

# ELIMINATING THE FEAR FACTOR:

How to choose the right fleet  
maintenance provider for your  
national program.



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While the benefits of vendor consolidation can yield great savings and process improvements, putting all your eggs in one basket can be a daunting task. Executives making these pivotal decisions risk putting their company's success, and their careers, on the line.

With so much at stake, Amerit's CEO Dan Williams, has put together this list of 5 tips, essential for eliminating the risk and ensuring your success in choosing the right single source provider.





# 1.

## **Closely examine vendor references.**

Anyone can talk a good game, but the proof is in their track record. Look for vendors with marquis clients and great references that include national vendor consolidation programs, as well as a track record of success during and post implementation.

- Have they demonstrated seamless implementation, or did they stumble or have trouble coming up to speed?
- Have they demonstrated the ability to hire and deploy hundreds of technicians for a multilocation customer?
- You also want to look at results over time. Have they partnered with their clients to proactively and continuously improve operations and save the client money year over year?





## 2.

### **Start with a pilot but don't make it too easy.**

A pilot location should demonstrate the fleet maintenance provider's ability to consolidate and streamline services while improving quality and safety. Choosing several locations to start, including some that are challenging, will limit your risk while allowing you to see how well they perform.

When selecting pilot locations, it is helpful to keep your ultimate solution in mind. If you need a national solution, pick locations at several sites that are in different parts of the country. If you think recruiting may be an issue, select locations where your recruiters are challenged today. Thinking through

your risk areas, and then testing your selected partner on their ability to manage those risks, will help give you confidence when you roll out the national solution.

Keep in mind that you can't realize the ultimate savings in consolidation without a plan to expand services if the pilot is successful. Keep the momentum going by setting goals and defining metrics of success for this location and when those are met, move on to phase two with a well-defined sequential plan for further expansion.



# 3.

## **Look for complete transparency and accountability.**

The way you take uncertainty out of the consolidation process is by holding the maintenance vendor accountable and requiring complete transparency. The more transparent the vendor is, the higher the confidence you should have in their ability to perform.

At Amerit, we believe in tracking, measuring and monitoring everything we do. Our client data portal, FleetCommand, offers real-time dashboards and reports of all of our actions, findings, transactions and more.



# 4.



## **Look for a business partner, not just a vendor.**

Does the maintenance company understand your industry and how streamlining maintenance operations can directly affect your profitability? Do they think strategically for both short and long term goals? Do you have a dedicated Account Manager who is the single point of contact for all your needs?

When selecting a single source supplier, you want a true partner and ally, one that is committed to spotting trends, finding ways to increase your fleet's uptime and actively embraces your shifting needs and objectives.





5.

**Finally, focus on areas of potential risk of failure.**

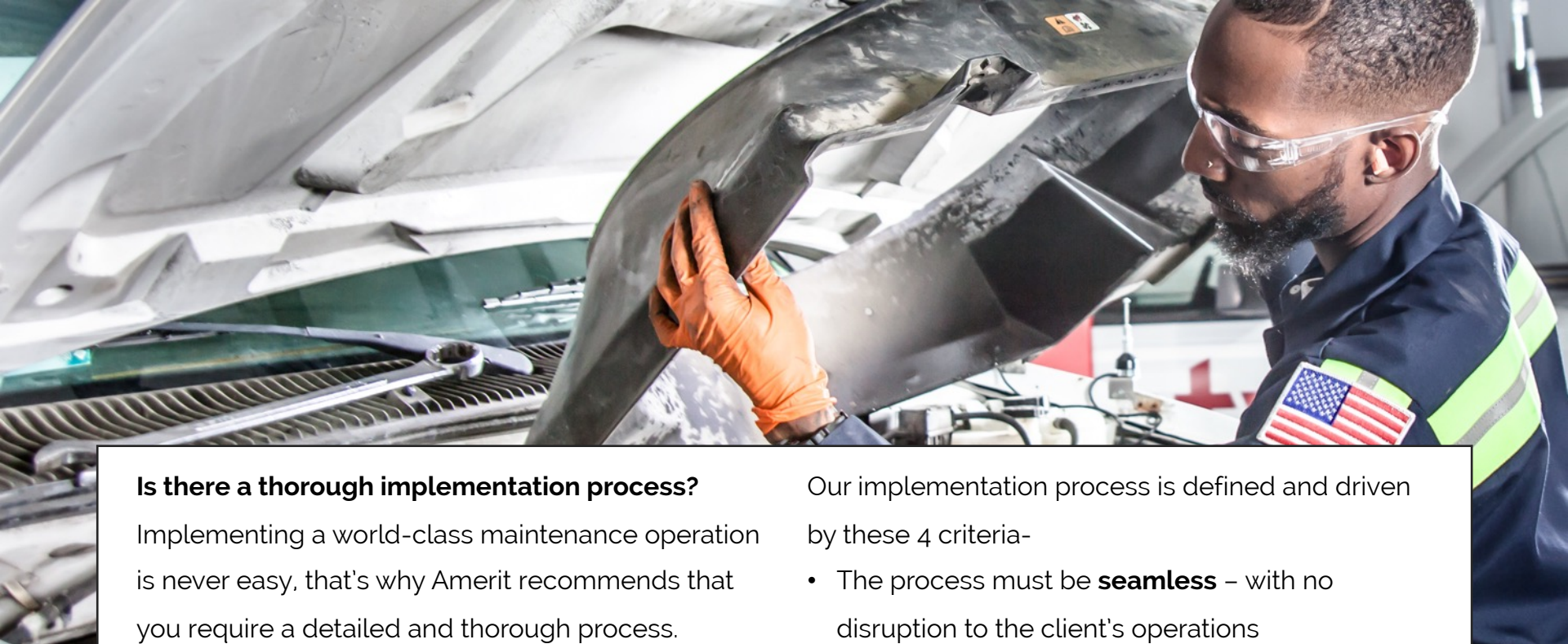
When selecting a vendor, ask yourself "what is going to cause this vendor to fail?"

**Ability to hire technicians**

For a large, national fleet, consolidation means streamlining operations quickly and having the ability to scale up or down in large volume. A

company with a track record of having the ability to scale up quickly with multiple technicians is a must.

Having an inhouse recruiting arm creates focused dedication to the hiring requirements of each client. Amerit boasts a strong history of hiring hundreds of technicians for our national, marquis clients through our team of in-house recruiters.



### Is there a thorough implementation process?

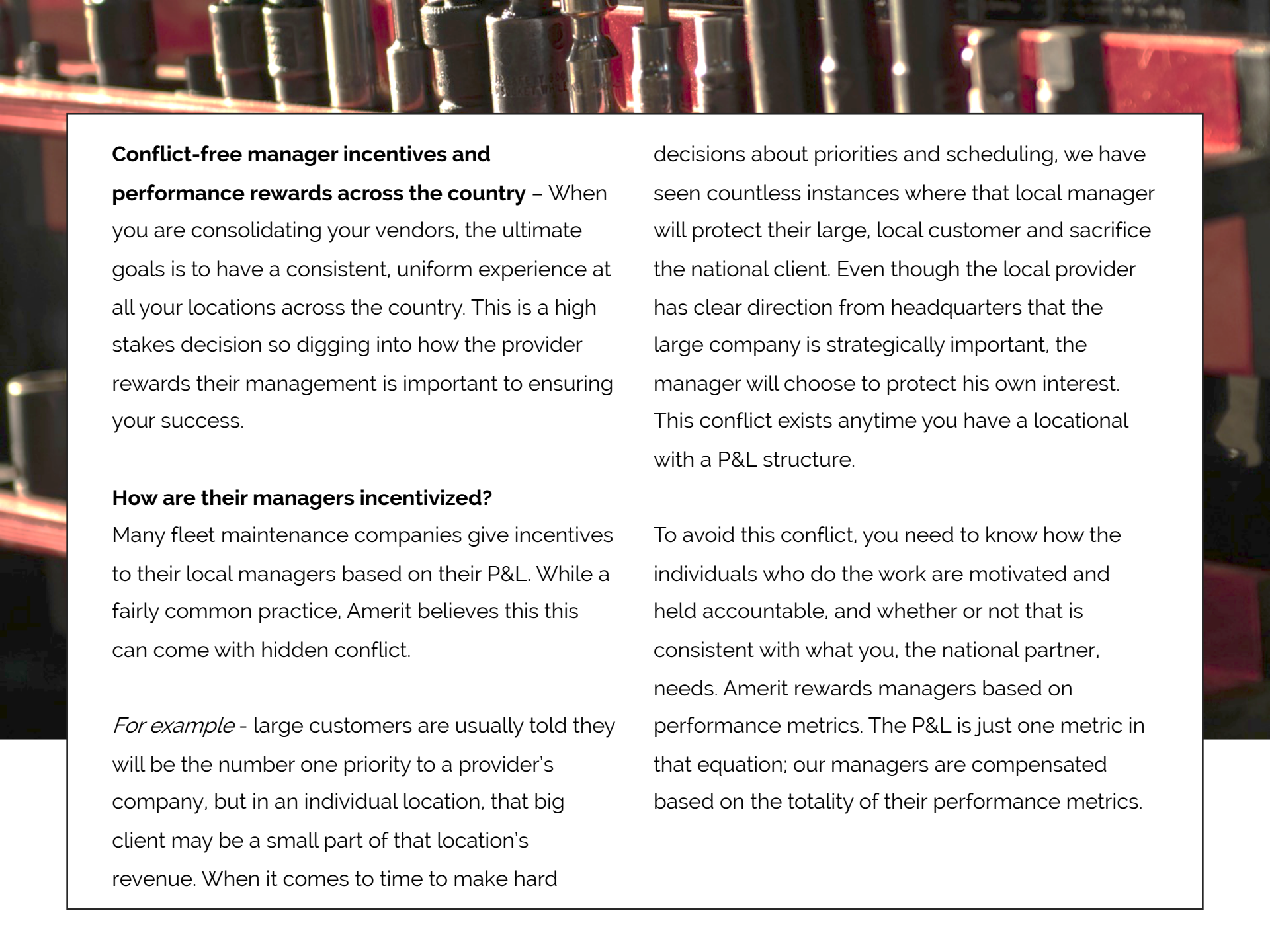
Implementing a world-class maintenance operation is never easy, that's why Amerit recommends that you require a detailed and thorough process.

Amerit's New Business Integration team includes a large, cross functional team of experts from each area of our company. The strength of these individuals is heightened when they come together as a team, governing not only their area of expertise but safeguarding the interactions of all facets of the program.

Our implementation process is defined and driven by these 4 criteria-

- The process must be **seamless** – with no disruption to the client's operations
- Must **minimize risk** – HR risk, safety risk, and mitigate workforce turnover
- Must be **fast** – enabling maintenance services to be fully operational in the least amount of time
- Must conclude with a **playbook**- a living document that governs all processes, expectations, targets and goals, the Playbook is printed, bound and delivered to each location and client contact, eliminating confusion and ensuring quality and transparency.





**Conflict-free manager incentives and performance rewards across the country** – When you are consolidating your vendors, the ultimate goal is to have a consistent, uniform experience at all your locations across the country. This is a high stakes decision so digging into how the provider rewards their management is important to ensuring your success.

**How are their managers incentivized?**

Many fleet maintenance companies give incentives to their local managers based on their P&L. While a fairly common practice, Amerit believes this this can come with hidden conflict.

*For example* - large customers are usually told they will be the number one priority to a provider's company, but in an individual location, that big client may be a small part of that location's revenue. When it comes to time to make hard

decisions about priorities and scheduling, we have seen countless instances where that local manager will protect their large, local customer and sacrifice the national client. Even though the local provider has clear direction from headquarters that the large company is strategically important, the manager will choose to protect his own interest. This conflict exists anytime you have a locational with a P&L structure.

To avoid this conflict, you need to know how the individuals who do the work are motivated and held accountable, and whether or not that is consistent with what you, the national partner, needs. Amerit rewards managers based on performance metrics. The P&L is just one metric in that equation; our managers are compensated based on the totality of their performance metrics.

## Up-Front Research Helps Guarantee Success

The task of consolidating maintenance vendors is a huge step that has the potential to increase your fleet's up time and cost savings dramatically. Breaking down the risk and making smart, informed decisions on how to commence will set you up for success.

"We depend on Amerit with our very livelihood. There are no off days for us. We operate all day, everyday; no downtime!"

*Regional Director of Fleet Operations*

### About Us.

At Amerit, we have built our reputation of being the country's most dependable, trustworthy and hard-working partner through our singular focus on doing one thing, and doing it better than anyone else- Fleet Maintenance and Repair Services.

Our renowned responsiveness, professionalism and customized service programs are fueled by our core values of partnership and integrity, coupled with our unrelenting drive to do whatever it takes to keep our clients' fleets rolling.

With over 150,000 assets under contract and more than 1,800 highly skilled technicians and managers providing services at over 800 locations nationwide, Amerit Fleet Solutions is the go-to provider for the most complex and demanding fleets across the country, providing improved uptime, reliability and peace-of-mind.

Call or visit us today:  
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[www.ameritfleetsolutions.com](http://www.ameritfleetsolutions.com)



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