a dollar in the moment but end up costing thousands in the long run. This not only results in wasted spend and lowered productivity, it also erodes confidence in your vehicle service operations.

[So how can you make decisions that build confidence in your operations?](#) →

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BUY →



DRIVE →



SERVICE →



SELL →

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Transform vehicle service from a transactional cost to a strategic investment →

What if you could transform vehicle service from a transactional cost to a strategic investment?

Decisions made around vehicle service operations—without the benefit of broader context—can potentially cost you more money and downtime.

When you partner with Holman, you can build that integrated context and transform vehicle service from a transactional cost to a strategic investment. You'll be able to:

- **Infuse your vehicle service strategy with data to track details and impacts of downtime and preventive maintenance variability.**
- **Integrate and extend your vehicle service operations and tailor them to meet the specific needs of your fleet.**
- **Understand and demonstrate the impact of buy-drive-sell decisions on vehicle service costs and downtime.**

As a result, you'll build confidence in your operations and influence decisions across the entire vehicle lifecycle.

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BUY →



DRIVE →



SERVICE →



SELL →

Your Challenge →

Match every sale to desired outcomes →

It's hard to manage an increasingly complex sales process

When an asset has outlived its primary purpose in an organization's fleet, it's time to cycle it out. And because you're not in the business of selling vehicles, this last step is often treated as a simple transaction.

You want to get the best price you can, but there's an ever-increasing number of channels available, such as online options and niche marketplaces. You're also dealing with constant market volatility—particularly supply chain delays leading to projected vehicle shortages. Rarely do you have the time to manage it all. That's why most companies build a narrow remarketing program and funnel all their sales through just a few channels. The problem with this approach is that you miss opportunities to improve the overall outcomes of your program. It's not just about getting the best price, which is always a concern—it could also take you longer to sell, potentially leaving higher-cost vehicles in service, increasing net depreciation costs, and tying up capital you need for new investments.

[How do you increase ROI on each sale and improve the overall TCO of your fleet? →](#)

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Match every sale to desired outcomes →

What if you could match every sale to desired outcomes?

Standard remarketing programs that meet your lowest-common-denominator needs may simplify the sales process, but they limit your ability to manage sales strategically for improved results.

When you partner with Holman, you can:

- **Use channels for all asset types to easily sell each one in the right channel.**
- **Adjust your remarketing strategy advantageously, based on relevant acquisition trends that affect current or future shortages.**
- **Access the broadest range of programs to employ the best remarketing process to accomplish your goals.**

As a result, you'll increase ROI on each sale and improve the overall TCO of your fleet.

When you view fleet as a strategic investment rather than a set of transactions you need to contain, your fleet will have the forward-looking perspective to drive the outcomes you expect and your senior leadership demands. You'll be able to:



Consistently deliver vehicles on time and on budget.



Data-enable your driver programs.



Transform vehicle service from a transactional cost to a strategic investment.



Match every sale to desired outcomes.

When you take these actions, you'll optimize interconnections between the areas of spend in your fleet, creating a smooth, continuous cycle from buy, to drive, to service, to sell.

Ready to explore another key challenge facing fleets like yours?

Learn about common blind spots across the Buy, Drive, Service, Sell lifecycle now.

Visit holman.com to take a strategic approach to fleet today.

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