

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”

PRODUCT, PLACE AND PHYSICAL EVIDENCE

Rita Vaz Nunes de Jesus Sobreiro | 3568

A Project carried out on the Master in Management Program, under the supervision of:

Professor Jorge Velosa

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Given the nature of this work project, some of the following contents are common between the group report “Swimming in a Lake of Sharks: EDP’s Electric Mobility Offer for the B2B Segment” (section 9.1 Product, 9.3 Place and 9.6 Physical Evidence) and the individual report “Swimming in a Lake of Sharks: EDP’s Electric Mobility Offer for the B2B Segment – Product, Place and Physical Evidence”.

1. Service Product

A service product is a “service performance that is experienced rather than owned” and comprises both physical and intangible elements (Wirtz and Lovelock 2016). To design a meaningful service concept, it is important to define the core product, the supplementary services and the delivery processes (Wirtz and Lovelock 2016). After getting awareness of the customers’ unmet needs and analysing the competing substitutes, an offering was built to create significant additional value for the targeted customers. As mentioned in the group report, the core offer is a **consulting service** that provides expertise for companies that wish to electrify their fleet or upgrade their electric charging structure. An expert team will be working on making a deliverable report with a situation analysis and the suggested recommendations. This report will cover one or both of the following central points: charging solutions and plug-in electric vehicles (PEVs). For the first, **charging solutions**, the expert team will assess the technical viability and the adequacy of the client’s electric installations after a field trip and, according to the buildings’ electric capacity, the current contracted power and the number of existing or projected PEVs, propose the optimal quantity and type of charging stations. Taking into consideration the available technology, the most adequate charging mode for businesses is mode 3 (a system that ensures the security of the process and reduces man manipulated errors and isolation defects) and can be floor or wall boxes, suitable for both the interior and the exterior and preferably 11kW or 22kW with 2 sockets (see Appendices 1 & 2). Other outputs of this evaluation, would include the cost of increasing the contracted power, if needed, an electricity supply offer, and an estimation of potential savings from moving from diesel to electricity consumption. For the second, **PEVs**, the expert team would evaluate the client’s fleet purpose and current use - with the help of a GPS tracking system - and find the suitable quantity and ranges of PEVs for an appropriate electrification. The price for this service would be set on a time-basis that would depend on the

complexity of the client's request and its fleet size. For the purpose of this thesis, the consultancy services will be classified as Simple, Medium and Complex. A Simple consultancy has an expected duration of 3 days and is recommended for fleets with less than 20 vehicles. A Medium consultancy is for fleets with more than 20 but less than 100 vehicles and has a duration of 6 days. A Complex consultancy is suggested for companies with a fleet with more than 100 vehicles and it is expected to last no more than 12 days.

As a supplementary service to the consulting, and to enhance its value, if the client wishes to follow the suggested recommendations, a convenient **turnkey solution** will be offered for the implementation. For the charging solutions, *EDP Frota Verde* will offer two selling options: the first is the sale and installation of the charging posts with an optional offer of a 4 years contract of complementary charging services that covers maintenance and insurance. The second is an operational leasing service, commonly, and from now on, referred to as renting. This service will also include the installation, maintenance and insurance of the charging stations with the difference that the ownership of the equipment is on EDP and that, at the end of the 4-year contract, the client will have the option to upgrade the posts to a more recent model, buy the posts at a competitive price or renew the previous contract keeping the same posts and adjusting the monthly fee accordingly. This will require a constant update of suppliers in order to assure the latest technology in charging solutions available for the customers. For the PEVs, through a partnership with a market leader leasing and fleet management company, *EDP Frota Verde* would also facilitate the operational leasing of the endorsed vehicles providing a full **one-stop shopping** solution. All these services and products will be offered unbundled for the companies that favour service menus and through a total turnkey solution for the companies that favour convenience and one-stop shopping. These options are further discussed in the group section 9.4 Price.

Concerning the delivery processes used to deliver the core product and the supplementary services, it is necessary to define the ‘Nature of Process’, the ‘Customer Role’, ‘Scheduling’ and the ‘Service Level’ (Wirtz and Lovelock 2016). For the consulting services, the delivery is made through the sales and the expert team; the customers take an active participation in delivering information to the teams; the service will take more or less time according with the complexity of the request; and there will be a high level of customer service to ensure the necessary assistance throughout the process. For the provision of charging stations and PEVs, the delivery is made through *EDP Frota Verde*’s suppliers and partners; after being requested by the customers who have approved the recommendations from the consultancy and will receive and use the product in their facilities; the delivery will take more or less time according with the complexity of the request; and *EDP Frota Verde* is responsible for making the order and ensure the quality of the products. A more exhaustive analysis of the delivery processes can be found in the next section and in the section 9.5 Process in the group report.

2. Place

A marketing channel, also known as distribution channel, is defined by Palmatier, Stern and El-Ansary (2015) as “a set of interdependent organizations involved in the process of making a product or service available for use or consumption”. The design of a valuable marketing channel strategy that ensures an efficient and effective delivery of a service includes two important phases: an analysis phase and a decision phase (Palmatier, Stern and El-Ansary 2015). The first covers an overview of the current channels and an analysis of the end-user service output demands, whereas the second consists of designing the channel structure and analysing possible service and cost gaps (Palmatier, Stern and El-Ansary 2015). This entire section is further explored in point 9.3 of the group report and in the respective appendixes.

2.1 EDP Comercial Distribution Channels

As explained in the group report, *EDP Comercial* already has multiple marketing channels in practice. In the business-to-business (B2B) relation, *EDP Comercial* communicates with its clients through (1) online channels such as EDP's website, e-mail and the Save-to-Compete platform (S2C), (2) the sales team that can be internal or external depending on the customer segments' dimension and (3) agents, independent store managers who represent EDP in order to collect energy clients mainly in remote locations where a face-to-face relation is very valued. As for promotion, a mix of online and sales team channels according with the customers' segmentation is used, as detailed in section 9.3 Communication Plan in the group report. In business-to-consumer (B2C), *EDP Comercial* also communicates via an outsourced contact centre supervised by EDP and has a recent service offer called *EDP Mobilidade Eléctrica*¹, which already has an established channel with charging stations suppliers and with external service providers for maintenance work. A thorough scheme of the channels previously outlined can be found in Appendix 3.

2.2 EDP Frota Verde Distribution Channels Strategy – Channel Design

2.2.1 End-user analysis: Segmentation and Targeting

The important insight for the channel market segmentation is *how* end users want to buy and use the services being purchased (Palmatier, Stern and El-Ansary 2015). To do so, an analysis of possible service outputs² demanded (SODs) by end-customers and service outputs supplied (SOSs) by *EDP Frota Verde* was carried out and can be found in Appendix 4. 'Spatial convenience', 'waiting and delivery time', 'product assortment and variety' and 'information sharing' got a similar score for SOD

¹ *EDP Mobilidade Eléctrica* is a service offered by EDPC for B2C clients that have PEVs and want to charge them at home. The service includes energy provision, discounts and charging stations (EDP n.d.).

² Service outputs are value-added services created by channel members and consumed by end-users together with the product purchased. All else being equal (e.g., price, physical product attributes), end-users prefer a marketing channel that provides more service outputs. (Palmatier, Stern and El-Ansary 2015) (see Appendix 4).

level between high and medium. Regarding ‘**spatial convenience**’, *EDP Frota Verde* offers a complete turnkey solution in a one-stop shopping experience which widely decreases search costs. ‘**Waiting and delivery time**’ is expected to be high due to the complexity of the service, the decision’s high-involvement and the number of channel members involved. Concerning ‘**product assortment and variety**’, the product and service recommendations will be tailor-made to each customer. And for ‘**information sharing**’, the sales team will be available to support the client pre- and post-purchase with the help of the expert team and through an ongoing relationship with the client. The ideal offering bundle will vary across customers with different SODs. The most evident difference is related with the demanded ‘**customer service**’ that can be higher or lower depending on the complexity of the clients’ request - a more complex request will require a more personal and exhaustive service while a more functional request can be more impersonal and remote. Another difference that cannot be disregarded is the structural distinction in the communication channels used by *EDP Comercial* for large companies and SMEs. Taking this into consideration, the two dimensions previously mentioned were used to segment the market for the purpose of channel analysis and four different segments were identified: Segment 1 – SME, Complex; Segment 2 – Large company, Complex; Segment 3 – SME, Functional; and Segment 4 – Large company, Functional (see Appendix 5). Considering the segments mentioned and the attractiveness assessment performed in the group report’s section 7.2 Targeting, in the first year the focus will be on Segment 2: large companies with complex requests without neglecting the other segments, if possible. From the following year on, the other segments will be targeted equally. This first year will provide success case examples for the following years and an opportunity to review the channel structure and to better serve the SODs.

2.2.2 Channel structure: Positioning

After segmenting the market, it is necessary to do the “positioning” of the channel: define the optimal channel to serve each segment, which are the intermediaries, how many, and what is their function

(Coughlan et al. 2006). A detailed scheme of *EDP Frota Verde's* final channel structure can be seen in Appendix 6.

2.2.2.1 Channel Members

There are three upstream channel members: the charging posts' suppliers, the leasing companies (PEVs' suppliers) and the outsourced external service providers. All three negotiate with *EDP Comercial* but deliver the products and services directly to the end-users. *EDP Comercial*, the “channel steward” and the most interested party in establishing and maintaining the channel links, is the middle channel member (Coughlan et al. 2006). To sell and promote *EDP Frota Verde* and exchange information with the end-users, *EDP Comercial* uses the following communication channels: an online channel that includes the website, e-mail and the platform S2C; an external and an internal sales team depending on the customers' segment; and specific promotion channels such as seminars, breakfasts and energy talks that are different depending on the company dimension and are explained in detail in the group section 9.3 Communication Plan. To deliver the consulting services, *EDP Frota Verde* will also comprise another channel to be named expert team that will work closely with both the sales teams and the end-users. Finally, the end-customers are the downstream channel members of this distribution channel.

2.2.2.2 Types of Channel Mix and Intensity

This service offer will be exclusively distributed through EDP's channels. According with the market segmentation performed for the end-users and with their preferences, a mix of channel types was selected to serve each segment. The main difference lies in the promotion and information channels. As mentioned before, according to the company's dimension, there are specific promotion channels for each segment. Moreover, the customers may demand different customer service for their own convenience that can be more personal or remote. The most adequate promotion and information channel mix per segment can be found in Appendix 7. All the other channels are common between segments.

2.2.2.3 Channel Flows

Channel flows are all the activities of the channel that add value to the end-user (Coughlan 2006). For a more straightforward analysis, the channel flows were combined in three major flows: (1) the product/service flow, (2) the information and promotion flow and (3) the negotiation and payment flow. Each includes several marketing functions that are analysed in detail in Appendix 8.

Regarding the (1) **product/service flow**: the tangible items (physical possession) go straight from the third parties to the end-user meaning there is no inventory requirement [Suppliers (product manufactures or intermediaries) → End-users (after delivery and installation)]. The same happens with the ownership of the tangible items *except* for the “renting” service. In this case the owner is EDP [Suppliers (product manufactures or intermediaries) → EDP (after purchase)] even though the product is in the clients’ facilities. The consulting service and pre- and post-sale relationship of the sales team with the end-users go straight from EDP to the latter [EDP (sales and expert team) → End-users (service outputs)]. In what concerns the (2) **information and promotion flow**: the communication will be done through the assigned sales team and the appropriate channel mix and there will be a constant support between the sales team and the expert team [EDP (specific communication channels defined by the communication strategy and according with the market segment) ↔ End-user; Communication Channels ↔ Expert Team]. Finally, the (3) **negotiation and payment flow** involves all the concerned parties even though the suppliers and the end-users never negotiate directly [Suppliers ↔ EDP (Communication Channels) ↔ End-user].

2.2.3 Channel analysis/Gap analysis

2.2.3.1 Sources of Channel Gaps

Gaps in channel design can emerge from a poorly designed distribution channel or from limitations imposed on channel managers - bounds. There are managerial bounds³ and environmental bounds⁴.

For *EDP Frota Verde*, since part of the channels are shared with other services, there might be some serious internal managerial bounds that can create ‘customer service’, ‘waiting and delivery time’ and ‘information provision’ gaps. This channel structure relies a lot on the sales team that is present in all channel flows and is shared among other *EDP Comercial* services. These sales teams have to prioritize their service promotion and can have an inadequate familiarity with the specificities of this service. As for external environmental bounds, the indirect structure of the upstream channel members that deliver the products and services directly to the end-users can also create ‘waiting time’ and ‘product assortment and variety’ gaps.

To overcome the identified managerial bounds and the discriminated gaps, a new expert team as well as new members for both sales teams will be hired and the whole sales team will also receive specific training as explained in the section 9.7 People in the group’s report. If the gap is not closed, a change in the incentive system is also proposed. Regarding the environmental bound – independent suppliers –, a tight supervision and frequent customer satisfaction questionnaires are recommended.

2.2.3.2 Service Gaps

Service gaps exist if the service supplied (SS) is higher than the service demanded (SD) ($SS > SD$) or if the SD is higher than the SS ($SS < SD$) (Coughlan et al. 2006; Palmatier, Stern and El-Ansary 2015).

³ Managerial bounds refer to constraints on distribution structure arising from the rules within a company (Palmatier, Stern and El-Ansary 2015).

⁴ Environmental bounds are, for example, local legal constraints and the sophistication of the physical and retailing infrastructure (Palmatier, Stern and El-Ansary 2015).

On the demand side, gaps mean that the SODs are being under ($SS < SD$) or oversupplied ($SS > SD$) (Coughlan et al. 2006). This analysis can only be correctly done if the channel structure is already in function. However, a hypothetical forecast analysis with possible SODs gaps was conducted in Appendix 9 along with the respective recommendations for closing each gap, if necessary. For complex requests (segments 1 and 2), ‘waiting and delivery time’ and ‘product assortment and variety’ may be undersupplied ($SS < SD$) due to the longer duration of the process itself and the higher specificity of the customers’ needs. If these gaps are identified after the channel structure implementation, the supplier should be changed or the pool of suppliers should be increased to ensure higher variety and availability of charging station and PEVs. For functional requests (segments 3 and 4), SS may be higher than SD for ‘spatial convenience’, ‘customer service’ and ‘information sharing’. These potential gaps are already addressed by the different channel mix used for each request, however, since it is a case of oversupply, it becomes a problem if there is a higher cost associated (Coughlan et al. 2006) which may imply a review and a deeper change in the channel mix for these segments.

3. Physical Evidence

EDP Frota Verde is a distinctive service that is tailor-made to the customers’ needs and requests. This must be reflected in the equipment provided, the deliverables, the service environment⁵ and the chosen partners (Wirtz and Lovelock 2016). This section is further explored in section 9.6 of the group report.

3.1 Tangible Perspective

As tangible evidence, *EDP Frota Verde* has the following features: the varied ranges and quality of the provided **charging posts** assured by a constant follow up on the pool of suppliers; the quality of the

⁵ Service environment, also referred to as *servicescape*, relates to “the style and appearance of the physical surroundings and other experimental elements encountered at service delivery sites” (Wirtz and Lovelock 2016).

PEVs available for leasing through a partnership with a market leader company; the consultancy **report** delivered with a professional outlook and design, printed in high quality materials and with relevant content written by experts in electric mobility and finally; the **promotion materials**, such as the **stand**, used for exhibitions, that should be impressive, comfortable and interactive (see Appendix 10); and the **brochures** and **presentations**, that must also be high quality and with a superior design.

3.2 Environment Perspective

The intangible evidence, will include both the online channels and the service environment. Considering the first, the **website** will have a dedicated area for *EDP Frota Verde* that can be accessed under the tabs “Empresas” and “Corporate” in the services area (“Serviços”). This webpage will include relevant information such as an exact description of the service and the possible solutions offered, how to acquire the service, success cases, advantages of the service, savings comparisons, downloadable materials and a contact form (see Appendix 11). Moreover, this offer will also be included in EDP’s S2C platform where the customers will be requested to fill-in an informational questionnaire regarding mobility (see Appendix 12). Through this questionnaire, the client will provide information on its current fleet and future plans for electric mobility from which *EDP Frota Verde* will be able to pre-assess the complexity and size of sale and create a draft for a service proposal.

As for the second, service environment, which is particularly important in high-contact services such as *EDP Frota Verde* for designing the customer experience, transmit the planned image of the firm and support its differentiation strategy and value proposition, the employees will be an essential message-creating medium for “communicating to the intended audience about the distinctive nature and quality of the service” (Wirtz and Lovelock 2016). This means it is very important that both the sales and the expert team are fluent, articulated and approachable, as well as trained and completely informed. Furthermore, the employees should always present themselves professionally and complying with a formal dress code.

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APPENDIX

PRODUCT, PLACE AND PHYSICAL EVIDENCE

Appendix 1 – 2x22kW floor charging station (sample)



Figure 1 2x22kW Floor Charger

Source: ZEEV (n.d.)

Appendix 2 – Charging modes for electric vehicles

Charging modes	
Mode 1	Domestic socket and extension cord: usually for motorcycles and similar vehicles, not recommended for cars (3,7 kW)
Mode 2	Domestic socket and cable with a protection device: more expensive then mode 1
Mode 3	Specific socket on a dedicated circuit: the installation (Electric Vehicle Supply Equipment - EVSE) has a permanent protection function and the sockets can be Mennekes or SAE J1772
Mode 4	Direct current (DC) connection: fast charging (>50kW) CHAdeMO

Figure 2 Charging modes for EVs

Source: Adapted from LugEnergy (n.d.)

Appendix 3 – EDP Comercial's current distribution channel structure

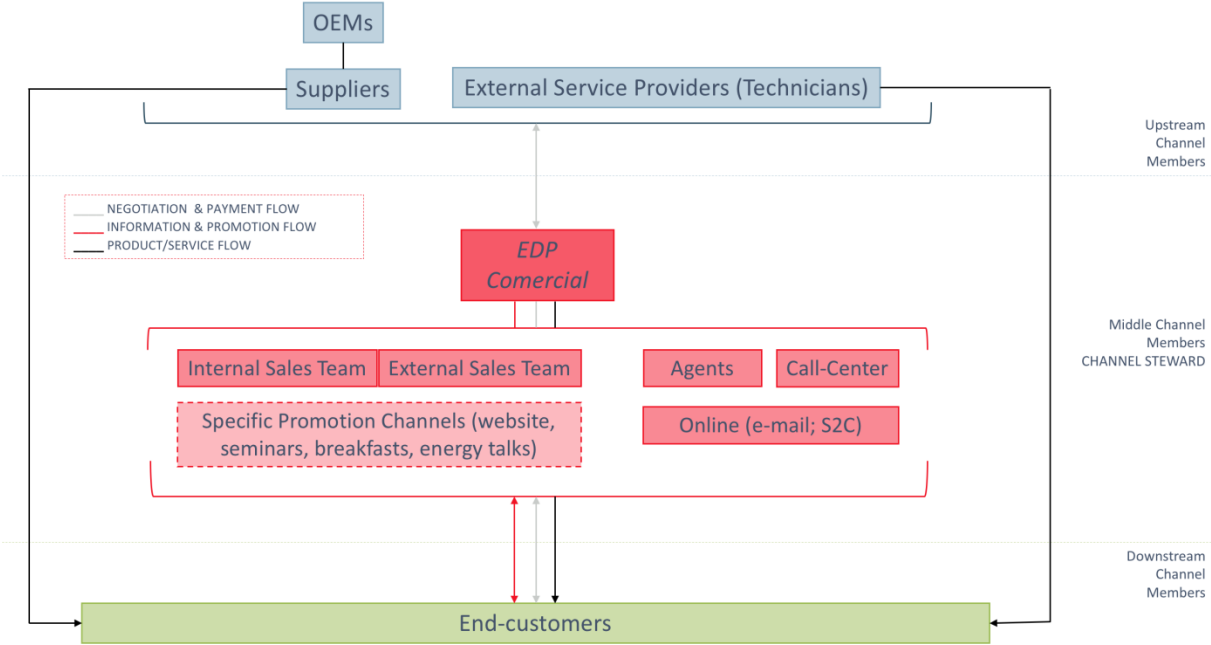


Figure 3 EDP Comercial's Partial Channel Structure

Source: Author' own creation according to Coughlan, Anderson, Stern, and El-Ansary (2006)

Appendix 4 – Service outputs demanded in light of *EDP Frota Verde* and detailed description

Possible SODs	<i>EDP Frota Verde</i> 's SOS	Functional Segment SOD level	Complex Segment SOD level
Bulk-breaking	Out of scope.	-	-
Spatial convenience: one-stop shopping and turnkey solution	The service offers a complete turnkey solution in a one-stop shopping which widely decreases search costs.	MEDIUM	HIGH
Waiting and delivery time	Given the complexity of the service and the number of channel members involved, it is expected a long time between the first contact, the customer decision and the complete delivery of the service.	MEDIUM	MEDIUM
Assortment and variety: different charger models, bundles and financing options	The consulting service provides a full analysis of the customer needs and resources to make the perfect fit with the existing technology options.	MEDIUM	HIGH
Customer service: proactive advice, responsive assistance during decision process, responsive problem solving after sale	There are different ways of reaching the end-user. It can be more personal with visits and calls from the sales team or remote by email and S2C. The sales team will be dedicated and responsive in the pre- and post-sale period.	LOW	HIGH
Information sharing: references and credentials, pre- and post- sale assistance	After a few clients, success cases will be available on the webpage. Besides, the sales team will always be ready to help with any question during pre- and post- purchase periods with the support of the expert team.	MEDIUM	HIGH

Figure 4 Service Outputs Demanded in light of *EDP Frota Verde*

- **Bulk breaking** refers to the end-user's ability to buy a desired (possibly small) number of units, even if the product or service was produced in large, batch-production lot sizes.
- **Spatial convenience** provided by market decentralization increases consumers' satisfaction by reducing transportation requirements and search costs.
- **Waiting time** is the time that the end-user must wait between ordering and receiving the goods or post-sales service.
- **Product variety and assortment** are the different classes of goods that constitute the product offering and the different brand and models of those goods.
- **Customer service** refers to all aspects of easing the shopping and purchase process for end-users as they interact with commercial suppliers.
- **Information sharing** refers to education provided to end-users about product attributes or usage capabilities, as well as pre- and post-purchase services.

Source: Authors' Own Creation according to Palmatier, Stern, and El-Ansary (2015)

Appendix 5 – End-customer segmentation: positioning map

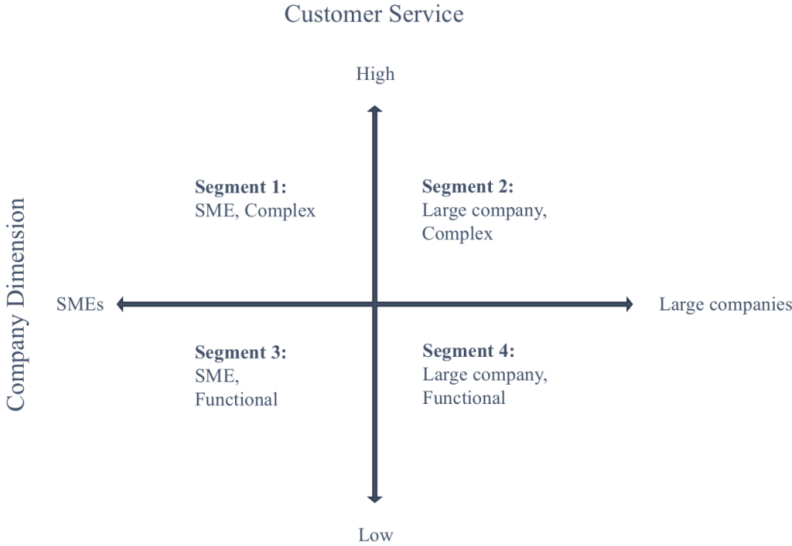


Figure 5 Positioning map (End-consumers)

Source: Author’s own creation

Appendix 6 – EDP Frota Verde channel structure

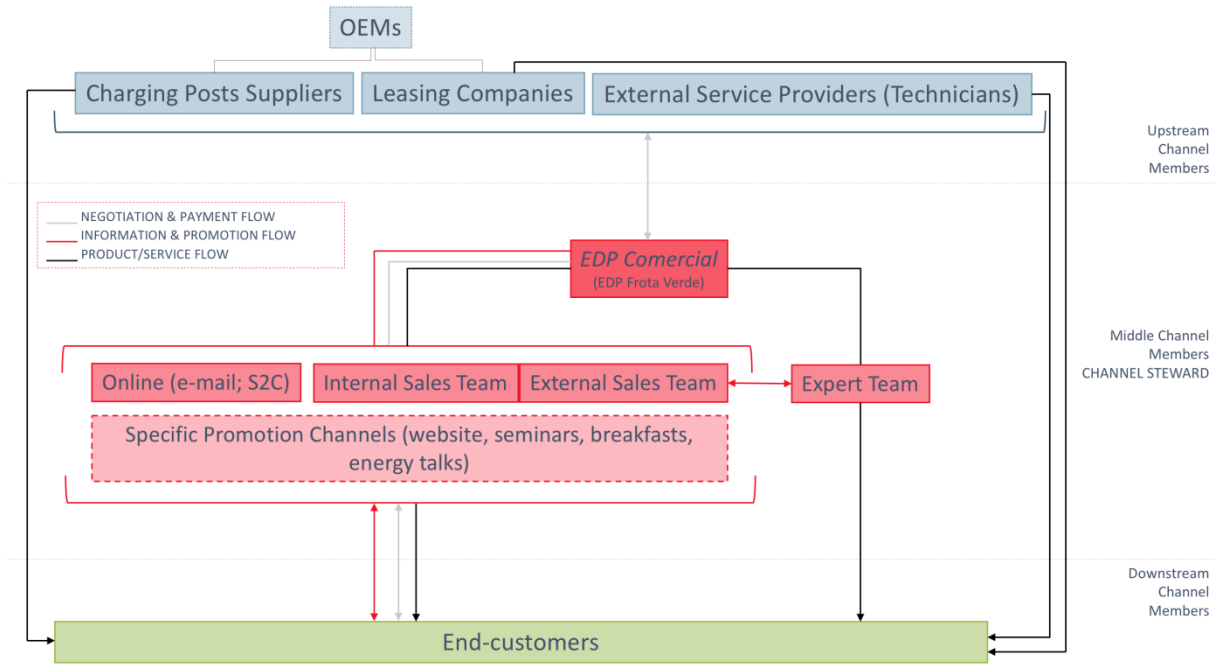


Figure 6 EDP Frota Verde Channel Structure

Source: Author's own creation according to Coughlan, Anderson, Stern, and El-Ansary (2006)

Appendix 7 – Channel mix per segment

Segments	Customer Service SOD level	Channel Mix – Information and Promotion
1: SME, Complex	High	External sales team (dedicated) – personal visits S2C SMEs specific promotion channels*
2: Large company, Complex	High	Internal sales team – personal visits S2C Large companies' specific promotion channels*
3: SME, Functional	Low	External sales team (dedicated) – email/call S2C SMEs specific promotion channels*
4: Large company, Functional	Low	Internal sales team – email/call S2C Large companies' specific promotion channels*

Figure 7 Service Mix per Segment

Source: Author’s own creation

Appendix 8 – EDP Frota Verde’s channel flows and responsibilities

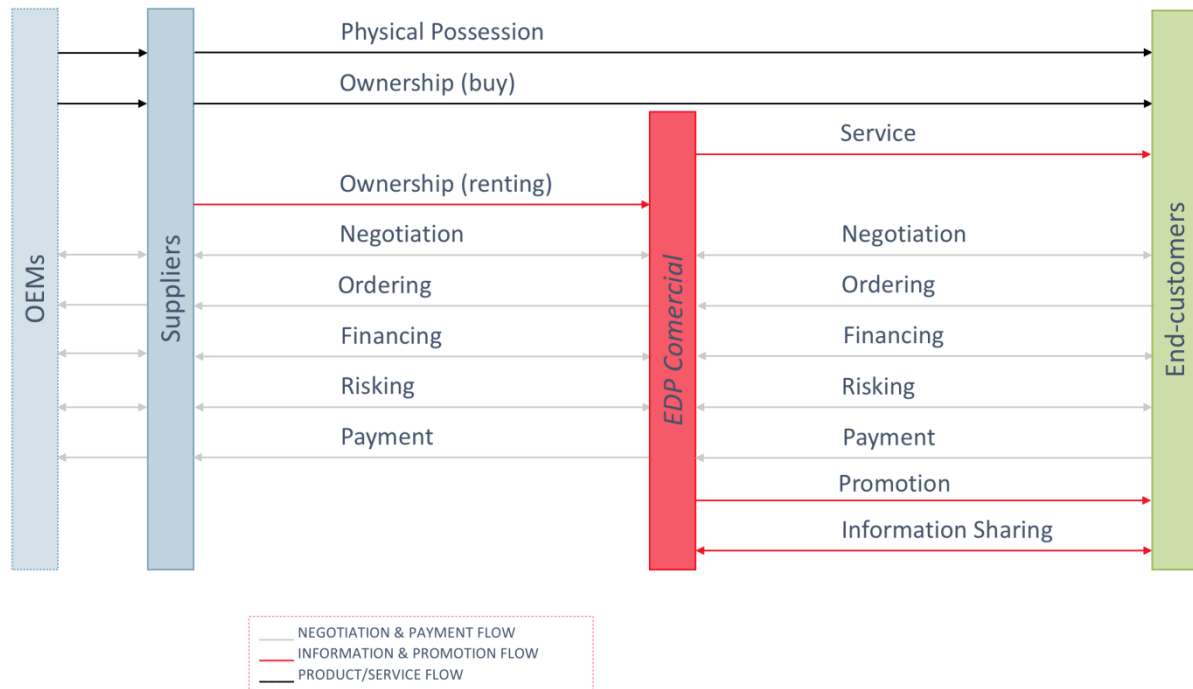


Figure 8 EDP Frota Verde Channel Flows and Responsibilities

Source: Author’s own creation according to Palmatier, Stern and El-Ansary (2015)

Appendix 9 – Service output demand gap analysis (forecast)

Segment	Spatial convenience	Waiting/delivery time	Assortment/variety	Customer service	Information sharing
1: SME, Complex	SS=SD	SS<SD	SS<SD	SS=SD	SS=SD
2: Large company, Complex					
3: SME, Functional	SS>SD	SS=SD	SS=SD	SS>SD	SS>SD
4: Large company, Functional					

Figure 9 Service Output Demanded Gap Analysis (forecast)

Source: Author’s own creation according to Palmatier, Stern and El-Ansary (2015)

Appendix 10 – EDP Frota Verde’s mock up stand



Figure 10 Stand Mock Up

Source: Author’s own creation

Appendix 11 – EDP Frota Verde’s webpage

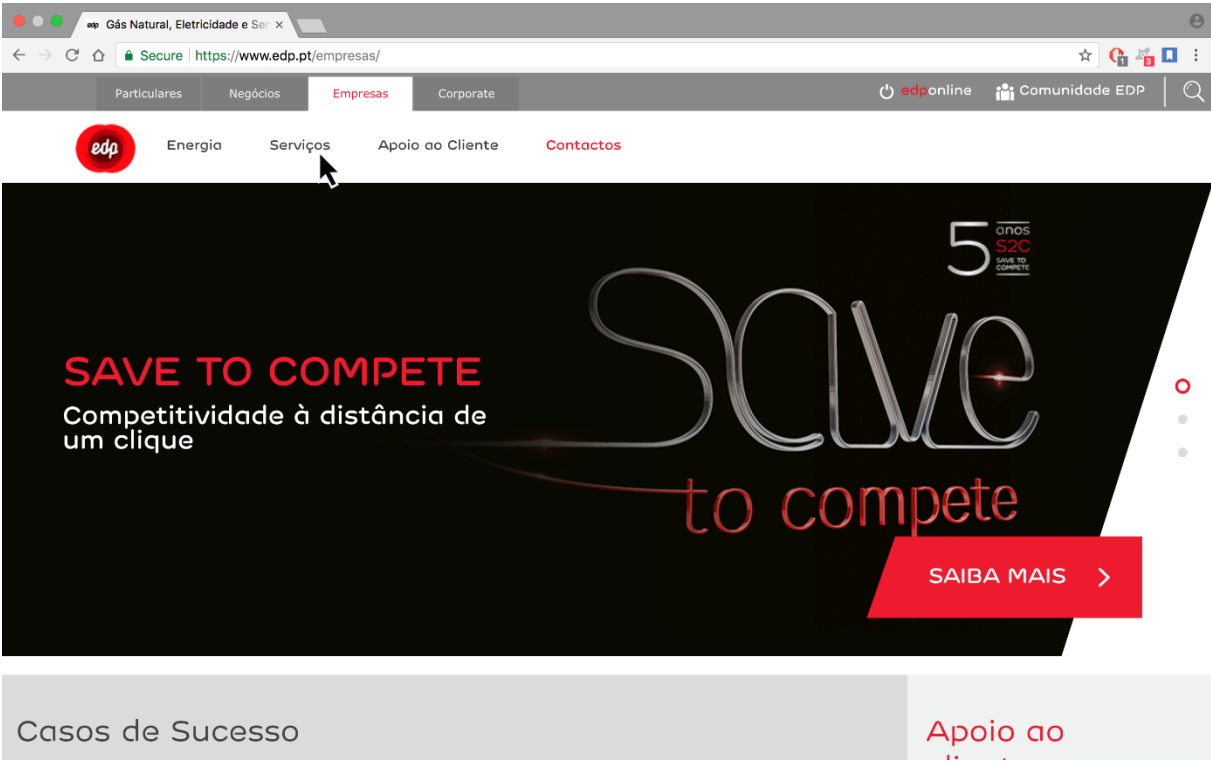


Figure 11 Tab "Empresas" of EDP's Website

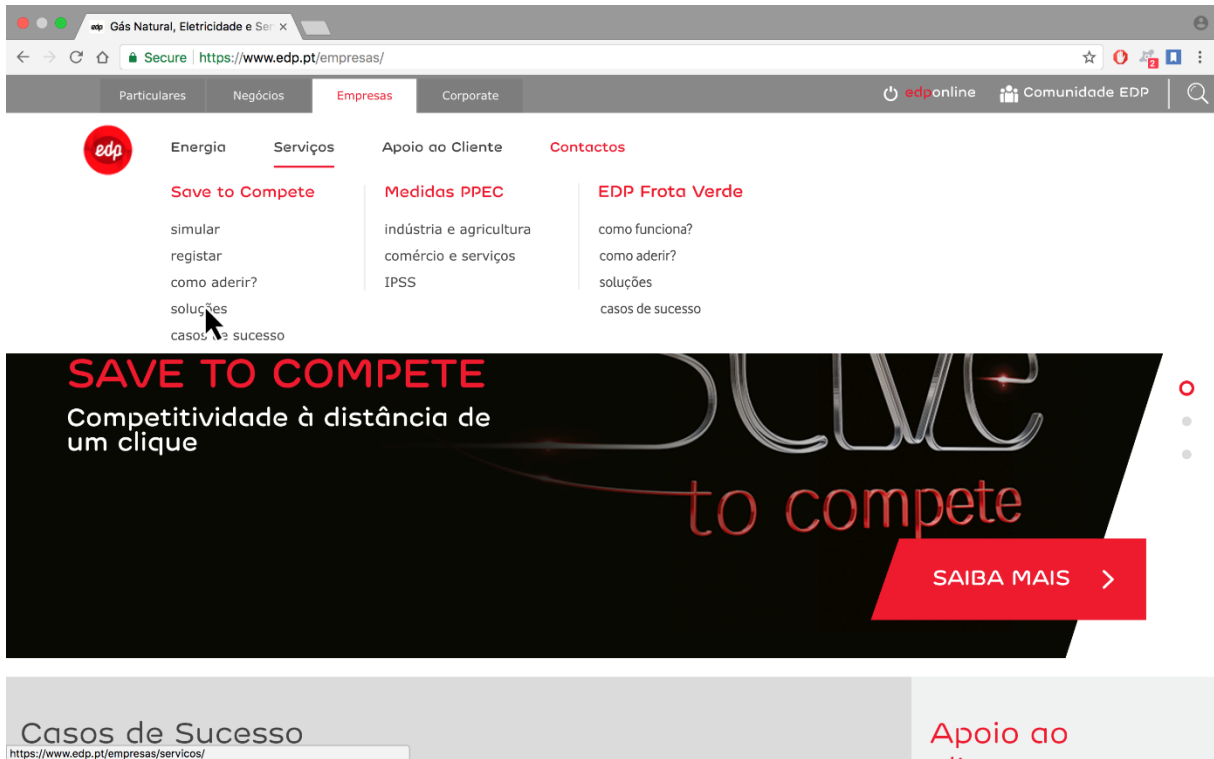


Figure 12 Area "Serviços" of EDP's website

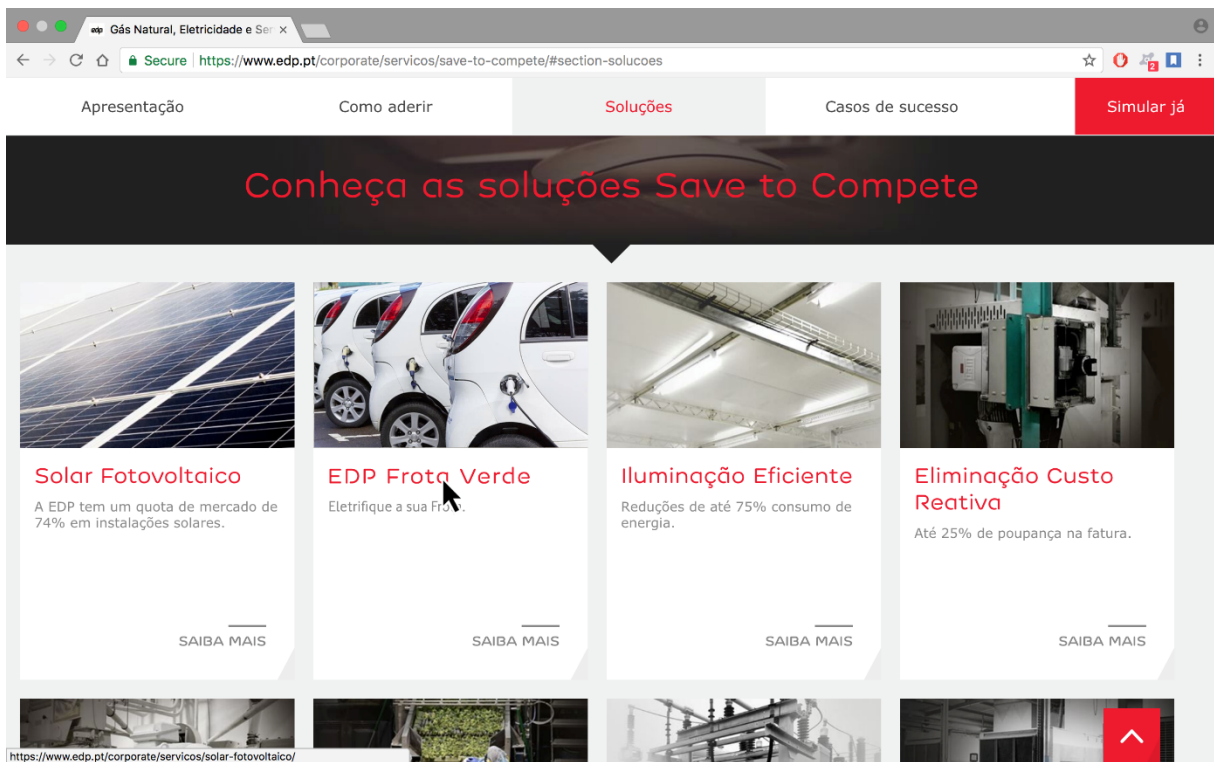


Figure 13 Tab "Soluções" of the are "Serviços" of EDP's website

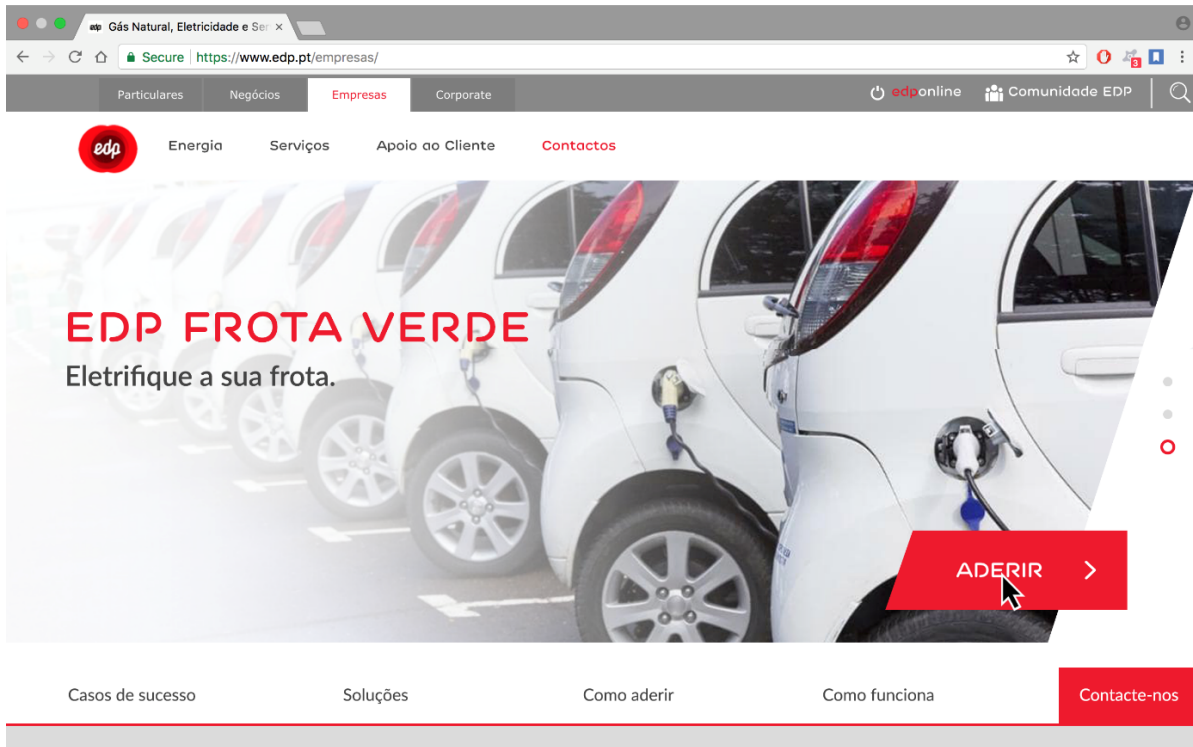


Figure 14 EDP Frota Verde's webpage

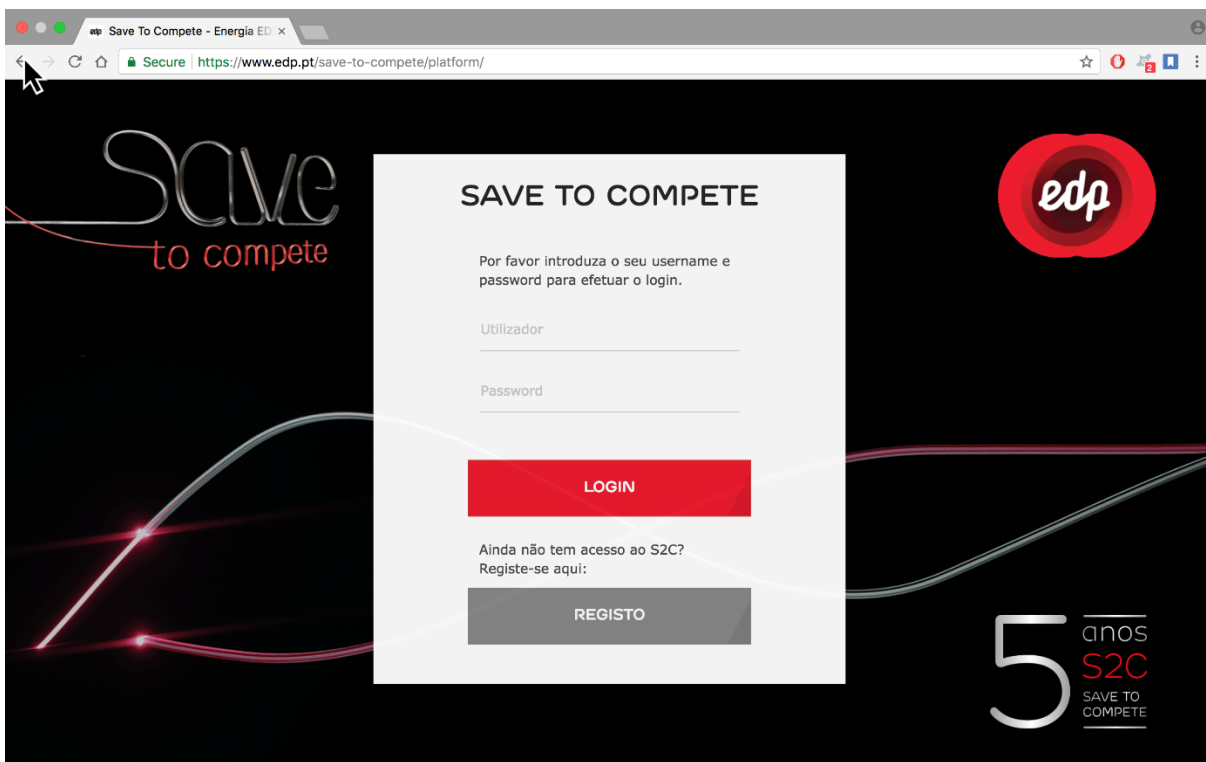


Figure 15 Direct link to S2C's platform

Gás Natural, Eletricidade e Ser x

Secure | <https://www.edp.pt/corporate/servicos/edp-frota-verde/>

Peça para ser contactado:

Nome *

Empresa *

NIPC *

Email *

Telefone *

Autorizo a EDP Frota Verde a recolher os meus dados pessoais e a utilizá-los exclusivamente para efeitos de ações promocionais desenvolvidas pela EDP Comercial.

* Campos de preenchimento obrigatório

SUBMITER

↑

Figure 16 Contact Form for EDP Frota Verde

Source: Authors' Own Creation

Appendix 12 – EDP Frota Verde's questionnaire for 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: _____

Figure 17 Questionnaire for S2C

Source: Authors' Own Creation