



# Wheels EV stakeholder guide

How to collaborate with key partners to set and meet fleet electrification goals

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# The future is electric

**The future of the fleet industry is electric.** This is a simple sentence for a highly nuanced and rapidly evolving topic. We all know that electrifying your fleet is not easy, but it will be necessary sooner rather than later. You've discussed it with your industry peers, you've heard it at industry conferences, and many have experienced it first-hand. However, in so many ways, fleet electrification is uncharted territory. There are new technologies, behaviors and strategies to learn and adopt. At Wheels, we aim to help simplify the fleet electrification process by arming you with the resources, knowledge and tactical steps to meet your EV goals. One of the most important steps in this process is helping you identify, understand and collaborate with your key stakeholders.

Electrifying your fleet is unlike any fleet initiative you may have conducted in the past. You are not only replacing vehicles, but also building the infrastructure necessary to fuel them. You will need the input and buy-in from various stakeholders to make this happen – many you normally wouldn't consult for fleet-related initiatives. From C-suite leadership to building management personnel and more, you'll see there are many groups with a vested interest in your fleet electrification that bring a unique perspective to help inform your strategy.

Contending with so many different stakeholders can feel like a juggling act. These stakeholders come up with great ideas but also come with what seems like impossible expectations and competing priorities. And while these groups may present some unique challenges, understanding their motivations can help make them a valued partner you can work with to set and reach your goals.

In this EV Stakeholder Guide, we'll examine the most common – and some uncommon—stakeholders, identify their primary motivations and provide helpful information on how to best work with them.

## Electrification by the numbers

### INDUSTRY STATS



- The EPA has found that the average car causes over 600 pounds of air pollution each year.



- Transportation sources (including highway and off-highway vehicles) now account for 77% of national total carbon monoxide emissions.



- Motor vehicle exhaust contributes about 60% of all carbon monoxide emissions nationwide.

# The Goal Setters

Corporate Leaders, Executive Leadership, ESG Stakeholders, Board of Directors



The Goal Setters often initiate the journey towards ESG and electrification initiatives . These corporate leadership functions help set sustainability goals, drive corporate direction from the top down, and dictate tracking and reporting objectives. These stakeholders can be your biggest internal champion, helping to advocate for fleet electrification within the organization.

From a motivation standpoint, Goal Setters are driven by a commitment to environmental sustainability, enhancing the company’s reputation and the potential for obtaining grants and funding to support EV initiatives. Goal Setters are influenced significantly by industry trends and global movements toward sustainability. Typically occupying high-level positions, they are less concerned with granular details like costs and more focused on aligning the organization with broader ESG targets and corporate vision. They understand that achieving these goals might necessitate higher initial investments than traditional ICE vehicles.

Some specific challenges might come into play when you’re trying to get this group of stakeholders on board with your EV initiative. Goal Setters don’t always fully comprehend the complex fleet electrification landscape. They might not already be aware of model availability challenges, cost, supply chain complexities and infrastructure limitations to EV deployment.

# The Goal Setters

## To engage with this group effectively:

- **Educate:** A crucial aspect of engaging with this audience is to educate them about the various facets of fleet electrification. You don't need to get too in the weeds here, but educating the Goal Setters about how electrifying your fleet contributes to overall business sustainability can go a long way.
- **Share regular progress updates:** It's essential to keep Goal Setters informed about the progress being made toward the EV deployment goals. Regularly update these stakeholders with both advancements and potential obstacles that could impede the initiative. This group also appreciates clear communication about the program's expectations and timelines.
- **Provide visibility throughout the organization:** The importance of the electrification efforts should be evident throughout the organization. The Goal Setters' commitment should be communicated clearly throughout the organization to inspire alignment and support from all levels.
- **Communicate clearly:** Goal Setters may not be well-versed in fleet management intricacies. Therefore, it's important to facilitate an open dialogue where they can ask questions and receive comprehensive answers regarding any fleet-related concerns.



# The Cost Optimizers

Finance, Procurement



The Cost Optimizers are instrumental in maximizing spending efficiency, exercising cost control measures, establishing and nurturing strategic partnerships and mitigating financial risk associated with fleet electrification. Simply put, they are responsible for funding the fleet and forging strategic partnerships that contribute to the success of EV initiatives.

The Cost Optimizers are motivated by operating in the most cost-effective manner possible. However, fleet electrification can be a substantial up-front investment for companies. When you have this group on board, it's ultimately less about an initial cost savings opportunity (although that will likely come later!) and more about a corporate responsibility play. Get the Cost Optimizers involved early and align on the shared goal of making the organization the best it can be.

The challenges you should be prepared for when working with Cost Optimizers is that they don't always fully understand the regulations governing the switch to electric vehicles and the rationale behind the transition. Because their role doesn't always require extensive knowledge of industry trends and regulations, there might be concerns related to the upfront costs associated with an EV deployment.

# The Cost Optimizers

**Engaging with your finance and procurement stakeholders effectively involves several strategies:**

- **Communicate transparently and clearly:** Provide transparent information that outlines the upfront investments required for fleet electrification and how these investments correlate to lower long-term operating costs, particularly in terms of reduced fuel and maintenance expenses and improved employee retention rates. EVs require a different mix of capital and operating expenses than ICEs, so laying that information out as clearly and concisely as possible will go a long way with the Cost Optimizers.
- **Highlight solutions:** Present a range of electrification solutions and options, detailing the benefits of each in relation to the fleet's specific needs. Emphasize that the value of a solution doesn't always correlate directly with its price, and short-term cost savings might not necessarily translate to long-term financial benefits.
- **Educate and empower:** Offer Cost Optimizers educational resources to help them understand the broader objectives and advantages of fleet electrification. Empower them to support the organization's overarching goals by integrating sustainable practices into their financial strategies. Be current on the relevant regulations and data to help communicate your needs.
- **Outline your ongoing investment roadmap:** Quantifying your partner investment roadmap and continuous improvement plans is important. The fleet electrification space is a quickly changing landscape, so thinking through the future needs of your fleet and sourcing the appropriate partners to help will be important.



# The Policy Makers

Human Resources,  
Employee Health & Safety, Legal



The Policy Makers are an enforcer group that helps shape policy, endorses vehicle selections and propels the organization’s sustainability efforts forward. These individuals and teams are foundational to any effective organizational change management efforts. They will help make sure EV efforts are executed smoothly and prioritize employee safety. Bypassing the Policy Makers could drastically hinder your efforts and slow down EV adoption in the long run.

These stakeholders are all motivated by the desire to create a positive, safe work environment that aligns with the company’s values. This includes everything from employee onboarding and engagement to compliance, safety and more. Because of the Policy Makers’ influence, you must communicate with them early and often.

If you’re communicating with this group during the initial phases of an EV transition, there are some challenges you might run into. Because the landscape of fleet electrification is so dynamic and constantly changing, crafting company-wide policies can be tricky. This group can also find it difficult to maintain fairness during the EV transition period, ensuring legal compliance and aligning with intricate corporate tax requirements.



# The Policy Makers

## Engaging with this critical stakeholder group effectively looks like this:

- **Collaborate on a living policy:** Integrating EVs into the fleet likely means substantial updates to the existing policies must be made, particularly if employees take vehicles home. Identify key policy elements that will be impacted and provide advance notice to facilitate a smooth transition. You'll also need to treat your policy like a fluid, living document. During this transition period, you need the ability to revise driver policy quickly in response to a rapidly evolving landscape. Charging policy, fuel card updates, at-home charging and reimbursement and safety considerations need to be thoughtfully included.
- **Communicate early and often:** This bears repeating – communicate with the Policy Makers early and often. Share comprehensive details about the electrification initiative and highlight the underlying motivations driving the transition. By explaining the rationale behind the change, you can garner support and advocacy from these teams.



# The Relationship Keepers

Sales, Client Services, Drivers



The Relationship Keepers assume integral functions ranging from customer acquisition and retention to the operational needs of a business. These individuals might resist significant changes in their day-to-day operations. With an EV initiative –while it leads to greater efficiencies – Relationship Keepers might view this shift less favorably since they are the ones that take it on directly as the people driving the vehicles. If you don't bring them into discussions and get their buy-in or have a thoughtful strategy for how you're going to support them ongoing, they can tank your efforts.

The Relationship Keepers aim to foster an improved working environment and achieve efficiency gains in day-to-day operations. They want the tools and resources to do their jobs better and faster.

While this group can be generally supportive, some distinct challenges come with getting them on board for an EV transition. These include ensuring regulatory compliance and uplifting morale during operational changes. The last thing you want is for the fleet electrification initiative to feel like a burden for the Relationship Keepers, so understanding their key concerns and challenges is imperative.

# The Relationship Keepers

**There are three tactics you can consider to engage with the Relationship Keepers successfully:**

- **Sell it to sales:** To garner support from the sales teams, explain why the organization is electrifying the fleet. Convey the rationale behind the strategy and emphasize the benefits of the transition. Provide incentives and perks for choosing EVs, creating a compelling proposition that aligns with the organization's sustainability commitment.
- **Educate and incentivize:** Client service individuals should be equipped with comprehensive knowledge about EVs, enabling them to address client questions and concerns effectively. There also should be a level of education for sales teams and drivers on what driving an EV is like.
- **Develop a driver education plan:** To help smooth the conversation with drivers, develop a driver education plan. Starting with a dedicated driver orientation, highlight the major changes and features in the vehicles. Most drivers will love electric vehicles once they pass the fear of the unknown. Then, create a plan for ongoing education and support. Lunch and learns, webinars, and initial vehicle test rides can go a long way in boosting morale and making the Relationship Keepers feel comfortable.
- **Create charging plans:** You need to let drivers know how you will support them with off-site charging. Think through answers to potential questions they will have, and come prepared with a Plan B. As an industry, we're still so early in electrification that most drivers have never experienced an EV, and people tend to be fearful about things they don't understand yet.



# The Key Holders

Building Management,  
Facilities Management



The Key Holders play a role in depot charging logistics and developing at-work charging solutions for employees who commute with their EVs. This group possesses an intimate knowledge of the property, its infrastructure and potential power constraints within facilities. As you plan your fleet electrification approach, charging infrastructure must be top of mind. That means working with the Key Holders needs to be prioritized accordingly.

The Key Holders are predominantly driven by financial considerations – whether securing long-term renters or leasers, property sales or the prospect of enhancing the property to attract a wider tenant or buyer base. For businesses that own their building or property, facility managers and operators are also motivated by the added value of new charging amenities, effectively upgrading the property’s value.

# The Key Holders

If you're ready to bring the Key Holders into the fold with your EV plans, here are two ways to engage with them effectively:

- **Engage early:** Approach your Key Holders armed with the knowledge of your power requirements and present a comprehensive long-term plan. It's essential to start with the proper discovery of your fleet requirements and understand the type of charging you'll need to support the EVs ongoing. There are many different charging solutions on the market, each with different electrical requirements. Starting your fleet charging discovery process early helps you understand the type of power you might need and allows you to bring in the property manager/ owner and utility providers quicker. In this case, being proactive is your key to a smooth execution.
- **Future-proof your site:** Start with the end in mind. How many EVs do you anticipate for your fleet a year from now, five years from now? Don't start with one charger for one vehicle; start with the end in mind and set your property up with the charging infrastructure you'll need long-term. Another important consideration is to lean on partners familiar with the space to recommend where vehicles should be placed on the property to lower costs and make charging as efficient as possible. Your fueling source is mission-critical, so you need to be thoughtful.





# The Outside Insiders

Utilities, Manufacturers & Suppliers,  
Local Government,  
Fleet Management Companies

**The last key group is the Outside Insiders. These stakeholders can be categorized into utilities, manufacturers and suppliers, local government and fleet management companies. A diverse array of external stakeholders, the Outside Insiders play important roles in supporting any fleet electrification effort.**

- **Utilities:** Utility providers are often an overlooked group of stakeholders but will help you (literally) power your sustainability goal. Their insights into grants, incentives and energy demand patterns – especially peak and off-peak charging hours – are indispensable. Early engagement with utilities is key to effectively aligning infrastructure planning and energy supply. Another smart engagement tactic is to connect utility providers directly with your Key Holders group – facilities managers and operators.
- **Manufacturers & Suppliers:** Your fleet electrification manufacturers and suppliers are critical allies, and their support significantly influences the success of your electrification transition. Communicate with these partners to understand their electrification plans and what they plan to roll out in your sector. Gaining insight into their investment plans can help you shape partnership decisions. From there, you can choose manufacturers and suppliers that align with your company goals.
- **Local Government:** Involvement of the local government in your fleet electrification plans is paramount, given its influence on policies, incentives and grants that can support your EV adoption. By collaborating with local government early on, you can ensure that your goals harmonize with local policies and capitalize on available resources. If you don't communicate with this group proactively, it will impact your timelines and charging installation complexity. Everything from permitting, zoning, building codes and accessibility requirements need to go through local government representatives.
- **Fleet Management Companies:** Fleet electrification can be complicated and costly, so having the third-party perspective of a fleet management company can help you manage the transition effectively, bring down costs and create a better experience for your drivers. Fleet management companies offer expertise in implementation drawn from successful EV transitions, guiding you with data-driven recommendations and leveraging their strong supplier relationships to advocate for your needs.



# Charged up and ready to support

Today, companies are pursuing their most ambitious destination ever: a more sustainable future for our planet. While one critical step along this journey is helping you identify, understand, and collaborate with your key stakeholders, we know there is a lot more to it.

This is why we are guiding our clients—and the industry – to a zero-emission mobility future with electric vehicle assessment tools, charging solutions, goal-tracking technology and more.

Through our environmental sustainability offerings, we shed light on emissions output, fuel economy and more to get the right benchmark of your future green fleet. We help determine energy needs, driver needs and TCO impact so we can build and execute the right sustainability strategy.

Ready to embark on a new fleet sustainability initiative? Or need help moving it forward? Count on Wheels to help.

## WHEELS EFFORTS

- 50,000+ electric vehicles in our fleet
- 6,000+ battery electric vehicles
- 2,000+ home chargers purchased and installed
- 12,500+ total home charging reimbursements
- 20,000+ public charging transactions
- 2,657 metric tons of CO2 avoided by deploying EVs

## WHEELS RESOURCES

EVs may take a little getting used to, both for the company providing them and for the people driving them

Our EV Resource Center has several resources to help ensure you have the information needed to have informed discussions including:

- EV Model Tracker
- Policy Considerations
- Key Terms and Definitions
- Range and Charging Detail
- Driver Education Tools