WHERE THE GLOBAL FLEET COMMUNITY CONNECTS

JUNE 4-6, 2019

HILTON MIAMI DOWNTOWN
MIAMI, FL
Case Study: PepsiCo – Implementing a Strategic Technology Initiative to Achieve Global Fleet Sustainability Goals

Bob Zimmer
Technology Sustainability Manager
PepsiCo
Telematics Strategy

How PepsiCo managed the cultural, and implementation challenges in deploying telematics extensively in USA, LatAm, and Europe
Frito-Lay / Pepsi North American Fleet

- 17,500 Trailers
- 11,100 Tractors
- 8,300 Service/Support Vehicles
- 12,300 Vans
- 3,500 Straight Trucks
- 350 Yard Tractors
- 70,000+ Assets
- 4,200 Company Cars
- 13,200 Material Handling

70,000+ Assets
Frito-Lay / Pepsi North American Fleet

- 17,500 Trailers
- 11,100 Tractors
- 12,300 Vans
- 3,500 Straight Trucks
- 8,300 Service/Support Vehicles
- 350 Yard Tractors
- 70,000+ Assets
- 4,200 Company Cars
- 13,200 Material Handling
Bob’s Background

- **34 Years Fleet Experience** - UPS, General Motors, Firestone, Wheels, Donlen/Hertz, Frito-Lay, PepsiCo, PepsiCo Global
- **Degree** - Applied Sciences - Automotive Technology - Triton College
- **National Institute for Automotive Service Excellence (A.S.E.) Multi-Master Certified** – Since 1989
- **World Class Master Technician Certification** (1 of 1800 Globally)
- **6 Current A.S.E. Master Certifications**
- **General Motors A.S.E.P. Graduate**
- **Dealership Technician** – Pontiac, Cadillac, GMC
- **Truck Marketing Institute Level 5 Certified**
- **Graduate** – Lincoln Technical College
Accomplishments

• Co-Designed and Deployed Global Telematics Strategy for PepsiCo
• Managed National Tractor Telematics Retrofit – Frito-Lay U.S. – 1,300+ Vehicles
• Managed National Trailer Retrofit – Frito-Lay U.S. – 5,000+ Vehicles
• Managed National Telematics Retrofit – PepsiCo U.S. – 16,000+ Vehicles
• Managed National Telematics Retrofit – Frito-Lay U.S. – 16,000+ Vehicles
• Managed SAAS Migration – Frito-Lay U.S. Telematics Platform
• Managed SAAS Migration – Frito-Lay U.S. EAM System
• Co-Designed and Architected SAAS EAM Sustainable Data Delivery System – Frito-Lay U.S.
• Managed Global Telematics Retrofit – PepsiCo Global - 70,000+ Vehicles
• Managed Global Telematics Installation Technician Training (17 Countries)
• Designed and Developed Sustainable Automated Reporting – PepsiCo U.S. Fleet
• Designed and Managed Technician Diagnostic Tool Strategy – Frito-Lay U.S.
• Designed and Deployed Advanced Data Analytics Warehouse – Frito-Lay U.S.
• Co-Designed and Architected Sustainable Automated Data Delivery System – Donlen/Hertz
Business Case for Telematics

Safety
“Across some PepsiCo markets, we have seen a 90% reduction in collisions in vehicles using telematics as part of their fleet safety program. When combined with coaching and feedback, telematics help our drivers become defensive drivers, making them safer on the roads in the communities where we operate, and returning our valued colleagues home to their loved ones each day.” – PepsiCo Vice-President of Environment, Health and Safety

Fleet
“PBC reduced vehicle idling by over 30% by utilizing GPS and its reporting, which supported fuel reduction and improved MPG in our trucks.” – Supply Chain Fleet Senior Director, PepsiCo Bottling Group

“Telematics has provided Frito-Lay fleet leaders insights to better control fuel costs. Gallons are reduced through idle reduction, MPG improvements, and route efficiency. Telematics enables productivity across Fleet Operations through better reliability, sustainability and maintenance optimization.” – Supply Chain Fleet Senior Director, Frito-Lay North America

Productivity
“By measuring adherence, we have improved working hours efficiency and reduced fuel usage by 20%. In addition to fuel efficiency, we improved visit performance and invoice success indirectly.” – Director, Sales Systems and Technology, PepsiCo Turkey

Compliance
“Comparing GPS data to engineered route miles is an excellent tool to manage route efficiency and improve customer service.” – Director, Global Go To Market Systems Capability PepsiCo
Safety Business Case

Accident Re-creation

Theft Deterrent & Recovery

Safety Behavior

Engine Status Report

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<th>Date</th>
<th>Time</th>
<th>Description</th>
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<tbody>
<tr>
<td>Aug 10, 2011</td>
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<tr>
<td>Aug 10, 2011</td>
<td>7:15 AM</td>
<td>Acceleration rate is slow</td>
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Revised Aug 12, 2011
Fleet Business Case

Asset Reliability

Maintenance Optimization
SE Region SOPS 2014-15 Breakdown Trend

Telematics Data Communicated to Technicians

60% Reduction in Breakdowns

Idle Reduction

Out of Route Miles

Saved $1.9M

"Avg assumed price: $3.80/gal"
Productivity Business Case

**Route Efficiency**
- Inefficient route
- Optimized route

**Asset Management**
- Asset location
- On job or breakdowns

**Missed/Unexpected Stops**

<table>
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<th>Time</th>
<th>Location</th>
<th>Description</th>
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<td>Tuesday, June 24, 2014</td>
<td>10:15</td>
<td>Spark Electrical</td>
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<td>Tuesday, June 24, 2014</td>
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<td>Joe's Electrics</td>
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<tr>
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<td>Unexpected stop</td>
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<td>Tuesday, June 24, 2014</td>
<td>14:15</td>
<td>Unexpected stop</td>
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Compliance Business Case

**Hours Worked**

**Mileage Tracking**

**Government Reporting**

**Fleet Name**

Last 3 Months Mileage Trend

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<tr>
<th>From</th>
<th>Distance Unit</th>
<th>Speed Unit</th>
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<tr>
<td>Nov 01, 2013</td>
<td>miles</td>
<td>mph</td>
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<td>Jan 31, 2014</td>
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<table>
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<tr>
<th>Month</th>
<th>Distance Driven</th>
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<tr>
<td>November 2013</td>
<td>5623</td>
</tr>
<tr>
<td>December 2013</td>
<td>3476</td>
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<tr>
<td>January 2014</td>
<td>5698</td>
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| Grand Total   | 14794           

**Government Reporting**

- Ohio grant miles reporting
- Fuel tax miles reporting
**Types of Telematics**

**Hard Wired**
For use in vehicles without a computer controlled engine

**FEATURES**
- Accelerometer
- Idle
- Distance
- GPS Data
- Charging System Health
- Odometer – (GPS Based)
- IOX - Driver ID – Key Fob

**Computer Connected**
For use in vehicles with a computer controlled engine

**FEATURES**
- Accelerometer
- Idle
- Distance
- GPS Data
- Charging System Health
- Odometer – (ECM Based)
- IOX-Driver ID-Key Fob
- MPG - Fuel Data
- Engine Fault Codes
- Engine Measurements
- Engine Diagnostics
- Detailed Voltage Monitoring

**Ruggedized**
For use in non-cab applications such as motorcycles, trailers

**FEATURES**
- Accelerometer
- Idle
- Distance
- GPS Data
- Charging System Health
- Odometer – (ECM or GPS Based)
- MPG - Fuel Data
- Engine Fault Codes
- Engine Measurements
- Engine Diagnostics
- Detailed Voltage Monitoring
- IOX-Driver ID-Key Fob
- Weatherproof - Ruggedized Casing
# Types of Telematics

<table>
<thead>
<tr>
<th>SAFETY</th>
<th>Hard Wired</th>
<th>Computer Connected</th>
<th>Ruggedized</th>
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<tbody>
<tr>
<td>Theft Deterrent</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Stolen Vehicle Recovery</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Instant Accident Notifications</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Posted vs. Actual Road Speed</td>
<td>✓</td>
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<td>✓</td>
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<tr>
<td>Reinforce Company Safety Policies</td>
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<tr>
<td>Risk and Safety Reporting</td>
<td>✓</td>
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<tr>
<td>Speed Monitoring</td>
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<td>Braking Habits</td>
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<td>✓</td>
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<td>Over Acceleration</td>
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<td>After Hours Use</td>
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<tr>
<td>Sharp Cornering</td>
<td>✓</td>
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<td>✓</td>
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<tr>
<td>In-vehicle Coaching in Real-Time</td>
<td>✓</td>
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<td>✓</td>
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<tr>
<td>Reverse Sensing</td>
<td>✓</td>
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<th>FLEET</th>
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<td>GPS Based Fuel Consumption Tracking</td>
<td>✓</td>
<td>✓</td>
<td>X</td>
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<tr>
<td>ECM/GPS Based Fuel Consumption Tracking</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Detect Charging System Issues in Advance</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Detect Engine Issues in Advance</td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td>Idle Tracking</td>
<td>✓</td>
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<table>
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<tr>
<th>PRODUCTIVITY</th>
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<tbody>
<tr>
<td>Route Optimization</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Match Drivers with Vehicles Using NFC</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Send Routes and View Drivers Statuses</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Create Any Number of Custom Rules</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Detailed and Accurate Trip Recording</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Trip and Activity Management</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Real-time Tracking on a Map</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>COMPLIANCE</th>
<th>Hard Wired</th>
<th>Computer Connected</th>
<th>Ruggedized</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driver Vehicle Inspection Reporting</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Hours Working</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>International Fuel Tax Agreement Reporting</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>GPS Based Odometer Reporting</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>ECM Based Odometer Reporting</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
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## PepsiCo Commercial Vehicle Safety

<table>
<thead>
<tr>
<th>Global Telematics Safety Requirements</th>
<th>All Preferred Products</th>
<th>Non-Preferred Products</th>
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<tbody>
<tr>
<td>Speed Monitoring</td>
<td>✓</td>
<td>?</td>
</tr>
<tr>
<td>Use of Accelerator</td>
<td>✓</td>
<td>?</td>
</tr>
<tr>
<td>Use of Brake</td>
<td>✓</td>
<td>?</td>
</tr>
<tr>
<td>Use of Lights, Indicators, Turn Signals</td>
<td>✓</td>
<td>?</td>
</tr>
<tr>
<td>Seat Belt Use</td>
<td>✓</td>
<td>?</td>
</tr>
<tr>
<td>Backing Camera and/or Reversing Alarm</td>
<td>✓</td>
<td>?</td>
</tr>
<tr>
<td>Driver Vehicle Matching</td>
<td>✓</td>
<td>?</td>
</tr>
</tbody>
</table>
Deployment: Base Mode vs Pro Mode

**Base Mode**
Deploy when:
Strategy is only asset tracking and idle reduction

**Base Mode monitors:**
- Instant GPS
- Driver Speed
- Idle Time (Location & Stop)
- Create, Edit, Import Zones
- Maps (Aerial, Bing, Google)
- Web-based Dashboard Reports (SaaS)
- In-reverse Monitoring
- Create Driver Rules with Email Alerts
- Hybrid & Electric Vehicle Compatibility

**Pro Mode**
Deploy or upgrade when:
Strategy is to implement additional safety and productivity initiatives in addition to base mode

**Pro Mode monitors:**
All Base Mode functions plus:
- Accelerometer Data (Accident Detection & Notifications)
- Audible Alerts (Harsh Braking, Sharp Turning, Over Acceleration)
- Maintenance Reminders (Based on Engine Data)
- Maintenance Reminders (Based on Time/Distance)
- Audible Alerts (Idling & Speeding)
- Trending Reports
- Audible Alerts (Idling & Speeding)
- Maintenance Reminders (Based on Time/Distance)
- Web-based Dashboard Reports (SaaS)
- Create Driver Rules with Email Alerts
- Hybrid & Electric Vehicle Compatibility
- In-reverse Monitoring

**Don’t pay for features you won’t use yet**

To upgrade, simply call Telematics Supplier to request an over-the-air upgrade to Pro Mode

Fault Data
IFTA Recording
IFTA Purpose Reports
Editable Reporting
CO2, Fuel, Miles
Vehicle Breakdown Notifications
PepsiCo Global Telematics Supplier

Global Contract Completed

Global Pricing Agreement in Place

OPTION 1:
Hardware Purchase Capitalized
+ Monthly Fee Includes Data and Support

OPTION 2:
No Hardware Purchase Up Front
+ Monthly Fee Includes Hardware, Data and Support

Globally Structured, Implement Locally

Steps to Implement

1 2 3 4 5 6
Global Telematics Supplier - Tested, Proven, Expanding

North America
367,907 units

Latin America
2,383 units

Europe
4,289 units

Africa
60,538 units

Australia
14,711 units

TOP 10 CUSTOMERS
- PepsiCo
- UPS
- Enterprise
- Advanced Auto Parts
- Orkin
- Autozone
- Safelite Auto Glass
- Purolator
- Entergy
- BP Oil and Gas
# Telematics Supplier Country Readiness

<table>
<thead>
<tr>
<th>Ready Now</th>
<th>Ready In &lt;18 Months</th>
<th>Ready In 18+ Months</th>
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<tbody>
<tr>
<td>Australia</td>
<td>Greece</td>
<td>Slovakia</td>
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<td>Austria</td>
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# Implementation Steps

## Step 1: Readiness Assessment
- Business team approval
- HR approval
- Legal approval
- Assign project lead
- Funding approval

## Step 2: Contact Telematics Supplier
- 1-800-xxx-xxxx
- Telematics Supplier assigns rep
- Complete fleet assessment

## Step 3: Install Telematics Hardware
- Evaluate needs
- Order
- Ship
- Install
  - PepsiCo or 3rd Party maintenance provider

## Step 4: Create Baseline
- Run system for 90 days
- Ensure accuracy

## Step 5: PepsiCo Tracking Requirements
- **Priority**
  - Hard braking
  - Rapid acceleration
  - Backing activity
- **Preferred**
  - Fuel economy
  - Asset utilization
  - Hours working
  - Speeding
  - Seat belt usage
  - Vehicle condition reporting

## Step 6: Country Leverage
- Choose additional productivity focus areas specific to country needs:
  - Accident reduction
  - Idle reduction
  - Reliability
  - Out of route miles
  - Fuel tax reporting
  - Preventive maintenance
  - Telematics Supplier to support and create scorecards
Installation Questions

Who?

Self Install Vs Vendor Install

Where?

On site, vs in shop

Billing?

Per Location Vs Per Install

Chain of Custody?

Who pays for lost hardware?

Guidelines?

Uniform, solid installation vs Random

Documentation?

Asset# & GPS Device Serial Number – To Scan or not to Scan
Installation

**Solid Mount**
Using zip ties and mounting bracket

**FEATURES**
- Securely holds device
- Additional device mounting location possibilities
- Tamper resistance

**Uniform Location**
Every installation is the same

**FEATURES**
- Ease of diagnosis/repair
- No guesswork
- Quick installation
- Solid, secure mounting

**Secure and Stable**
Trustworthy data and tamper resistant

**FEATURES**
- Accurate accelerometer data
- Out of sight installation
- Secured multiple ways
Questions
Implementation Steps - Detailed

Step 1 - Readiness Assessment

**Business team approval**
Obtain business team alignment on the project including top down support cascading to local leadership.

**HR approval**
Obtain HR alignment on implementation of Telematics in the country/region to include specific disclosures such as vehicle labeling.

**Legal approval**
Obtain legal alignment on implementation of Telematics in the country/region.

**Assign project lead**
Business team identifies and assigns an internal project lead. Project Management and strong organizational skills are a requirement. Project lead will interface with Telematics Supplier directly and relay information to and from country/region fleet points.

**Funding approval**
Project lead will interface with Telematics Supplier to determine costs and then works with Business team to obtain funding approval.

Step 2 - Contact Telematics Supplier

**1-800-xxx-xxxx**
Project Lead will contact Telematics Supplier. Dedicated Telematics Supplier contact number will be available, country/region specific language support will be provided by Telematics Supplier.

**Telematics Supplier assigns rep**
Telematics Supplier will assign a country/region specific project manager.

**Complete fleet assessment**
Project Lead provides Telematics Supplier with country/region specific Fleet details including asset listing, vehicle identification numbers, and current known location of fleet assets.
Implementation Steps - Detailed

Step 3 - Install Telematics Hardware
Evaluate needs
Project Lead provides Telematics Supplier with country/region specific Fleet needs based on asset mix and locations. Project Lead also provides locations of in-house technicians, if applicable, to facilitate installations. Telematics Supplier will determine country/region specific hardware and communication requirements. Hardware configurations will be based on Fleet Assessment data. *Alternate IOX add on’s are available in addition to the Base configurations as needed.

Base Hardware Configurations:

Order
Telematics Supplier facilitates order for hardware.

Ship
Telematics Supplier builds, packs, and ships hardware to the location assigned by Telematics Supplier for installation.

Install (PEP or 3rd Party maintenance provider)
Project Lead coordinates with Telematics Supplier to arrange in-house installation or arranges asset availability for 3rd party installation. Telematics Supplier coordinates training for technicians / 3rd party maintenance provider to insure proper, uniform and timely installations.

Step 4 - Create Baseline
Run system for 90 days
Post installation and pre productivity tactic execution, Project Lead will allow the assets to run their routes normally in order to obtain a baseline dataset for use in score carding tactic effectiveness.

Ensure accuracy
Telematics Supplier monitors incoming data from devices and identifies any data anomalies and reporting exceptions. Telematics Supplier corrects any non or mis-reporting device issues. Telematics Supplier works with installers to correct any hardware related issues.
Implementation Steps - Detailed

**Step 5 - PepsiCo Global Tracking Requirements**

**Priority**
- Hard braking
- Rapid acceleration
- Backing activity
- Speeding
- Seat belt usage

**Preferred**
- Fuel economy
- Asset utilization
- Hours working
- Vehicle condition report inspection

**Step 6 - Country Leverage**

*Choose additional productivity focus areas specific to country needs, such as:*
- Safety: Accident reduction, Backing first reduction, Aggressive driving reduction
- Fleet: Idle reduction, MPG improvement
- Productivity: Reliability improvement, Breakdown reduction, Improved vehicle uptime, No-start reduction
- Compliance: International Fuel Tax Agreement reporting improvement, Hours working reporting improvement, Out of route miles reduction, Miles reduction overall, PM compliance improvement

**Leverage Telematics Supplier to support and create scorecards**
- Automated Telematics Supplier reporting and score carding. Custom development of scorecards.