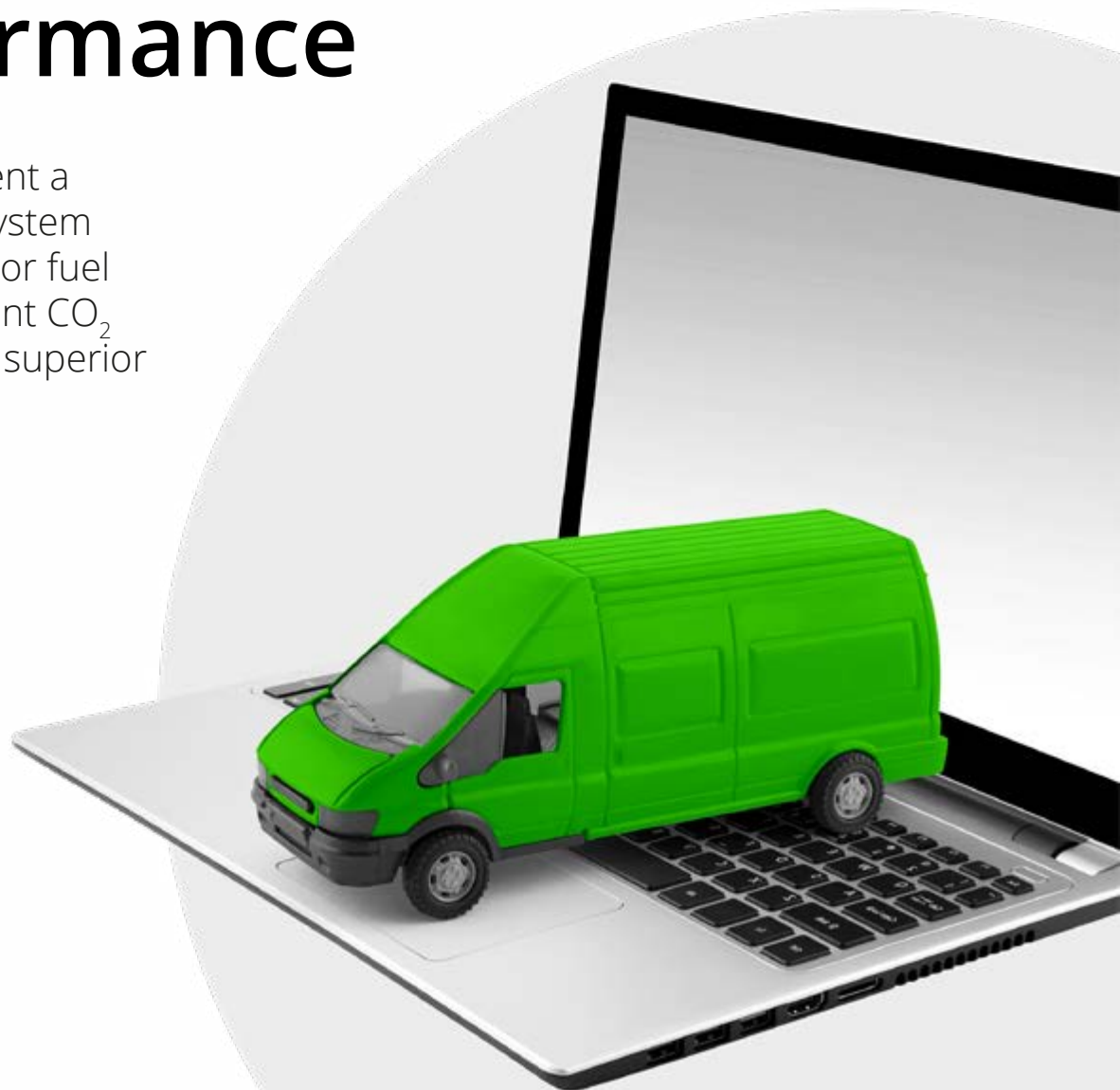




# 4. Elite Management Harness Automation, Proactivity and Positivity for Elite Fleet Performance

How to implement a self-managing system and achieve major fuel savings, significant CO<sub>2</sub> reduction and a superior safety record





This is the fourth in a series of guides on how to achieve **Elite Fleet Performance**: major fuel savings, significant CO<sub>2</sub> reduction and a superior safety record.



**Elite**  
Technology



**Elite**  
Management



**Elite**  
Coaching



**Elite**  
Results



**Elite**  
Engagement

# The many challenges facing fleets

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Fleets are under mounting pressure to address driving performance, and the reasons for this are numerous.

From rising fuel and insurance costs to vehicle wear and tear, to driver safety, environmental sustainability and the move to electric—the need to make lasting improvements to driving practices is greater than ever before.



## Turbulent conditions have added to existing problems



It's been a challenging time across all industries, with 51% of fleet managers reporting significant cuts to their operational budget as a result of the coronavirus pandemic.

Paul Hollick of the Association of Fleet Professionals publicly urged fleet decision-makers to make “positive use” of their time, and to start thinking and looking ahead regarding the future shape of their fleet.

But the problems that existed before the disruption of pandemic lockdown measures are just as present as before.

Fleets have a duty to keep drivers and other road users safe, fuel and insurance costs need to be controlled, and vehicle fleets need to show they can continue to operate in a greener future, by achieving more environmentally-friendly levels of fuel efficiency.

# Outdated approaches are in desperate need of change

Unfortunately, the nature of remote and mobile workforces makes managing driving performance a difficult task.

Rather than being able to apply consistent hands-on management, there is little option for fleet managers but to rely on disjointed and unwieldy processes of data collection and feedback, instead of methods that address issues and support drivers in real time.

As we will cover in more detail later on in this guide, these fragmented methods of management have proven to be ineffective over and over again. It's time for a change to the way that those in charge of vehicle fleets manage their drivers.

For drivers to attain elite levels of driving performance, and to sustain optimal driving practices on a long-term basis, they need a management approach that enables consistent management and support.

Given the pressures of time and resources, the new management approach needs to empower operations and finance departments to do more with less. It should also make a lasting change to the way the drivers handle vehicles, promote a happier, healthier and more productive workforce, and deliver more successful, sustainable fleets.

# What's the trouble with driver management today?

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Most fleets rely on 'black box' style telematics technology to manage their drivers.

And as a result of this, the management approaches of most fleets are flawed. For fleets that utilise black box telematics, this is how drivers are typically managed:

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- **The black box collates driving data from each vehicle while it is out on the road.**
  - **This is then escalated to management for review.**
  - **A consultation is booked at a later date, so the driver's performance can be discussed retrospectively.**
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Broadly speaking, some fleets will have a formalised review process for their telematics data, while others will submit it directly to line managers.

## When data is formally reviewed...

The most committed fleets will apply a structured and formal review process for when incidents occur out on the road, or when particular instances of aggressive driving are flagged.

Once the telematics data has been collated, analysed and reviewed, the driver in question is then debriefed on their performance by their line manager or whichever senior member of staff is responsible for controlling risk within the fleet.

There will then be a process of going through the driving data at hand and assessing it, before implementing any necessary training or disciplinary action. The aim of this is to correct any bad habits, and thus support improved performance in the long term.

### **But this approach is flawed.**

Not only is this approach time-consuming and labour-intensive due to the collation and analysis of data; it also places strain on internal resources as it requires the input from numerous members of staff throughout the escalation process.

Because this is such a demanding approach, it is usually reserved for the most serious cases of poor or aggressive driving, like those resulting in road traffic collisions.

Meanwhile, other drivers across the fleet can continue to apply 'less severe' poor driving habits unchecked, such as frequent harsh braking and accelerating, both of which are a drain on fuel and so increase fleet costs.

Cumulatively, this can present significant compromises to fuel efficiency, carbon emissions, and insurance premiums—overall resulting in fleets being subjected to high levels of cost and risk that simply go unaddressed.





## Outdated approaches are in desperate need of change

But there are many fleets that don't apply the approach above.

In the vast majority of fleets, driving data from vehicle telematics systems goes straight to the line manager.

Rather than there being a formal structure in place to ensure that serious incidents are flagged and driving data is reviewed, this strategy leaves things down to the line manager's capacity and availability.

And far too often, line managers are simply far too busy to effectively address all incidents and issues with driving style that are negatively impacting their fleet performance.

**This creates a number of problems.**

This approach essentially leaves the management of driving—a major influencer of a fleet's performance, profitability, and ability to survive in the long term—up to chance.

With no formalised review process in place, it is far too easy for instances of poor driving, at all levels of severity, to go unaddressed.

All it takes is a line manager that is too busy, or that simply doesn't feel comfortable having one-on-one consultations with drivers to address issues with their performance, and the coaching that drivers need to improve can fall by the wayside.

# It's time for a change...

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Across all cases, there are a number of common issues at play.

The reliance on telematics data means that these processes remain fragmented and retrospective in nature.

Reviewing accidents or incidents of aggressive driving in hindsight means that ultimately, the damage to your team's bottom line and performance has already been done.

There is also the issue of effective coaching.

Most line managers aren't specially qualified or trained to handle one-to-one corrective debriefings with drivers, and these conversations tend to be difficult for both parties.

Attempting to correct driving behaviours based on previous incidents means that consultations often feel punitive, negatively impacting the morale of the driver involved.

Overall, the consultation process is usually far less productive than it aims to be, and is more likely to make drivers feel like they are being punished than encouraged to improve.

# A smarter approach to driver performance management

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In order to raise their performance levels in a more cost-effective and reliable way, those in charge of vehicle fleets need to find a new approach to management. An approach that isn't fragmented by design, that doesn't negatively impact morale, and that gives drivers a greater sense of control, autonomy and encouragement.

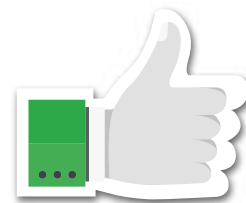
**To achieve truly elite fleet performance, the management approach applied to drivers must:**



**Work proactively and preventatively**



**Allow drivers the autonomy to self-manage their performance**

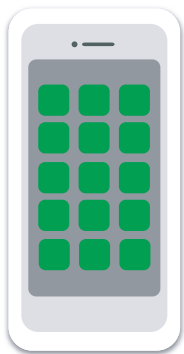


**Encourage drivers and boost morale**

# The Lightfoot approach to driver performance management

Lightfoot facilitates more productive driver management, and gives those in charge of fleets everything needed to achieve elite fleet performance. Lightfoot is proactive, preventative and positive, putting drivers in control and allowing them to manage their own process of performance improvement.

Using a combination of smart in-cab technology and ongoing rewards and incentives, Lightfoot is purpose-built to support happier, higher-performing drivers on a long-term basis.



## Smart technology offers proactive in-cab coaching

The Lightfoot system is powered by a smart, in-cab device which functions like a personal driving coach. The solution is available for both internal combustion engine (ICE) and electric vehicles (EVs).

Using real-time alerts, the device nudges drivers to make adjustments (e.g. reduce pressure on accelerator) as a driving issue emerges, thus preventing the negative impact to the bottom line of your fleet.

This system puts the driver in control of their own development, and offers them constant live support, helping drivers to quickly adopt smoother, safer, and more efficient practices.

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### **Rewards and incentives sustain long-term performance improvements**

Rather than working to flag and address previous behaviours, Lightfoot is designed with positive engagement in mind.

Drivers are offered ongoing rewards and incentives in exchange for consistently high performance scores, fostering a more supportive approach to driver management, and helping to boost morale across the team.

Those with an 'elite' score can enter into a weekly drivers' lottery, with prize giveaways of up to £200 and a 1-in-10 chance of winning, while competitive league tables encourage a sense of healthy competition amongst colleagues to see who can drive 'best'.



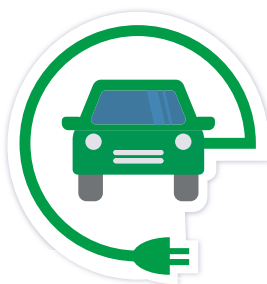
## Frees up senior management to generate more returns

With Lightfoot, there's no need to analyse data and pull up drivers for past performance.

Instead, the focus is on proactive prevention in real time, creating a virtually self-managing system.

This reduces the requirement of fleet managers to review data and oversee performance, which creates significant savings in terms of time and cost, which can then be reinvested into the upscaling of operations, and hiring of additional drivers.

This system truly enables fleet owners to do more with less, managing more drivers, increasing productivity, and generating more revenues.



## Makes EV fleet charging simple to manage

Lightfoot's [dedicated solution for EVs](#) incorporates automated energy expense reporting by integrating with the vehicle's EV system and monitoring energy, time and location of charges effortlessly.

# Lightfoot is the key to Elite Fleet Performance

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The Lightfoot approach has been shown to transform driving style in a matter of weeks, and most importantly, it leads to improvements that last over the long term.

By helping your fleet of drivers to achieve elite driving performance, Lightfoot can deliver up to...



**15%**

mpg gain



**40%**

accident  
reduction



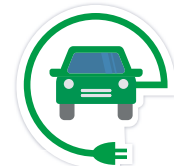
**45%**

less  
downtime



**15%**

lower  
carbon  
emissions



**20%**

greater  
range per  
charge in  
electric  
vehicles

# Reap the rewards of Elite Fleet Performance

## Achieve transformative results for your vehicle fleet

By supporting and sustaining long-term improvements to driving style, fleets can reduce their costs, carbon emissions, accidents and insurance spend.

See the real-world impact of developing an elite fleet, with examples and figures from fleets both small and large, including Tesco and Virgin Media.

It's all in the  
final guide:  
Elite Results.



**5. Elite Results**  
Excel at Fuel Efficiency,  
Driver Safety and  
Sustainability

Reap the rewards  
of a smarter fleet  
management  
approach: major fuel  
savings, significant  
CO<sub>2</sub> reduction and a  
superior safety record.



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# Key takeaways

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- Fleets are under pressure to address performance for many reasons, from safety and environmental sustainability, to productivity and cost savings.
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- Current methods of driver management are in desperate need of change:
    - They are retrospective, reactive and disjointed
    - Labour-intensive processes place strain on already time-poor managers
    - Disciplinary and corrective actions are often met with negative reactions from drivers, impacting morale and creating friction.
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- Those in charge of fleets need a more automated approach to management that works proactively and features positive encouragement, empowering drivers to self-manage their performance.

# Key takeaways

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- Lightfoot can help you manage drivers the right way:
  - Smart in-cab coaching technology offers constant support and enables drivers to take control of their own development
  - Ongoing prizes and incentives schemes boost morale across the team, encourage healthy competition and reward consistently better driving
  - It frees managers from the need to review data and closely track performance, releasing precious time and resources.





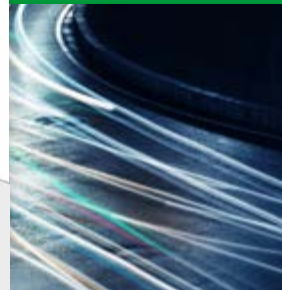
## 5. Elite Results

### Excel at Fuel Efficiency, Driver Safety and Sustainability


Reap the rewards of a smarter fleet management approach: major fuel savings, significant CO<sub>2</sub> reduction and a superior safety record.



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Learn more on how to achieve Elite Results: major fuel savings, significant CO<sub>2</sub> reduction and a superior safety record.

 Elite Management

 Elite Results

Engagement

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Reap the rewards of long-term driving improvements in our next guide:

# Elite Results

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