

A Work Project, presented as part of the requirements for the Award of a Master Degree
in Management from the NOVA – School of Business and Economics

“SWIMMING IN A LAKE OF SHARKS: EDP’S ELECTRIC MOBILITY OFFER
FOR THE B2B SEGMENT”

STP, PROCESS, PEOPLE

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Note: Given the nature of this work project, some of the following contents are common to the group report “SWIMMING IN A LAKE OF SHARKS: EDP’S ELECTRIC MOBILITY OFFER FOR THE B2B SEGMENT” and the individual report “SWIMMING IN A LAKE OF SHARKS: EDP’S ELECTRIC MOBILITY OFFER FOR THE B2B SEGMENT” - STP, PROCESS, PEOPLE.

1. Marketing Strategy

According to Sunil Gupta (2014), nowadays, more and more companies have already understood that there is heterogeneity in what concerns the customers' needs and preferences. In order to better define the different segments that can be found in the market and which ones to target, companies should carefully define their Segmentation, Targeting and Positioning (STP) marketing process (Gupta 2014).

1.1. Segmentation

The first step, segmentation, can be explained as the “separation of a heterogeneous group of customers with different needs into homogenous subgroups or segments of customers with similar needs and preferences” and the task of unveiling these segments belongs to companies (Gupta 2014). Moreover, each one of the segments should respond in a similar way to specific marketing strategies (Hutt and Speh 2007). According to the primary and the secondary research conducted, it can be said that in general, Portuguese companies are open towards electric mobility but they are still hesitant to electrify large parts of their fleets because of concerns regarding factors such as the Plug-in Electric Vehicles' (PEVs) prices and autonomy as well as the charging infrastructure. According to “firmographic” variables, the companies that are going to be addressed, for the purpose of this work project, are located in Portugal, are from all industries and are privately owned¹. Moreover, due to their different size, two other variables, behavioral and benefits sought, were used to segment the Business to Business (B2B) market for electric mobility. In the end, it was possible to identify three main segments in this market: large companies with a fleet, SMEs² with a fleet and SMEs without a fleet (See Appendix 1 and the Group Report, section 7.1.Segmentation).

¹ Publicly owned companies, municipalities and government are automatically excluded from the scope of the authors' business model development. As agreed with *EDP Comercial* only privately owned companies will be considered.

² Stands for small and medium-sized enterprises.

1.2. Targeting

The second step, targeting, consists on “evaluating the attractiveness of each market segment, selecting one or more segments to pursue, and then designing marketing programs to serve them” and should be the most profitable for the company in the long-term (Gupta 2014). In what regards the attractiveness of the defined segments, a similar score was obtained concerning their fit with the company (including its objectives, competencies and resources) and in what concerns the intensity of current and potential competitors. Furthermore, so that the most attractive segments could be chosen, four other dimensions related to the segments’ characteristics – Accessibility³, Expected Profitability⁴, Segment Size⁵ and Responsiveness⁶ – were rated using a scale from one to five (See Appendix 2). Large companies and SMEs with fleets are the chosen ones since they represent a higher level of attractiveness for *EDP Frota Verde*.

1.3. Positioning

The last step, positioning, according to Tybout and Calder (2010), refers to “the specific, intended meaning of the brand in the mind of the targeted customers”. A brand’s positioning can follow two approaches – the competition-based and the customer-based. The first one is used to identify which brands’ attributes are similar to its competitors and which are better and is vital when a new brand is entering the market while the second one is used “to enrich and deepen a brand’s position by situating it in customers’ lives” (Tybout and Calder 2010). As *EDP Frota Verde* is a new brand, the competition-based perspective is going to be used. Firstly, it is necessary to establish a category membership by identifying points of parity, features a brand should have in order to belong to a certain

³According to Hutt and Speh (2013), accessibility refers to “the degree to which the firm can effectively focus its marketing efforts on chosen segments”.

⁴According to Gupta (2014), it is necessary to infer if the chosen segments will be profitable.

⁵According to Gupta (2014), it is necessary to infer how large is a certain segment is.

⁶According to Hutt and Speh (2013), responsiveness refers to “the degree to which segments respond differently to different marketing mix elements, such as pricing or product features”.

category, and translated it into a frame of reference so that customers may acknowledge what the brand is used for (Tybout and Calder 2010). *EDP Frota Verde* is going to be defined as a brand of electric mobility solutions for businesses reflecting a sub-category for the category of mobility solutions for businesses. Secondly, the points of difference (PODs), brand's distinctive strengths that provide an insight on customers' motivations and that are highly valued by them, should be selected (Tybout and Calder 2010). For *EDP Frota Verde*, the main positioning challenge was to define which PODs to choose from the several that could be mentioned. However, based on the research conducted, it was possible to define a resonating focus value proposition, meaning that only the benefits that matter the most to each one of the targets will be stated (Anderson, Narus and Rossum 2006). Furthermore, since the defined compelling value proposition mainly presents the offering's benefits (instead of only product/service's features), a reason to believe should be provided so that customers can believe the benefits claimed (Tybout and Calder 2010). The offering's value proposition should be summarized in a positioning statement (Tybout and Calder 2010). In order to address this last step, two positioning statements, one for each target, were developed (See Appendix 3 and the Group Report, section 7.3.Positioning). Moreover, a positioning map was created to compare *EDP Frota Verde* with its competitors regarding key aspects of its offer - the level of expertise and the offer of a one-stop shopping or unbundled services (Wirtz and Lovelock 2016). *EDP Frota Verde* is definitely positioned in a distinctive place related to its main competitors, mainly due to the one-stop shopping solution it provides (Appendix 4).

2. Services Mix

2.1. Process

Processes can be defined as the architecture of services since they “describe the method and sequence in which service operating systems work, specify how they link together to

create the value proposition promised to the customers” (Wirtz and Lovelock 2016). Therefore, it can be said that the design of a service’s process is vital so that customers may have the experience they are looking for (Wirtz and Lovelock 2016). If poorly designed, service processes can generate ineffective service delivery and lead to unsatisfied customers as well as damage frontline employees’ productivity and cause failures (Wirtz and Lovelock 2016). In what concerns the design of *EDP Frota Verde’s* processes, both a flowchart and a blueprint were developed.

2.1.1. Process Design

2.1.1.1. *EDP Frota Verde* Flowchart

A flowchart can be defined as a quicker and easier tool used to describe the steps completed by a customer when it uses a certain service thus providing a completed overview of the customers’ service experience (Wirtz and Lovelock 2016). Moreover, flowcharts allow to collect insights about a service’s nature (Wirtz and Lovelock 2016). Although *EDP Frota Verde* addresses two different targets, only one flowchart was developed. The steps that each target will need to follow are similar being the main difference the sales people dedicated to each target. Due to *EDP Frota Verde’s* offering, three different flowcharts (Acquisition, Contract Breaches and Contract Renewals) were developed (See Appendix 5, for the flowcharts schematic and the Group Report, section 9.5.1.*EDP Frota Verde* Flowchart, for the flowcharts’ main description).

2.1.1.2. *EDP Frota Verde* Blueprint

A service blueprint can be defined as a more complex and detailed tool used to describe the customers’ experience which includes all the visible (Front-stage) and invisible (Back-stage) steps for them. Furthermore, it should identify potential fail points, steps where there is a higher risk of service’s failure, and steps in which the customers may wait an excessive time (Wirtz and Lovelock 2016). Additionally, a blueprint is used to create a

common perspective that can be easily understood by the different departments involved in a service (Wirtz and Lovelock 2016). Once more, only one blueprint was built for both targets with the already mentioned difference (See Appendix 6).

2.1.2. Service Excellence Framework

According to Frei (2008) and Frei and Morriss (2012), in order for a service business to achieve excellence, managers need to figure out how to effectively integrate into their business the following vital four elements: the offering, the funding mechanism, the customer management system and the employee management system.

2.1.2.1. The Offering

In order to achieve service excellence, it is fundamental that a service business meets the needs of a certain group of customers focusing not only on the experience that customers want to have but also figuring out which are the most valued attributes for the customer operating system. Focusing on those (since it is almost impossible and highly costly to achieve success in all) is one of the keys to achieve service excellence – “Service excellence can be defined as what a business chooses not to do well” (Frei 2008).

While designing *EDP Frota Verde*'s offering, two attribute maps were created, one for each target, in order to compare how *EDP Frota Verde* and its competitors perform in the attributes that are most valued by customers (Frei and Morriss 2012). As there is not a true competition for *EDP Frota Verde*, in some dimensions, it was necessary to compare its offering with competitors that offer separated services (like PEVs or chargers). It can be concluded that for both targets, *EDP Frota Verde* excels in convenience (due to the one-stop shopping solution) and cost savings. For large companies, it is more important to have a turnkey solution and on the other hand, for SMEs, the unbundled services are vital. Additionally, it can also be concluded that *EDP Frota Verde* underperforms in the fast acquisition process dimension which is the least valued attribute by both targets (See

Appendix 7 and the Group Report, section 9.5.2. *EDP Frota Verde* Blueprint and Main Attributes).

2.1.2.2. The Funding Mechanism

Both managers and customers agree “that there is no such thing as a free lunch” and the services’ excellence has a cost that needs to be paid (Frei 2008). For that matter, there are four main funding mechanisms that can be used: (1) Charge customers extra for it – in a palatable way, (2) Make cost reductions that also improve service, (3) Make service improvements that also reduce costs and (4) Get customers to do the work for you. In what concerns *EDP Frota Verde’s* offering, mainly the first and the last option can be applied. *EDP Frota Verde* customers have the option of buying the products and requesting complementary services or simply renting it (See Group Report, section 9.2.2.Price Setting). Although the renting option requires an extra 11% margin comparing with the buying option, customers can easily accept it because it implies no hassle and time savings. Additionally, if already having an account on the Save to Compete (S2C) platform, and if they feel they already have all the necessary information about *EDP Frota Verde’s* offering, customers can use this self-service technology in order to fill in the detailed questionnaire (Appendix 8) that *EDP Frota Verde’s* team will need in order to create the first consultancy’s proposal. By using the platform without the need for any help of employees, customers are saving employees’ time and consequently savings costs to the company. Besides, successful cases are being used by *EDP Comercial* for the services it already provides and the same format will be kept for *EDP Frota Verde*. Customers are a powerful tool to push other customers and if the service is successfully delivered, the satisfied ones may unveil it to others, once again making customers to work for free (Frei and Morriss 2012).

2.1.2.3. The Employee Management System

As stated by Frei (2008), “companies often live or die on the quality of their workforces”. For service businesses, this fact assumes even a greater importance because there are a higher number of interactions with the customers. For that matter, it is vital to carefully choose the employees that will deliver the service keeping in mind that “in a service model that works, employees are reasonably able and reasonably motivated to achieve excellence” (Frei and Morriss 2012). This process starts at the recruiting and selection processes, training, and in defining the most adequate job design which will provide the tools to make employees able. Afterwards, it is crucial to keep employees motivated, reason why performance management systems assume a fundamental role. To combine and properly align all these steps provides the foundation to create an employee management system that set them up for success. This topic will be further detailed in section 2.2. People of this report.

2.1.2.4. The Customer Management System

“In a service environment, employees aren’t the only people affecting the cost and quality of service delivered. The customers themselves can be involved in operational processes, sometimes to a very large extent, and their input influences their experiences (and often other customers’ too)” (Frei 2008). As described by Frei (2008), customers are very important for every service business and they can truly influence its success or failure, reason why it is also crucial to set them up for success by creating a coherent customer management system that should include the same phases already described for employees. In what concerns *EDP Frota Verde*, it can be said that customers are service co-creators having a moderate level of participation since they can be the ones initiating the service’s process and they provide the initial necessary inputs so that *EDP Frota Verde’s* team can create the optimal customized outcome for them (Wirtz

and Lovelock 2016). Moreover, in order for customers to know how to proceed, the rules need to be presented at the beginning of the service's contract. For instance, if any contract breach occurs regarding the chargers' renting, customers need to pay a sanction (See Group Report, section 9.2.2.2.Contract Breaches). On the other hand, customers can also be compensated because if, for instance, they decide to stay with *EDP Frota Verde* after the consulting project, ordering further products and/or services, they will get a discount (See Group Report, section 9.2.3.Pricing Menu and Quantity Discounts).

2.2. People

People are crucial in determining the success of a service business which involves all service players, including customers (as previously explained) (Wirtz and Lovelock 2016). According to Wirtz and Lovelock (2016), "frontline employees are a key input for delivering service excellence and competitive advantage" and there is no question that "the quality of a service firm's staff plays a crucial role in determining market success and financial performance". Moreover, by dictating if customers are properly served or not, employees truly constitute a source of loyal customers (Wirtz and Lovelock 2016).

In order to achieve the previously mentioned, the three steps of The Service Talent Cycle should be respected: Hire the Right People, Enable Your People and Motivate & Energize Your People (Wirtz and Lovelock 2016).

2.2.1. Hire the Right People

Hiring the most adequate employees for an organization and for a specific job position requires two main actions: to be the preferred employer in the market and to intensify the selection processes (Wirtz and Lovelock 2016). The most talented employees feel attracted by employers that are good to work for, present the best job offer in the market and act accordingly to their values (Wirtz and Lovelock 2016). Furthermore, when performing a selection process it is crucial to identify if the employee have the necessary

skill set and personality as well as if there is a good employee-brand fit (Wirtz and Lovelock 2016). As mentioned in the group report (section 9.7.1), *EDP Frota Verde's* offering requires a high level of expertise which implies a creation of a new team. This team, designated as expert team, will be composed by employees for whom the ideal profile involves an engineering background, previous working experience in a leasing company (or similar) that deals with PEVs, additional working experience with chargers and/or knowledge about the electric mobility market overall. The expert team will be working in *EDP Comercial's* services department for the B2B market, and the experts' main functions will include the analyses of the customers' needs, the creation of a tool in collaboration with the R&D department so that the most appropriate consultancy report for the customers can be created, the service's deliver and the provision of specific training to the sales team. For the first year of the project (2018), three experts will be hired, two more will join in 2019 and two more in 2024. A team leader, who should be a current employee of EDP with expertise in the B2B market and a consultancy background, will be responsible for supervising this team. The main functions of the team leader will focus on supervising and assisting the expert team's job and on decision making processes. Besides the creation of this new team, additional internal key account managers (KAM) (currently 12 and dedicated to large companies) and external dedicated account managers (currently 19 and dedicated to SMEs) will be recruited (See Appendix 9). The sales team will keep their functions of acquiring new customers and supporting their current ones in what regards electricity and gas but also in what specifically concerns *EDP Frota Verde's* offering. Furthermore, high quality suppliers will be subcontracted in order to provide both the chargers and the PEVs and the current outsourced call center used by *EDP Comercial* will also work for *EDP Frota Verde*.

2.2.2. Enable Your People

When managing employees, one of the most crucial activities to keep them up to the challenge is to provide them continuous training helping them achieving higher performance levels as well as accomplishing their task of providing an excellent service to customers (Wirtz and Lovelock 2016). This being said, and as mentioned in the group report (section 9.7.2), all *EDP Frota Verde*'s employees (except the outsourced ones) will need to complete 35 hours per year as a mandatory training requisite. The training should include specific topics such as: EDP's organizational culture, purpose and strategy as well as interpersonal and technical skills. Additionally, as *EDP Frota Verde* requires a high level of expertise and a whole new knowledge regarding the electric mobility market, training should be provided by the expert team to the sales team. Detailed information about the service should be given during a one day session, twice a year.

2.2.3. Motivate and Energize your People

Motivation is an indispensable tool to retain and to keep employees satisfied. In order to do so, a wide range of non-monetary and monetary rewards can be used (Wirtz and Lovelock 2016). As described in the group report (section 9.7.3), feedback and recognition should be given by a team leader on a regular basis so that employees feel supported and constantly improve the activities performed. Moreover, their job content should be designed in a satisfying way so that employees can feel that their job is meaningful and they truly have an impact on customers' lives. Furthermore, incentive systems based on performance should be used. For the expert team and the internal KAM, yearly performance bonuses (corresponding to half of their salary) will be given starting after six months of their hiring. In what regards the external dedicated account managers and the call center, as it concerns outsourced employees, the incentive system (if existent) should be designed and delivered by their correspondent companies.

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APPENDIX

STP, PROCESS, PEOPLE

Appendix 1 – B2B segments for electric mobility solutions

Large companies with a fleet: Large companies (generally more than 250 employees)¹ that have a fleet usually tend to have larger fleets than smaller companies. These companies often have higher energy consumption levels². Most frequently, this segment prefers to use operational leasing (typically 3 or 4-year contracts) as the main way of financing their fleet as they consider this the option with more business advantages. Given the forecasted evolution in the automotive market, large companies with a fleet are looking for a convenient solution which allows them to integrate PEVs in their fleet due to cost savings and the improvement of the company's image. Currently, some large companies already have PEVs in their fleets but they only account for a very small share of their total fleet. This type of companies is more pressured to comply with regulatory and social standards which may be an additional incentive to integrate PEVs in their fleets, and consequently, find an offering that provides them the best electric mobility solution.

SMEs with a fleet: Larger SMEs (usually more than 10 employees) that have a fleet tend to have smaller fleets when compared with large companies and thereby usually buy in smaller volumes. These companies often have lower energy consumption levels³. SMEs still continue to prefer to buy the vehicles for their fleet and still consider this being the option that can provide them more business advantages. Despite this fact, larger SMEs are already an emerging segment concerning the use of operational leasing and are becoming more aware of the financial advantages of this solution. Furthermore, they are constantly looking for ways to obtain cost savings and may carefully consider the integration of PEVs into their fleets as soon as they can truly see the benefits, mainly in fiscal terms.

SMEs without a fleet: Smaller SMEs (usually less than 10 employees) do not have the need or the financial availability to have their own fleet and, if needed, the employees' vehicles may be used. These companies often have lower energy consumption levels⁴.

¹As per the economic definition of SMEs and only considering the number of employees (COMPETE 2013). The same reference was applied to the three different segments.

²Often having installations connected to grids of *Média Tensão* (MT) or having an aggregate consumption higher than 3 GWh (According to *EDP Comercial*).

³ Often having installations connected to grids of *Baixa Tensão* with *Potência Contratada* superior to 41,4 kW (*Baixa Tensão Especial* (BTE)) or having an aggregate consumption between 200MWh and 3 GWh (ERSE 2017; According to *EDP Comercial*).

⁴Often having installations connected to grids of *Baixa Tensão* with *Potência Contratada* inferior or equal to 41,4kW (*Baixa Tensão Normal* (BTN)) or having an aggregate consumption lower than 200MWh (ERSE 2017; According to *EDP Comercial*).

SMEs without a fleet still consider it is more important to invest in other crucial areas of their business in order to allow it to grow and only in a later stage they may consider having a fleet. Cost savings are their main goal and environmental concerns are not yet an important factor to take into account when managing their business.

Source: Author's Own Creation according to Gupta (2014)

Appendix 2 – Target Market Selection

| TARGET MARKET SELECTION | S1 | S2 | S3 |
|-------------------------|--------------|--------------|--------------|
| Accessibility | 5,00 | 4,00 | 2,00 |
| Expected Profitability | 5,00 | 3,00 | 1,00 |
| Segment Size | 4,00 | 5,00 | 3,00 |
| Responsiveness | 4,00 | 4,00 | 1,00 |
| Company's Fit | 5,00 | 5,00 | 5,00 |
| Competition intensity | 3,00 | 3,00 | 3,00 |
| TOTAL | 26,00 | 24,00 | 15,00 |

S1 – Large companies with a fleet

S2 – SMEs with a fleet

S3 – SMEs without a fleet

Source: Author's Own Creation according to Gupta (2014) and Hutt and Speh (2013)

Appendix 3 – Positioning Statements for *EDP Frota Verde*

EDP Frota Verde – Large companies' positioning statement

To large companies that already have a fleet and want to electrify it (**Target**), *EDP Frota Verde* is a brand of electric mobility solutions for businesses (**Frame of Reference**) that offers a turnkey solution characterized by one-stop shopping and consulting services for finding the optimal charging solution given the electric installations and the corresponding PEVs while also improving the company's image and generating cost savings (**POD**) due to electric mobility and because it is provided by a brand of *EDP Comercial*, which is a well-established energy player in Portugal, with an expert team for electric mobility solutions for businesses (**Reason to Believe**).

EDP Frota Verde – SMEs’ positioning statement

To SMEs that already have a fleet and want to electrify it (**Target**), *EDP Frota Verde* is a brand of electric mobility solutions for businesses (**Frame of Reference**) that offers a convenient tailor-made service menu, ongoing support during the entire process and costs savings (**POD**) due to electric mobility and because it is provided by a brand of *EDP Comercial*, which is a well-established energy player in Portugal, with dedicated sales people and an expert team for electric mobility solutions for businesses (**Reason to Believe**).

Source: Author’s Own Creation according to Tybout and Calder (2010)

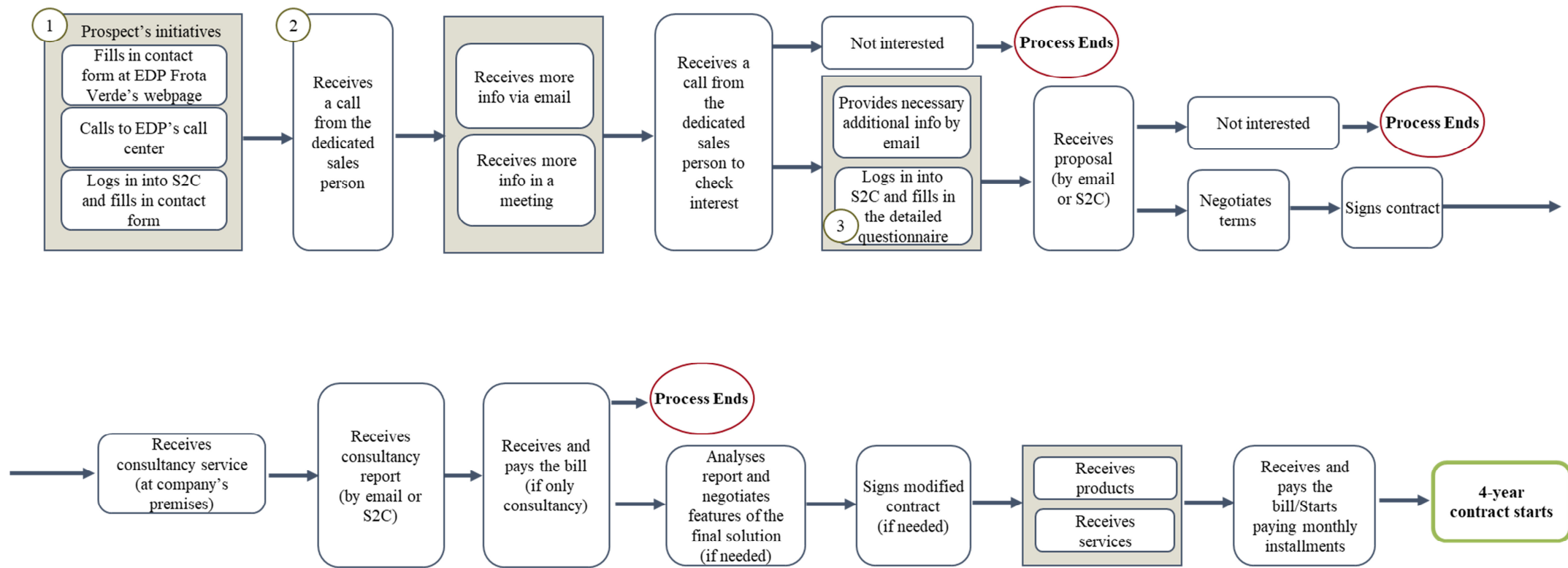
Appendix 4 – Positioning Map



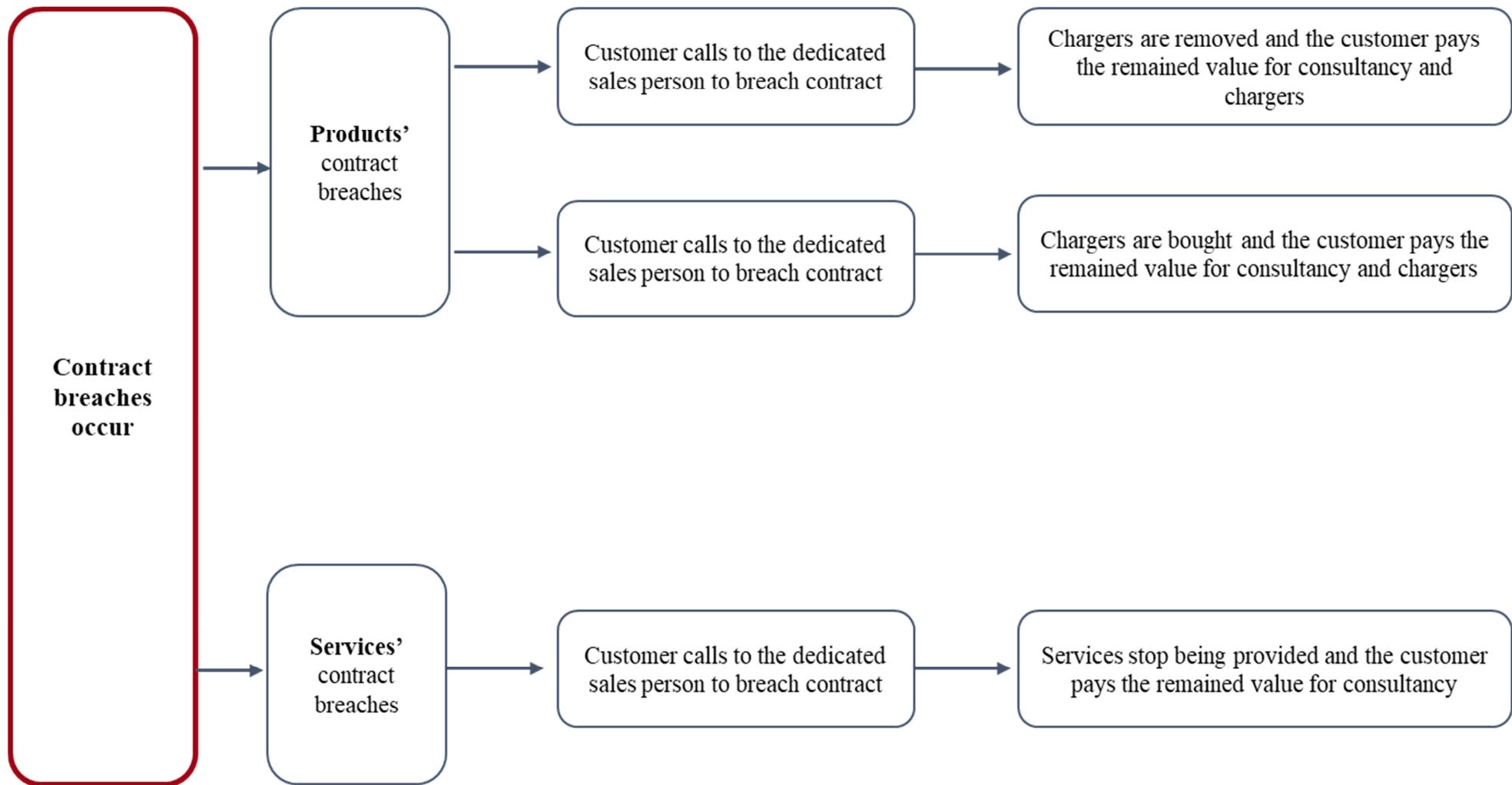
Source: Author’s Own Creation according to Wirtz and Lovelock (2016)

Appendix 5 – EDP Frota Verde's Flowcharts

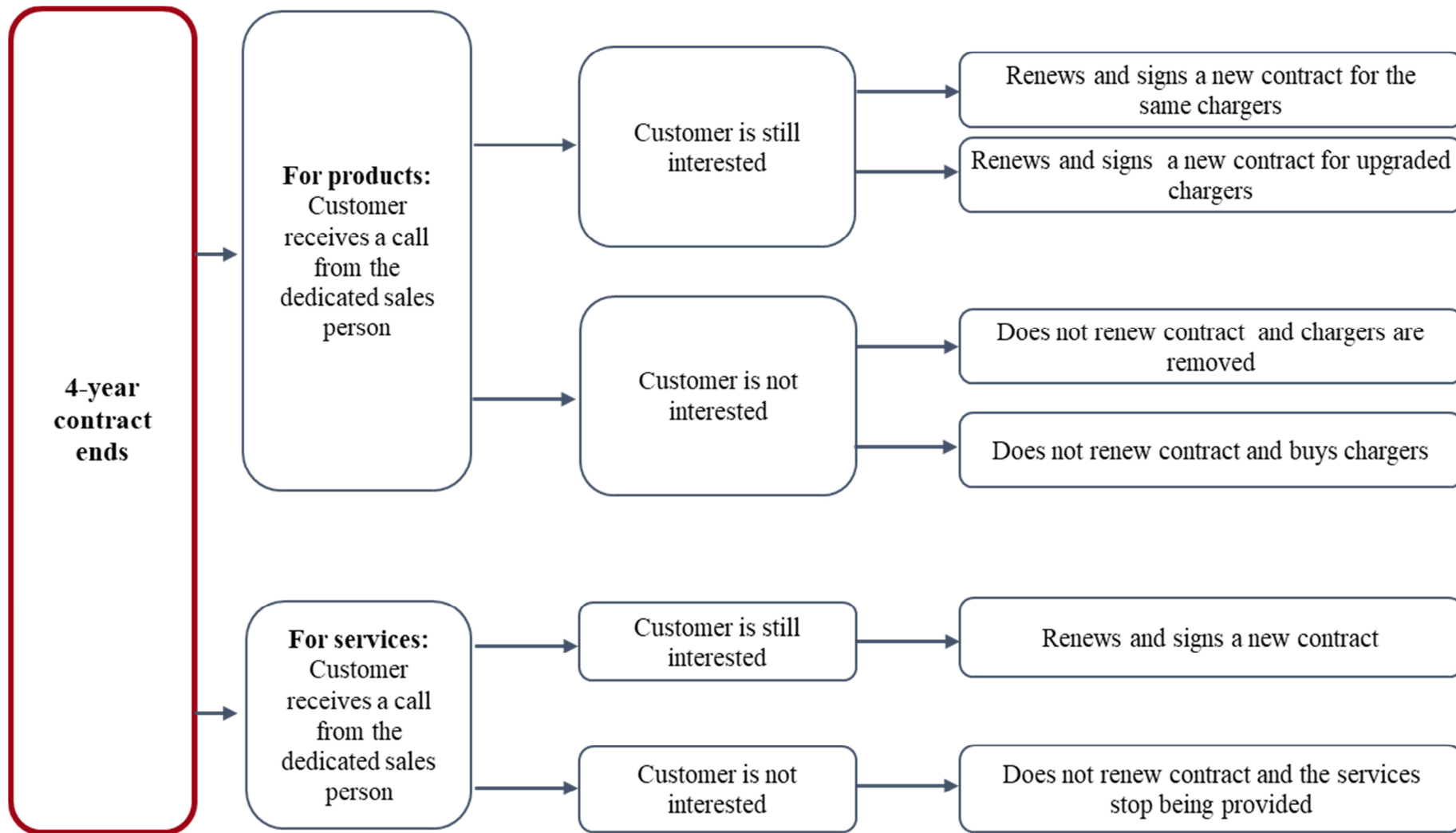
Flowchart for the acquisition of EDP Frota Verde's products/services



Flowchart for the contract breaches of *EDP Frota Verde's* products/services

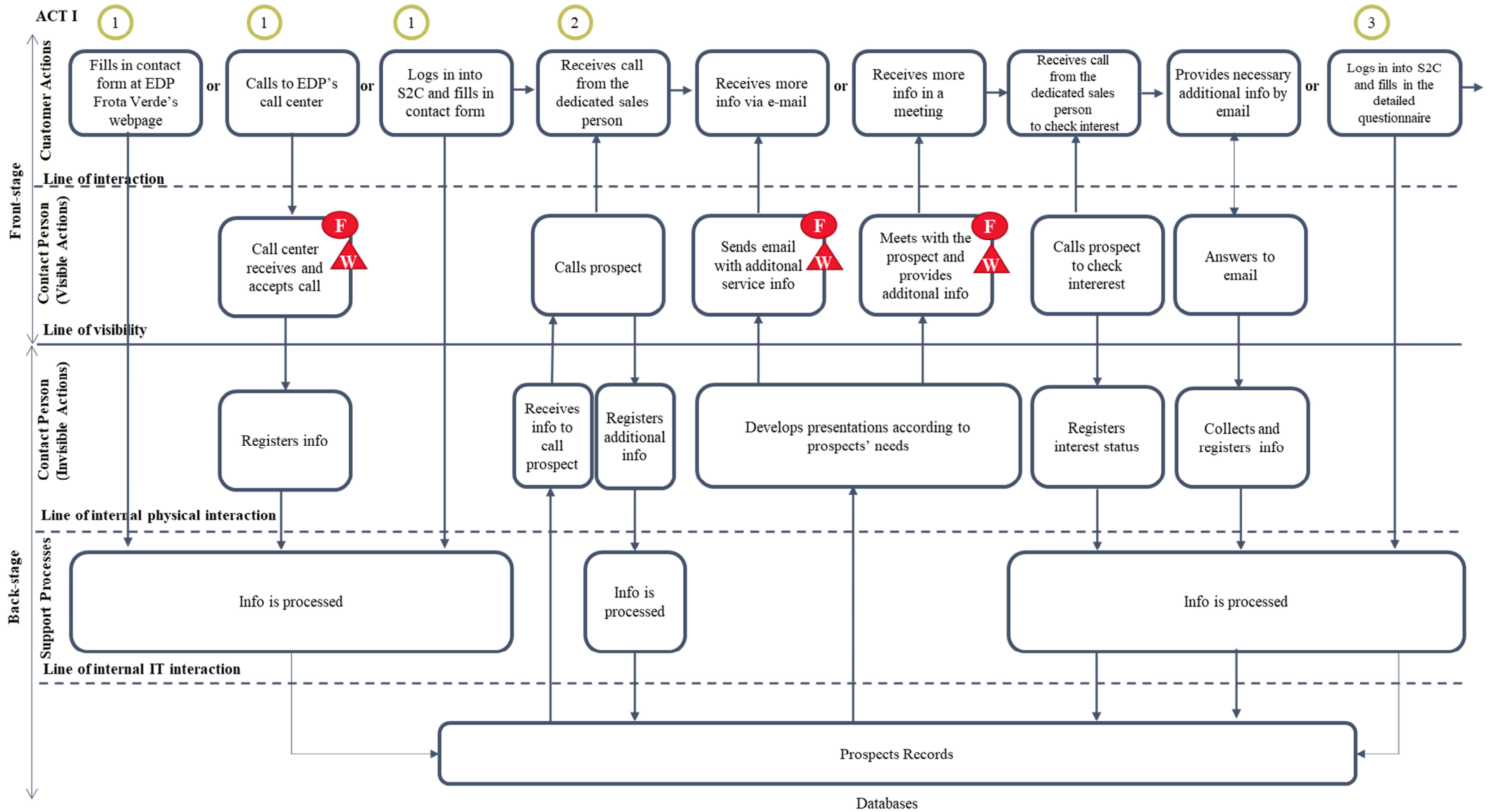


Flowchart for the contract renewals of *EDP Frota Verde's* products/services



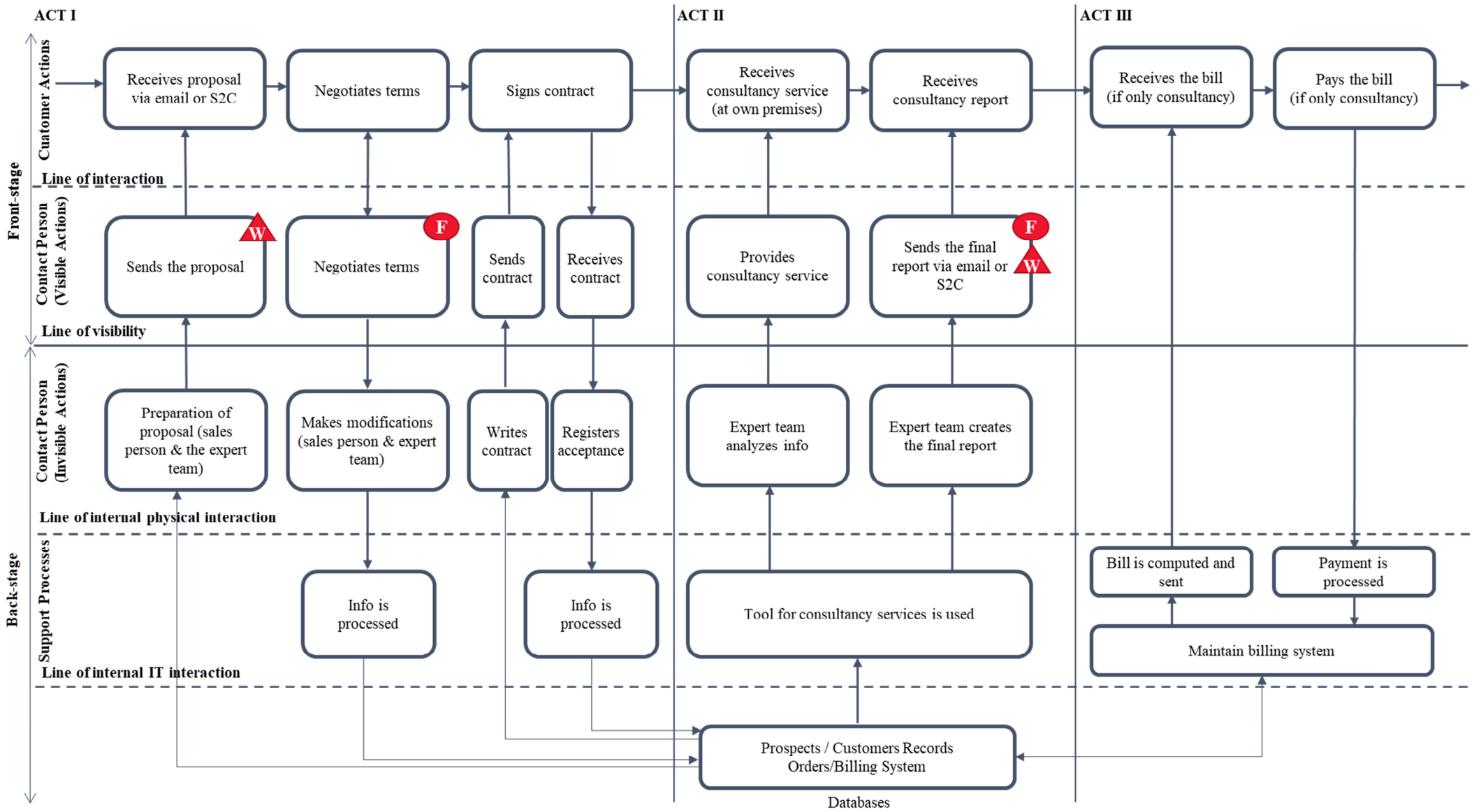
Source: Author's Own Creation according to Wirtz and Lovelock (2016)

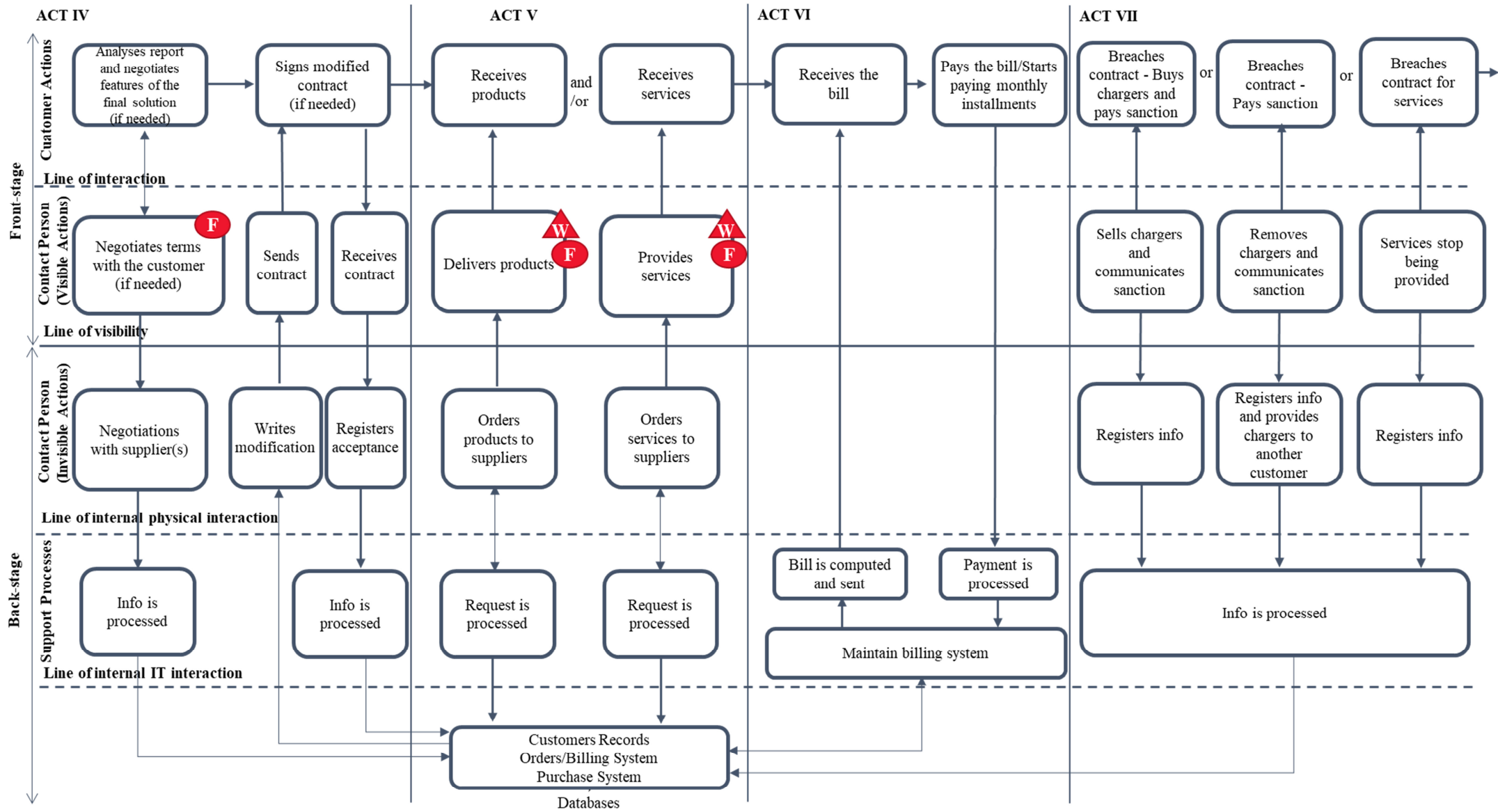
Appendix 6 – EDP Frota Verde's Service Blueprint

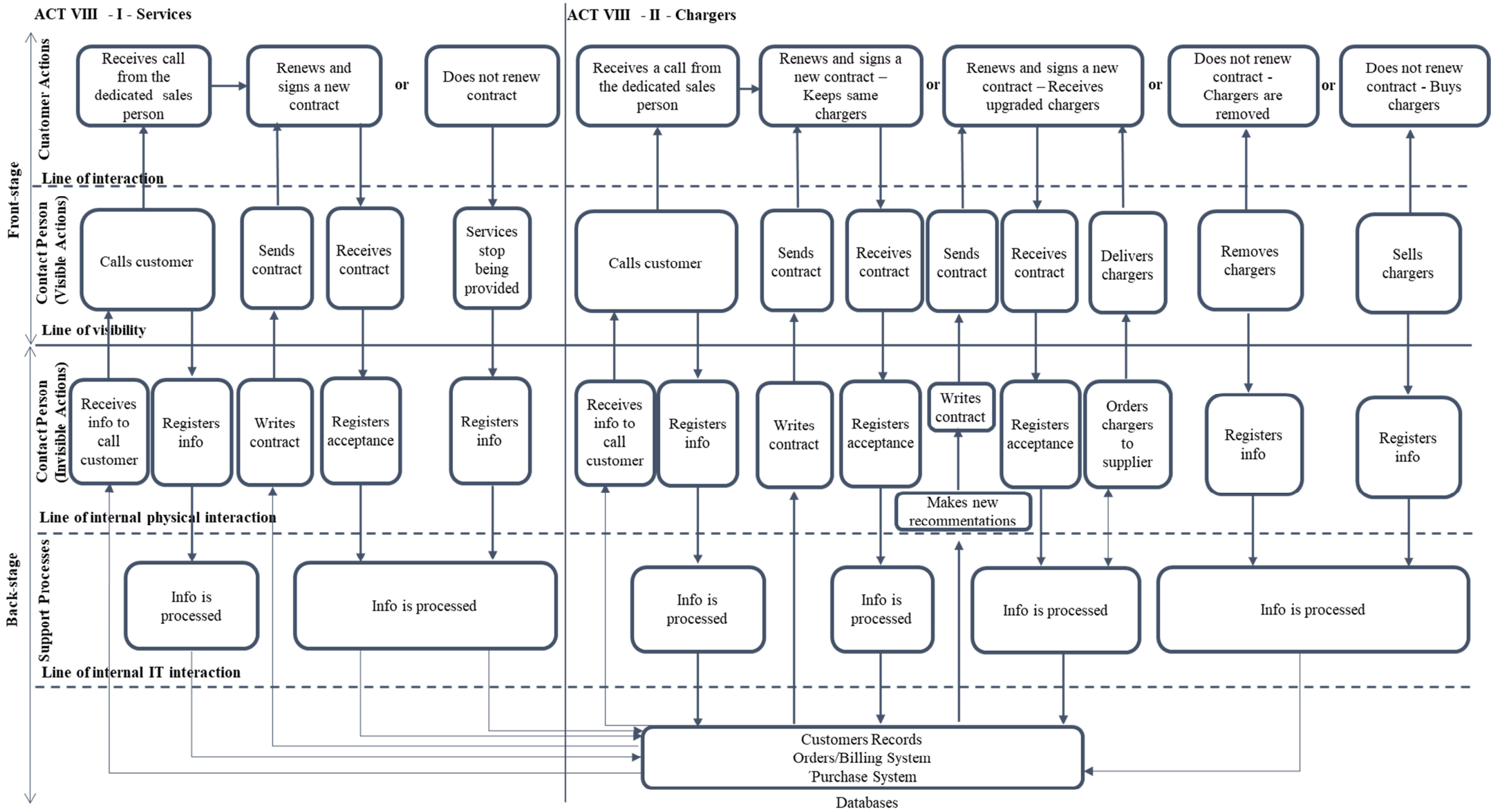


1, 2 and 3 are different entry points.

F Potential Fail Points. **W** Risk of Excessive Waiting Time.



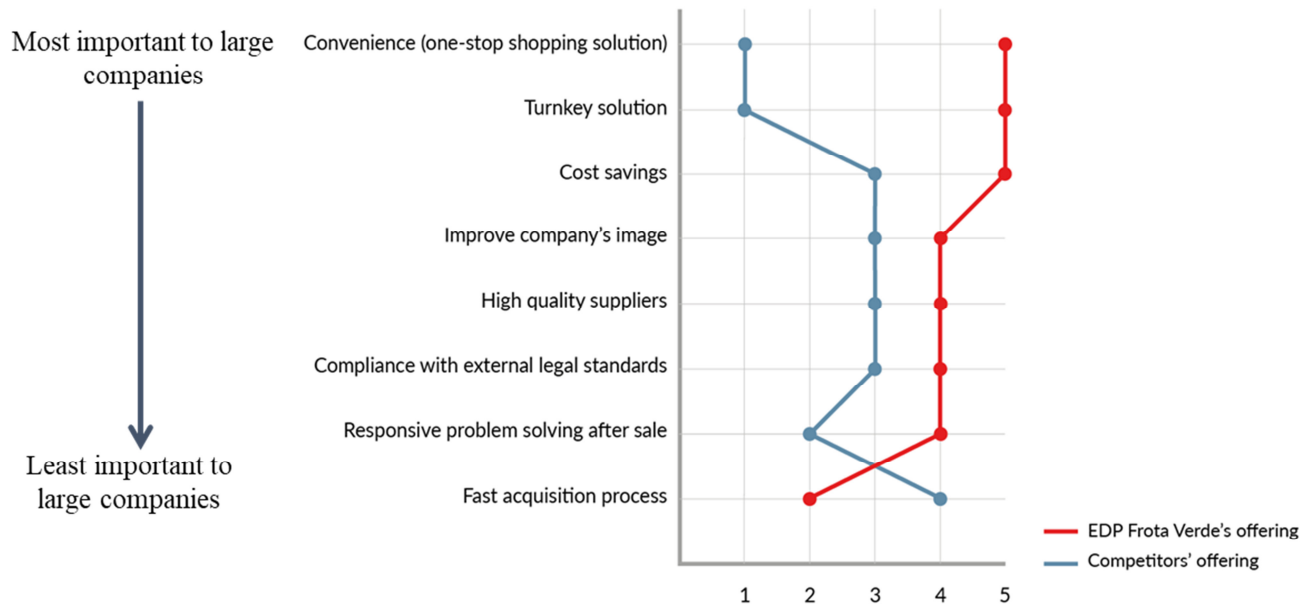




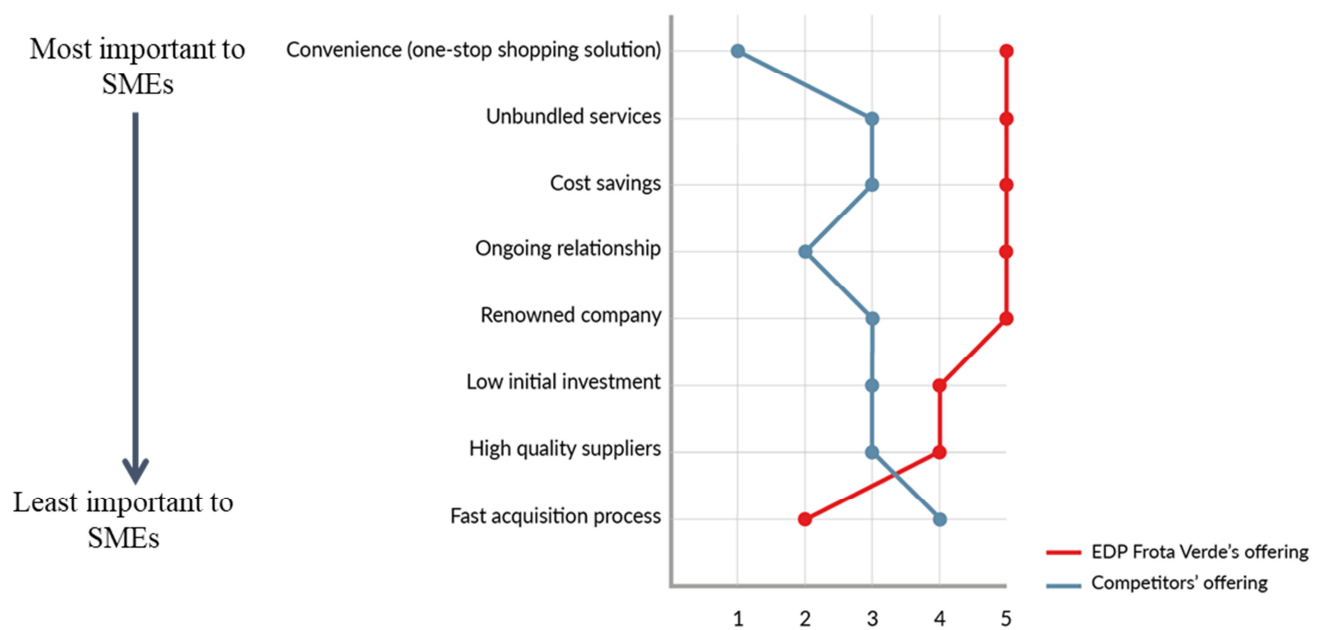
Source: Author's Own Creation according to Wirtz and Lovelock (2016)

Appendix 7 – Attribute maps for *EDP Frota Verde*

Attribute map for large companies



Attribute map for SMEs



Source: Author's Own Creation according to Frei and Morriss (2012)

Appendix 8 – Detailed questionnaire to be placed on S2C

1. Quantos trabalhadores tem a sua empresa?
2. Quantos veículos tem a sua empresa?
3. Quantos veículos eléctricos tem a sua empresa?
4. Quantos veículos da sua frota gostaria de mudar para veículos eléctricos?
5. Quantos postos de carregamento tem a sua empresa?
6. Quantos veículos pretende carregar em simultâneo?
7. Qual a altura mais adequada para carregar os seus veículos?
 Dia Noite
8. Em que horário específico?
9. Em que local pretende instalar o(s) posto(s)?
 Exterior Interior
10. Escolha a opção adequada ao perfil da sua frota
 Própria
 Aluguer de longa duração
 Outra: _____

Source: Author's Own Creation

Appendix 9 – Number of employees per year per job function

| Job Functions | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|-------------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Team leader | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Expert team | 3 | 5 | 5 | 5 | 5 | 5 | 7 | 7 | 7 | 7 | 7 |
| Internal key account managers | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 4 | 4 |
| External dedicated account managers | 0 | 2 | 3 | 4 | 5 | 6 | 6 | 7 | 8 | 9 | 9 |

Source: Author's Own Creation