



Varazdin Development and Entrepreneurship Agency
in cooperation with
University North, Croatia
Faculty of Management University of Warsaw, Poland



Economic and Social Development

23rd International Scientific Conference on Economic and Social Development



Editors:
Marijan Cingula, Mirosław Przygoda, Kristina Detelj

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VEHICLE (LV) FLEET MANAGEMENT OPTIMISATION - PROCESS TRANSFORMATION

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ABSTRACT

A key component of the initiative is Process transformation, which put a focus on optimisation of fleet of Global Organisation's (GO) including processes in specific functional areas through re-engineering, realignment and standardization.

In this paper we will try to determine the functional areas and processes that would benefit from this re-engineering. The spotlight will be given on process transformation in plant and property equipment (PPE) that will define the specific processes for improvement, with an in-depth analysis of performance, bottlenecks, and the root causes of any performance gaps. This will facilitate the development of potential improvement mechanisms and proposed recommendations, in addition to guiding the establishment of a comprehensive monitoring plan to track progress for functional area planning and strategy. While understanding that key processes which are mainly carried out in GO headquarters, we will try to expand the efforts beyond and seek possibilities for further improvements on efficiency and effectiveness in the country offices. This will ultimately remove much of the transactional burden from field offices globally and certainly will help increase the effectiveness and efficiency in reaching the beneficiaries which is the ultimate goal of this research.

Keywords: *cost excellence, re-engineering, realignment, internal standardization, Total Quality Management (TQM) philosophy*

1. INTRODUCTION

To accomplish effective and efficient performance by the employees, who will bring quality and productivity in the Organisation, it is of a great importance to simplify processes in order to enable complete their tasks in a timely manner. In order to attain simplification and increase utilisation of PPE (plant and property equipment) the GO (Global Organisation) launched the cost excellence initiative to facilitate GO to reduce costs and improve efficiency and effectiveness while sustaining investments in key strategic priorities. Cost excellence is a crucial step in ensuring GO is reaching the world's poor and vulnerable, and will be a central pillar in helping GO contribute towards efforts to achieve its goals in helping beneficiaries.

Process transformation work has yielded positive initial results. Considerable analysis and internal cross-functional area consultation have shown that improved processes will enable the organization to become more agile in the short-term, and signify an important shift in the way that GO will work in the long-term (Mitreva, 2011). Efforts towards process transformation can facilitate GO's shift to a more strategic overall structure, and can generate recurrent long-term savings – in spending and time - for reinvestment. One of the areas in which GO has decided to expand process improvement work as we mentioned previously is PPE. We have divided into two work streams: light vehicle (LV) management and asset management. This work will focus on LV (Light Vehicle) management. Optimizing fleet management for agility and efficiency will be crucial for the improved support of GO's field offices. The intention is therefore to undertake an in-depth Process transformation exercise to identify opportunities for improvement.

2. LITERATURE REVIEW

In the competitive environment companies are obligated constantly to change their-selves and to re-evaluate the business processes (Mitreva et al., 2014a; Mitreva et al., 2014b; Ranganathan & Dhaliwal, 2001). The changes in technology and in culture are the things that give even more pressure. The necessity of reengineering can appear in companies which are in major crises, or feel that the crises will be over soon. The reengineering is used in companies which are well situated and have a potential for development and expansion, but also want to be in trend with the needs of the global market. The changes mostly concern: the new way of grouping the organizational parts (units); delegation of obligations and responsibility; coordination; communication (Whiting, (1994); Willcocks & Smith, 1995); Knights & Willmott, 2000).

The system which provides quality, according to the international standards must orientate towards the aims that are set and the business philosophy of the strategy management of the companies (Mitreva, et. al.2016a; Mitreva, et.al.2016b). The quality system, especially the quality of the processes shouldn't be built "in the air" without deep and well-balanced attitude in the basic aims of the upper management. The competing advantages are often crucial in the development and the usage of the system for quality supply. The danger can appear when in the system implementation or in any business process, the business philosophy of the companies is not represented. The decision for the quality system development can be in step with the growth of the company and with the mature conception of the TQM (Total Quality Management) philosophy. It is impossible to realize the TQM without formal system for quality supply (Davenport, (1993), Hammer & Champy, 2009; Hyde, (1993). The practice shows that the quality is part of the company's politics, but mainly refers to the formal and legalistic quality supply. It can be concluded that the creation of SOP during the acceptance of the TQM strategy, requires a lot of engagement and devotion of the managers, and the entire company needs to help itself and to identify the problems, because the if the managers are not engaged enough with the TQM implementation it would result with loss of the market positions. Each organizational unit and each employee must think systematically and learn permanently. Only the companies with employees that possess a lot of knowledge and with analysis and diagnosis of the weak parts make a continuous improvement in the quality of the business processes, an enormous improvement of the effect and the reduction of the total charges (KAKOURIS, (2004); Al-Mashari & Zairi, 2000); Attaran, (2004).

The TQM strategy is reduced to recognized and everyday activities, and the functional approach is replaced with a processed approach. Therefore, it is necessary to choose projection teams for each subsystem from the quality house (internal standardization, methods and techniques for non-defective working, charges for quality, education and motivation). Building manager teams is fulfilled through: implication, giving warranty and encouraging the managers in projection of each subsystem in the TQM system; making an effective dialog with the employees and building an effective communication system (Mitreva & Prodanovska, 2013; Mitreva, et al., 2015b). The implication of the managers from tactical level is a process in which the same managers are given warranty and are encouraged by the upper management to project the subsystems of the TQM (internal standardization, methods and techniques for non-defective working, charges for quality, education and motivation, as well as an analysis of the quality charges), to solve the problems and to make decisions that will suite the company's business politics (Mitreva & Filiposki, 2012a). In order to build effective subsystems, the upper management must create business climate of cooperation and communications because every idea is not just a potential for improvements and innovations, but also it generates new ideas (Mitreva et al., 2015a).

The plan for projection and implementation of the subsystems needs to be the simplest way of dividing the tasks during a certain period of time and in turns, in order to complete the job successfully and on time, and the most used tool is the Gantt chart. The projection of the TQM subsystems is a team work and in environments where the rules of the team work are not respected, can be marked as unacceptable (Prodanovska & Mitreva, 2012). The team mustn't be a place where the individual initiatives will be held down or will be annexed by the leader. At the same time the projection of the subsystems from the quality house must provide certainty that the process of decision making won't be blocked by the exaggerated individualism, exaggerated expectations, lack of flexibility and making consensus in the viewpoint, because the modern interpretation of the TQM's value and the value of the employee's in achieving the aims of the total quality management is: coordination between the system and people (Attaran, (2004); Bauer, Duffy & Westcott, (2006; Sohal, Abed & Keller, 1990). The self-assessment as a basic approach in the usage of integral methodology for the TQM system is from fatal importance for its own regular usage. The self-assessment is accomplished through many documented actions for comparison of the realized model in regard to the planned one. The monitoring does not concern only the quality of the products/services, but also the adequate of the entire TQM system in realization of the quality functions (Casadesus & Gimenez, 2000; Dale, et al., 1998).

3. NEEDS ASSESSMENT FOR FLEET OPTIMISATION

GO (Global Organisation) is founded 1963 and initially started as short term project by helping the wounded and vulnerable population. Globally, GO has 3860 light vehicles (of which 190 are armoured vehicles (AV), 545 motorcycles, and 1540 other motorized assets, Figure 1. Truck, trailers, forklifts, etc. are not included in this phase of the analysis as it should be done in partnership with the supply chain division, who manage these assets and track them through fleet software.

GLA vehicles			CO owned vehicles		
Status	Qty	Notes	Status	Qty	Notes
In Stock (Dubai)	130				
Allocated to COs	88				
In transit to COs	141				
Live	1759 → 1415	Comply regulations	Operational	993 → 188	Comply regulations
		329 over 5 Y			803 over 5 Y
		15 over 150K km			2 over 150K km
Non Operational	350		Non Operational	214	
Total GLA LVs	2468		Total CO owned LVs	1207	
Total GO LVs 3675			GLA + CO Owned		
Target	2940	Reduction by 20%			
To decrease	735				

Fig. 1: GO LV fleet size

Over 65% of the global LV (Light Vehicle) fleet is leased through GO's in-house Global Leasing Agency (GLA). The balance represents CO-owned vehicles which includes all AVs and LVs purchased prior to the establishment of GLA. The ageing vehicles owned COs present a number of challenges. Currently 85% of the LV fleet are operational, however only 51% are compliant within the age limit of 5 years, there are 15% which are not operational. GLA is designated as the sole provider of LVs to GO offices through its leasing programme. GLA was set-up to be the sole-provider of LVs and to streamline the acquisition, standardizations, and to distribute the vehicle costs over funding projects life-cycle and thus reducing the financial burden on the COs. Armoured vehicles are currently outside the scope of GLA provision.

Fleet Management position was formed as a one stop shop for guidance, technical support and the support the design and roll out of systems/tools that field operations may require. Recently all GO offices were mandated to use Fleet Software (FS), GO's Currently, there is a process of FS final roll-out and verification of all collected vehicle operational data, including the cost and has the goal of preparing the first true cost of ownership of GO global fleet. Considering all above findings, especially the big percentage of non operational vehicles that exceeds 15% including the aged fleet of over 34%, complex processes and increased number of vehicles gives a clear message of the need for change.

4. ANALYSIS AND POSSIBLE COMPLICATIONS

Over 55% of the GO (Global Organisation) travel is conducted by road primarily in a GO vehicle to ensure our deep field reach to accomplish the key goals. As GO depends on its LVs (Light Vehicles) to ensure staff mobility to support the programme and interagency common services objectives and activities, LV fleets need to be optimized, particularly in emergency contexts, while balancing the need for internal controls to avoid misuse and met road safety requirements. Therefore, it is imperative that the vehicle management process is efficient in order for staff to utilize vehicles to carry out the organizations objectives. This has a direct impact GO's ability to monitor and assess the needs which depend on mobility in the field. GO LV management is a decentralized process, whereby each CO has the delegated authority to decide number of leased vehicles, per their local SOPs. A global fleet management process can be adapted to each situation, as the process is dependent on specific field and security conditions such as the terrain and road type, security level, project type and requirements, geographical size and setup of the country is required. Developing process and systems that can also support GO's Grand Bargain commitments related to common services and cost category reporting need also to be factored in. Moreover, vehicles are the largest expenditure category in GO's assets annual expenditures for LVs (\$44M) were approximately 11% of total non-payroll expenses, Figure 2. Quite good portion out of this money is spent on maintenance were most are spent from maintenance of aged vehicles.

GO Vehicle Expenditures: Vehicles costs represented ~11% out of the \$386M annual total non-payroll costs

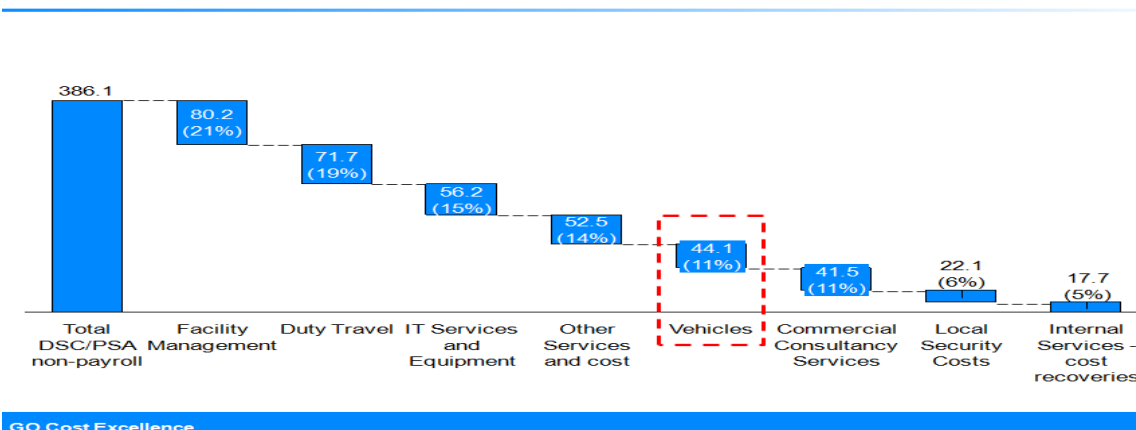


Fig. 2: Non-payroll costs

From the Figure 3 we can see how the cost is increasing with the age. This is significant indicator that shows importance of timely replacing the aged fleet in order to maintain functionality deep in the field and avoid potential interruptions in the programme activities.

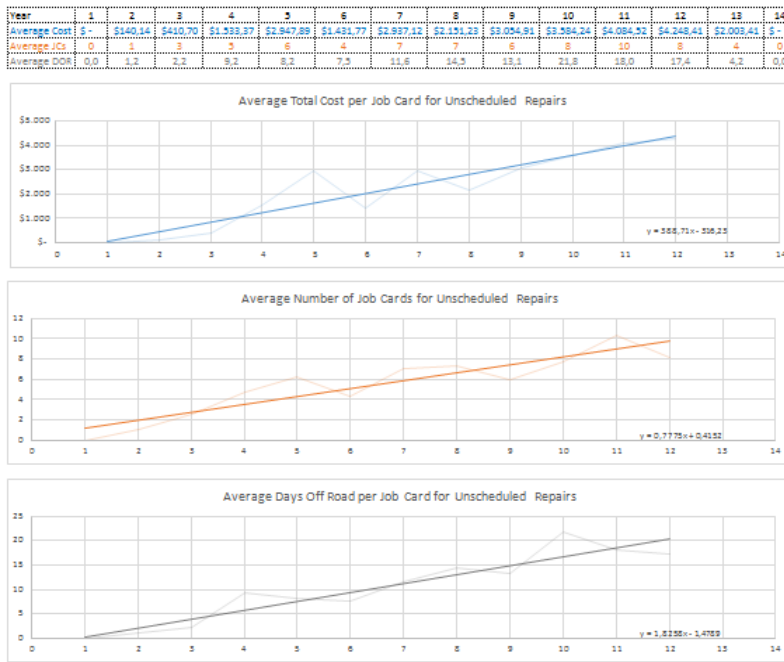


Fig. 3: Maintenance cost/time

This number is inclusive of the amount of fuel used for other purposes by various consumers as currently it is not possible to segment the data. Therefore we cannot accurately provide the full cost of ownership to run the GO LV fleet. As such as FS is being rolled out to capture and control operational costs and vehicles, Figure 4. Additionally, fleet management is also heavy transactional process with data collection and processing within the corporate FS system. Vehicles are assets and part of the related processes and data captured in corporate GO Asset Management system (AMSs).

Selection of Country Office for Missions: RBN and RBD represents 54% of total vehicle expenditures

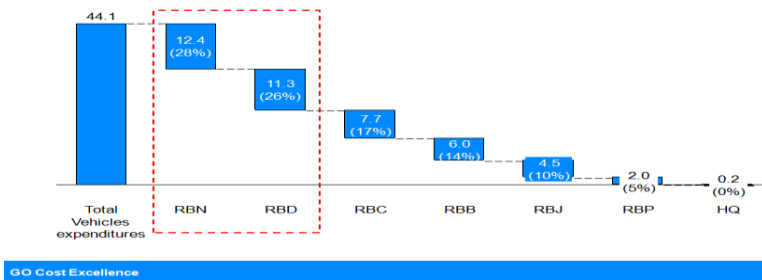


Fig. 4: Vehicle expenditures by region

GO (Global Organisation) needs to further enhance the global LV fleet management process, which will be highly critical for GO to reach its goal of being agile, efficient, and effective. Currently, challenges faced in this area include determining the appropriate size of fleets, knowing what vehicles to order and how, making the inventory of vehicles and its use transparent, and improving the policies around fleet management. Large - scale emergency responses and seasonal/programmatic-related surges in vehicle demand presents particular challenges that some COs have addressed by locally renting of vehicles. These processes need to be examined to understand associated risks and opportunities of this practice. There are existing fleet technologies available that are not used to the full potential, such as satellite tracking, and/or electronic logbooks.

Additionally, requesting for transport in the COs (Country Offices) is ad-hoc and non-standard process; the day to day tasking/programming of vehicles use could benefit from tools/ticketing systems that can consolidate and streamline transport and road travel requests. As such, the focus will be to enhance the processes, policies, systems, and cost control around LV fleet management. Key to our process review will be looking at the improvement of end-to-end fleet management life cycle: the acquisition, maintenance, fuel and disposal of the vehicles. Following process mapping was performed during RBN visit, Figure 5:

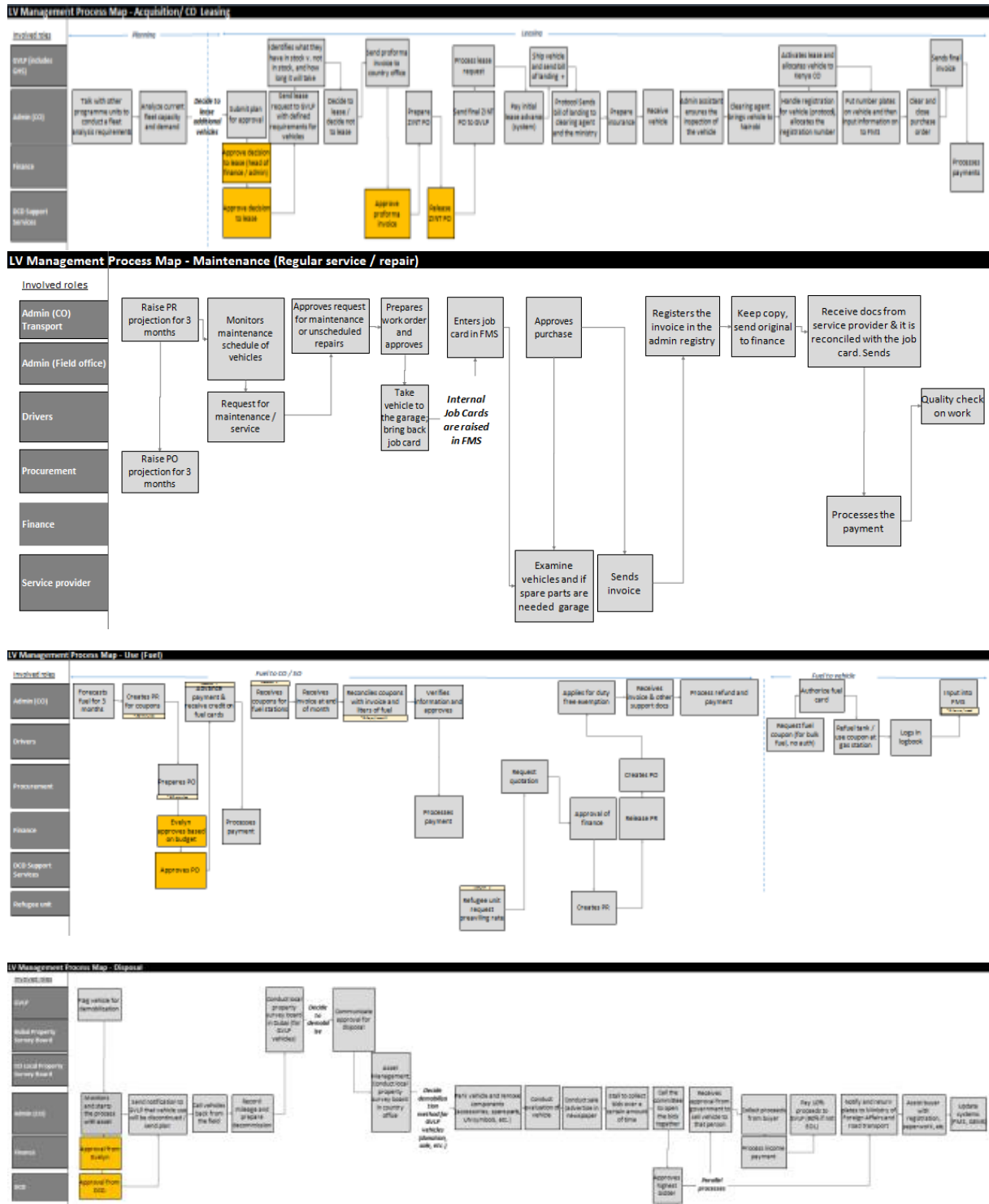


Fig. 5: Process mapping

In terms of acquisition, we looked at the role and customer service processes of GLA in addition to the roles of other managers and users of GO fleet. The review will also examine how the essential operations data is collected through the FS system and examine opportunities for both process and system enhancement. With regards to the maintenance, fuel and disposal of vehicles, improvement in this area will also reduce issues with the age of in-fleet vehicles (reliability, extra repair costs, overpaid leasing) reduced need for maintenance. Vehicles that are over the age limit will not allow us to be most efficient or effective in responding for day to day use, and to emergencies.

5. APPROACH AND METHODOLOGY

As LV fleet management is a highly complex yet crucial process, it is strategic for GO (Global Organisation) to both proactively capture learning's and optimize the way GO uses it. This will be done in a manner that will not have a negative impact on staff safety and wellness, as this is first priority. It will be carried out in with close collaboration of the Field Fleet Management staff, Figure 6.

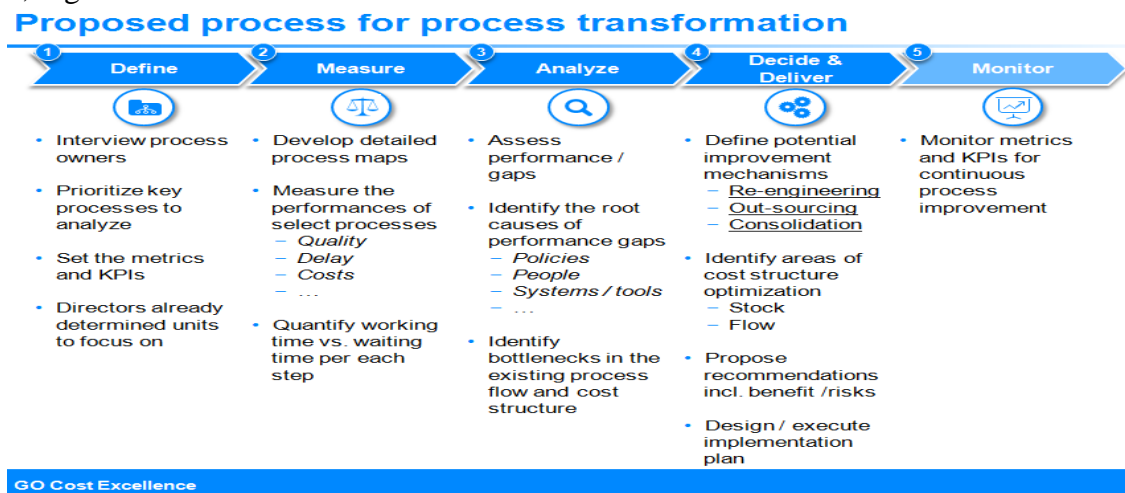


Fig. 6: Process mapping

5.1. Methodology

The Process transformation exercise will be a joint effort between different GO (Global Organisation) divisions and fleet management team. Throughout every step of the process will be co-creation and co-analysis by the team. We will interact daily and will be jointly responsible for the output of the exercise. A thorough analytical review is required in order to have a comprehensive understanding of the specific challenges as experienced by Headquarters, Country Offices, and GLA. This will include analysing the root causes of and potential upsides from improving disposal of vehicles. The review will involve colleagues from the field fleet management to help us develop the solution, rigorous data collection and analysis as well as stakeholder engagement will be conducted in following main phases:

- **Data collection and analysis to fully understand fleet management** and how it differs across regions, countries, and sub-offices:
 - Assess the cost drivers in each country or sub-office, throughout the life cycle of the vehicle;
 - Assess benchmarks from other agencies with regards to fleet management (Specific focus on best practices of acquisition costs, level of service and disposal of vehicles);
 - Understand specific challenges faced by the country and sub-offices (and users);

- Identify strengths to build on, gaps to address, and potential areas to realign/reconfigure. Look for options to outsource more systematically staff –related transport in CO (i.e. airport transfers, attending meetings in capital cities);
 - Examine options for integration/consolidation with Travel and Asset Management process transformation streams and eventually with the Global Positioning System tracking (GPS);
 - Examine options to automate operational data on vehicle usage (distance travelled, fuel) to lessen burden of data-entry and processing on Cos;
 - Improve data visualization and reporting for CO senior management.
- **Engagement with key stakeholders at COs / SOs** (LV manager, head driver, admin officer, finance office, head of area office) to further understand strengths to build on and key issues to address:
- **Observe and improve map of the FM process end-to-end** (from purchase to disposal) first hand to explore what the persons involved in the process are really doing (Trying to assess the process issues and (if time permit) the working / waiting time for each single step);
 - **Study the customer experience** to understand the customer service level and gaps;
 - **Conduct a mini-workshop** to jointly verify the process with a small group of key stakeholders in the process;
 - **Conduct interviews with process experts and process owners** to receive insights and feedback on the process, system, etc. (what work well, what works not well).
- **Engagement with key stakeholders in GLA (Global Leasing Agency)**
- To understand its role in the fleet management process and key issues that we are currently facing:
- Understand its customer service model and efficiency in the ordering and disposal of vehicles. During the process benchmark best practices from commercial leasing companies and UN agencies. (possibility of additional GLA features such as disposal team);
 - Brainstorm possible improvements in the utilization of self insurance funds;
 - Brainstorm changes to enhance performance.
- **Solution and plan**

A total of 7 key initiatives have been identified across light vehicle management. These will be developed into work streams (listed below):

- a. Revise governance policies on the management of assets;
- b. Develop the concept of Vehicle life-cycle Management;
- c. Right Size the LV Fleet;
- d. Strengthen LV Fleet Management at CO and Global Level;
- e. Optimize the GLA Model to deliver improved services at lowest cost;
- f. Optimize Systems & Processes to support LV Fleet Management;
- g. Develop a sustainable cost recovery model to finance for LV Fleet Management activities.

5.2.Expected benefits

The sections below show the projected benefits that were defined as an output of the cost excellence review for LV Fleet Management. Each savings category is explained in detail. It should be noted that the greater mission focus and improved service delivery will improve efficiency, resource availability and compliance in COs. These have not all been quantified and the project plan is focused on the sale of LV's.

Greater mission focus and improved service delivery will materialize in COs at later stage, as a result of project activities. In addition to the financial benefits explained below, the project is expected to result in the following benefits, Figure 7.

Unit: M USD		2017	2018	2019
BENEFITS	Greater Mission Focus	0.39 M	1.56 M	1.56 M
	Improve Service Delivery	0.25 M	0.98 M	0.98 M
	Cashable Savings	2.41 M	6.96 M	7.95 M
	Total	3.04 M	9.50 M	10.49

Fig. 7: Potential Savings

In 2017 the project will prioritize the sale of LV (Light Vehicle) to correct the current situation where the light vehicle fleet has excess non-operational vehicles and vehicles exceeding the defined lifecycle. This situation needs to be corrected as quickly as possible to attain the highest sale price per asset and to reduce operating costs (due to over age vehicles). Part of this income will be used to repay the advance used to fund this project.

5.3. Implementation Plan & Budget

The Table 1 summarizes the key project costs and links them to the 7 work streams. Costs are listed in the quarter in which they are planned to be completed.

Table 1: Cost for the work streams

Work Streams	Budget in USD '000s												TOTAL USD '000s		
	2017				2018				2019						
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
A	Revise Governance & Policies on the management of assets	85	85												170
B	Develop Asset Life Cycle Management		30	85	95	95	85	85	85	85	85	85	85	85	900
					195	195									390
C	Right Size Fleet & Other Assets		148	148	148	148	148	148	148	148	148	148	148	148	1,628
D	Strengthen Fleet Management	59	63	136	136	148	148	148	148	148	148	148	148	148	1,578
E	Optimise GVLP		13	26	26										65
F	Optimise Systems & Processes		37	37	37										111
		120	485	315	300										1,220
			50	50	50										150
G	Develop a Cost Recovery Model for Asset & Fleet Management	9	13												22
TOTAL		272	924	797	792	586	576	381	381	381	381	381	381	381	6,233

5.4. Income from Sales of Assets and Light Vehicles

The sale of assets (vehicles and other) will be a priority of the project, to make cashable savings for the organization and to fund the project.

It is proposed that income from sale of assets will be shared on a 50 : 50 basis by the CO and Project. This will apply to assets that should have previously been disposed of by COs (e.g. vehicles over 5 yrs old).

5.5. Sale of Light Vehicles

Where GLA vehicles are sold, 10% of net sales proceeds will go to GLA. The Table 2 lists the income from sale of vehicles and associated direct costs. The income is allocated to GLA, CO and Project as described above. The gross sales income Table 2 for 2017 is based on actual data from 4 COs that will be prioritized (South Sudan, Ethiopia, Sudan and Chad). Gross sales income figures for 2018 and 2019 high level estimations that will need to be revised as required during the project as COs are identified and data validated.

Table2: Vehicle sales income

Vehicle Sales Income		2017	2018	2019	TOTAL
Gross income from Vehicle Sales		2100	5350	6010	13460
Direct cost of Sales	24%	500	1284	1440	3224
Net Sales Income		1600	4066	4570	10236
CE Project Income	40%	684	1626	1828	4138
(Values in USD ,000)					

5.6. Project Income & Expenditure

The Table 3 shows the project income and expenditure over 3 years.

Table3: Income & Expenditure

INCOME & EXPENDITURE: Asset & Fleet Management Transformation Project (USD ,000)																	
		2017					2018					2019					TOTAL
		Q1	Q2	Q3	Q4	SUBTOTAL	Q1	Q2	Q3	Q4	SUBTOTAL	Q1	Q2	Q3	Q4	SUBTOTAL	
Income																	
Disposal of vehicles	40% allocation to AM project	0	0	0	684	684	407	407	407	407	1626	457	457	457	457	1828	4138
																	0
One time disposal of assets	50% allocation to AM project	0			150	150	125	125	125	125	500	100	0	0	0	100	750
One time utilisation of existing stock	50% allocation to AM project	0			300	300	340	340	340	360	1380	0					1680
Total Income		0	0	0	1134	1134	872	872	872	892	3506	557	457	457	457	1928	6568
Project activity cost		273	924	797	792	2785	586	576	381	381	1924	381	381	381	381	1524	6233
Net surplus / deficit						-1651					1582					404	336

5.7. Investment required

An initial advance of USD 2.8m is required to fund project activities in 2017. This advance will be repaid by Q4 of 2018 as detailed in the table below. Investment to fund project activities in 2018 and 2019 will be assessed in Q4 of 2017 based on the financial performance of the project at that time.

6. CONCLUSION

As a final result from above research is to articulate the organization's vision and strategy that will identify the performance categories that best link the GO's (Global Organisation) and will lead to its results (e.g., financial performance, operations, innovation, employee performance). After establishing clear objectives and according to presented methodology that support the vision, change must come to an effect while developing effective measures and meaningful standards, establishing both short-term milestones and long-term targets that will further ensure organization wide acceptance of the measures. We have collected valuable data and did some analysis from GO's current activities and processes that indicates necessity for making changes. To make above research into an effective project further steps include some budgeting for the funds needed, so that shown savings while implementing proposed change become feasible. Fields where immediate actions are crucial are identified and closure of unfavorable gaps in the business processes are necessary.

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