

*ASECAP 6<sup>th</sup> Marketing Workshop – Zagreb – 12.04.2019*

**From cars to people,  
from fleets to companies**

**Nuno Martins – Brisa Autoestradas**





**Where we started**

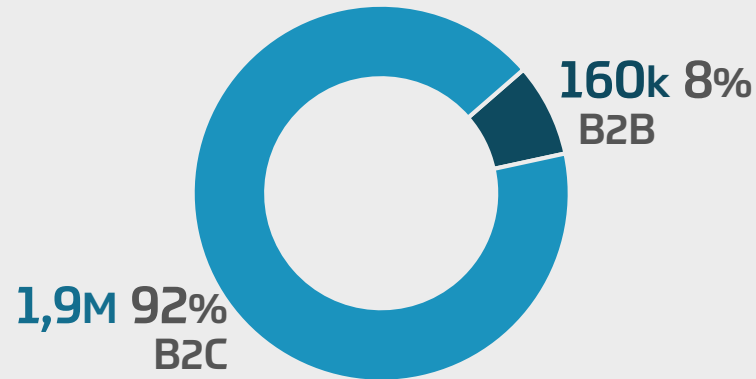
# From cars to people

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A company that connected Portugal, connecting with the portuguese

Number of clients



**B2C #1 in client base**

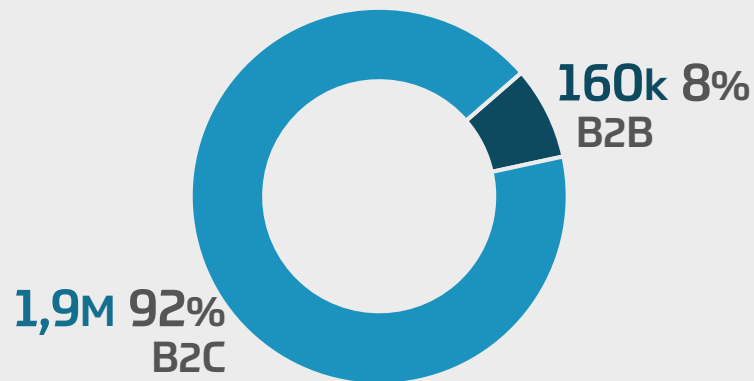
# From cars to people

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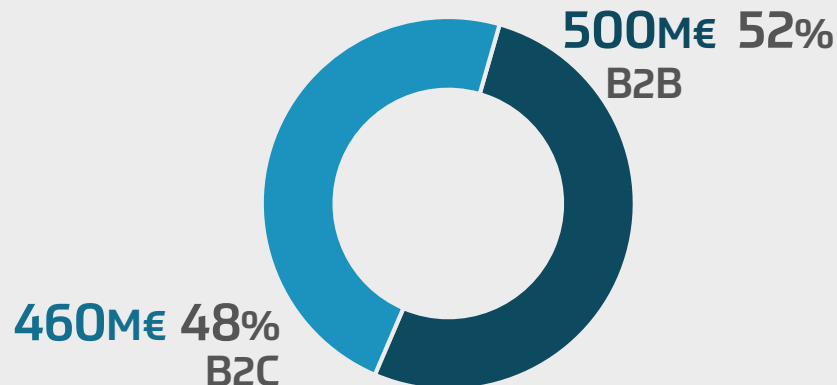
## 2 major market segments

Number of clients



**B2C #1 in client base**

Toll Revenue

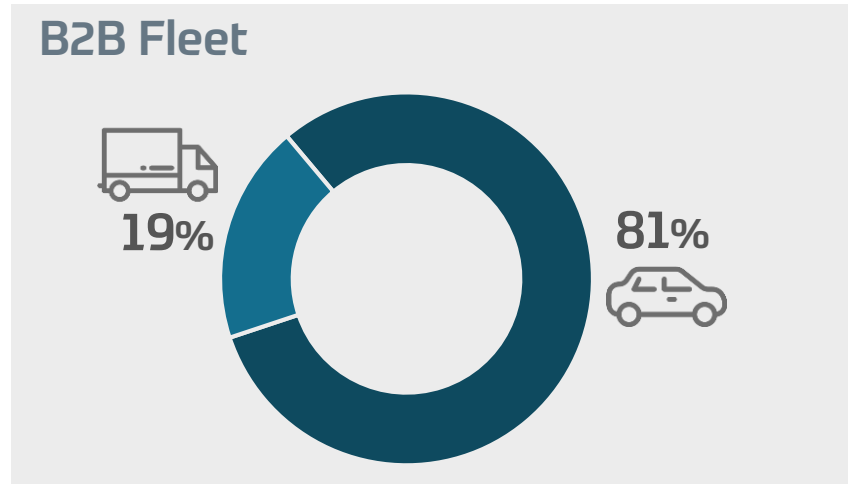


**B2B #1 in toll revenue**

# Via Verde Business – From fleets to companies



## B2B Segment



Clients	150k
Vehicles	700k
Toll Revenue	>250M€

Light vehicles are the majority of B2B fleets



Via Verde Business

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**A better experience to all our  
business clients**



Via Verde Business

**Better customer service**

**Better products**

**Better commercial relation**

Via Verde Business



**Strategic project, coordinated by  
Marketing team with input from  
different Brisa departments**



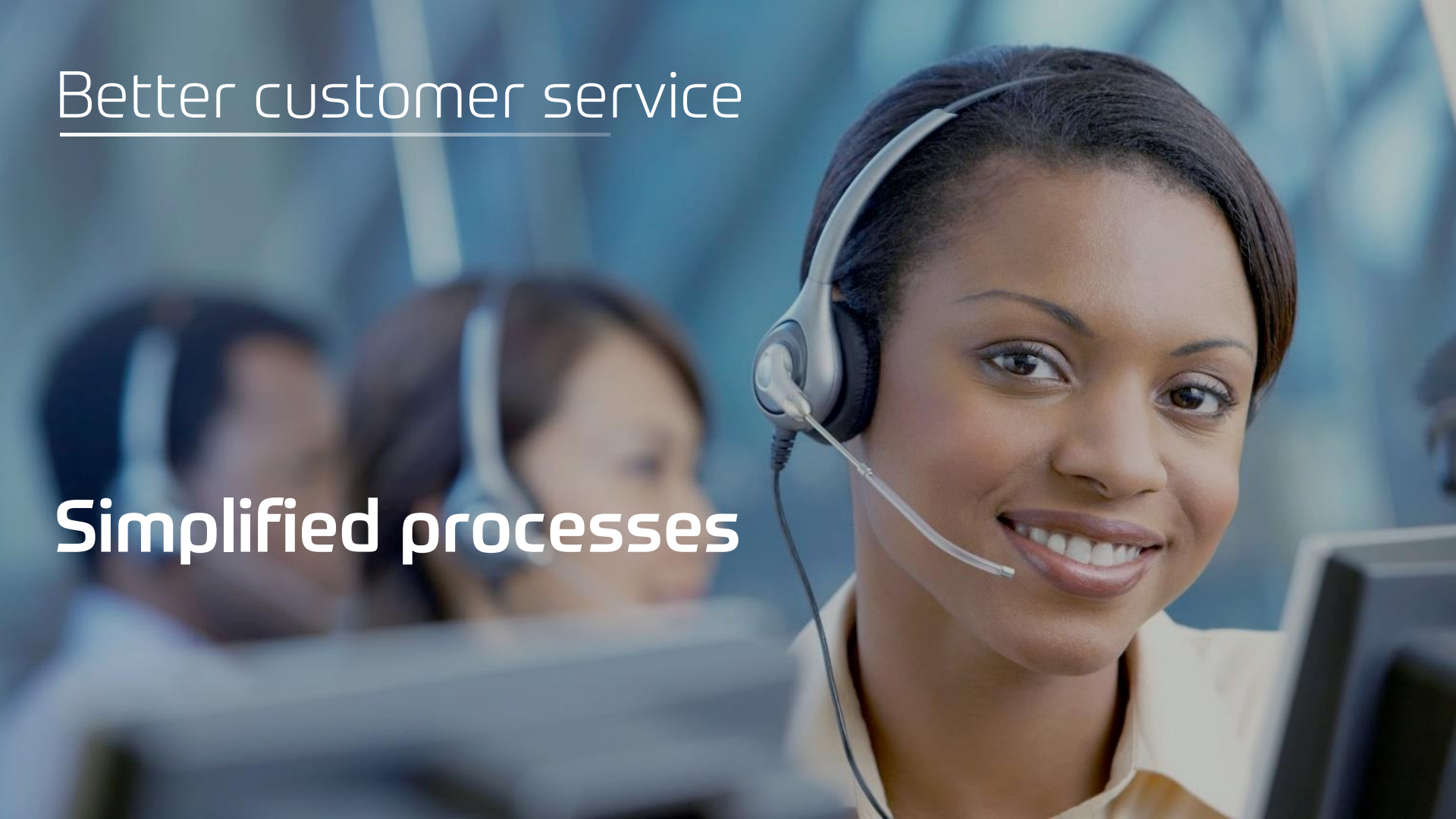
What have we delivered?

Better customer service

**Selfcare portal**  
**MyViaVerde**  
**B2B**

Better customer service

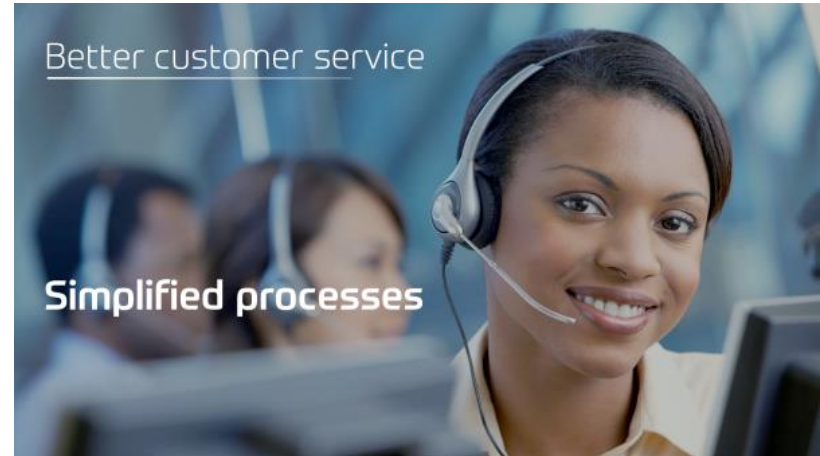
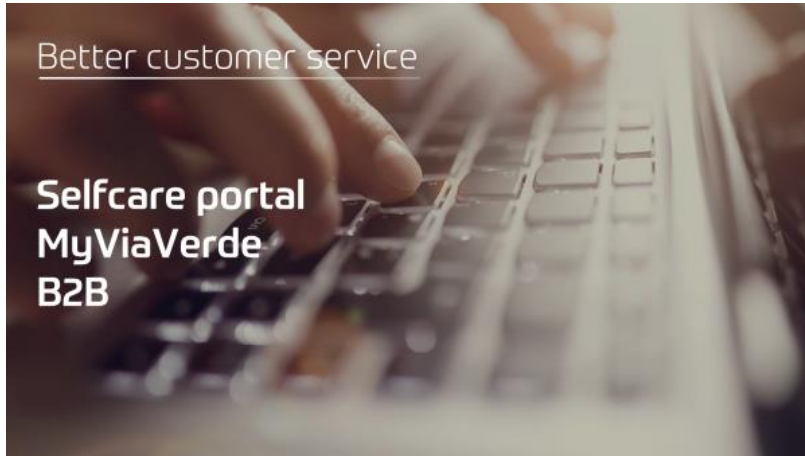
**Simplified processes**



# Via Verde Business




## Better customer service



**More client centric. More efficient.**

Better products

**SmartPricing,  
toll benefits for  
heavy load vehicles**



Better products

**Loyalty program  
for companies and workers**



# Via Verde Business



## Better products



Exploring the segment and adequating products to B2B clients

A close-up photograph of two people shaking hands. The person on the left is wearing a dark suit jacket and a white shirt. The person on the right is wearing a blue and white plaid shirt. They are shaking hands over a table covered with various documents, including one with a bar chart and another with a pie chart. A smartphone is also visible on the table. The background is softly blurred, showing more of the table and documents.

Better commercial relation

**100% dedicated sales team**



Better commercial relation

**Key account management for top clients**



# Offer 2.0 Business



## Better commercial relation



**Top-down approach, starting with the bigger clients**

# Via Verde Business

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- . Better customer service for all clients
- . New adequate solutions for the segment
- . Increasing brand value
- . Connecting with high value clients
- . Addressing Brisa's core business

Selfcare portal MyViaVerde B2B

**Increase digital selfcare  
Decrease stores and backoffice processing**

# Selfcare portal MyViaVerde B2B



Client  
aggregation



HDM process  
simplification



Fleet license plate  
management



Fleet service  
management



Movements  
and account  
statements



Message  
center



Reportings



Corporate  
Dashboard



Split Billing

Smart Pricing

**Toll benefits for  
heavy load vehicles**

A white semi-truck with a long trailer is shown from a side profile, driving on a road. The truck is moving towards the right side of the frame. The background is a blurred landscape with a clear sky. The text "Toll benefits for heavy load vehicles" is overlaid on the truck's trailer area.

# Smart Pricing


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## Step 1 – Big Data analysis

Understanding consumer patterns and underused segments in our network

# Smart Pricing

## Step 1 – Big Data analysis

FLEET PRICING USE-CASE US-GMP069171027 

Step 1: Gaps in routes may occur through one of four possible patterns

Pairs of consecutive trips

CONCEPTUAL  
REMANDER

Every transaction is compared with the exact precedent and subsequent trips in order to identify "gaps" in the fleet routes with potential to be "cross-sold" at a discount

Relatively high average speeds of the vehicle when circulating outside the highway network indicates high likelihood of "sewing" behavior to avoid tolls

		a	b	c	d	Opportunity potential
1	Connecting trips					✗
2	Missing return					✓
3	Closed circuit with gap					✓
4	Open circuit with gap					✓
5	Missing trips					

- Analysing 2 years of operational data of all our clients' heavy load vehicles
- Each trip was individually analyzed and compared with its' previous, next and regular trips of that vehicle and of that client
- Mapping and detecting behaviour patterns, quantifying potential revenue loss due to *toll-escape* routing




# Smart Pricing

## **Step 2 – Advanced Analytics design**

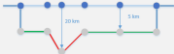

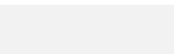
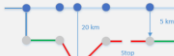
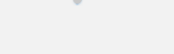

Detecting and mapping escape routes  
Quantifying and identifying, for each client,  
potential increase in toll revenue

# Smart Pricing

## Step 2 – Advanced Analytics design

FLEET PRICING USE-CASE US-GMP069171027 

Step 2: We mapped client behavior and defined addressability criteria to refine our initial estimations of VaS

Addressability criteria	Behavior pattern	Description	Illustration
<ul style="list-style-type: none"><li>VaS from trip is considered addressable if:<ul style="list-style-type: none"><li>Trip is taking place in a BCR alternative which is no more than 10km away from BCR</li><li>Trip begins or ends in an intersection with BCR (e.g. if client stops in the middle of a trip, only the beginning and end are considered addressable)</li></ul></li></ul>	Clients optimizing trip cost	Client avoids BCR in continuous movement (with no single stop above 20 min.)	
	Leveraging SCUT price discount	Client avoids BCR to travel in former-SCUT roads for equivalent destination, in continuous movement	
	Stopover for meals	Client avoids BCR and performs a single stop before entering or final destination, during meal times	
	Stopover to sleep	Client avoids BCR before or after a single stop, which lasts over 3 hours, and takes place overnight (not at client hub/base)	
	Client returning to base	Client avoids BCR before a single stop, which lasts over 3 hours, and takes place at client hub/base	
	Client performing business activities	Client performs single stop which does not meet criteria above, or multiple stops, before entering or after exiting BCR, or before reaching final destination	

Legend:   
● BCR node   
● Alternative node   
— Addressable   
— Not addressable

- Introducing external anonymized GPS data of heavy load vehicles fleet management servisse
- Extrapolating from GPS data, associating each of our clients' toll-escape routes to a most likely pattern of out-of-motorway behaviour
- Quantifying probability of inducing toll consumption leveraged on pricing mechanism, identifying most efficient stretches and clients to address

# Smart Pricing

A background image showing two men in business suits sitting at a desk. One man is pointing at a document while the other looks on. The image is dimmed to allow text to be overlaid.

## **Step 3 – Delivering solution**

Meeting clients one-on-one to propose and deliver specific and individual SmartPricing solution

# IDENTIFYING A MIX OF CLIENTS FOR PILOT TESTING THE PRODUCT





SALES TEAM ADDRESSING EACH CLIENT  
INDIVIDUALLY WITH A SPECIFICALLY  
DESIGNED PRICING OFFER



INCREASE TOLL CONSUMPTION, OVER LAST YEAR'S,  
FOR SPECIFIC MOTORWAY STRECHES



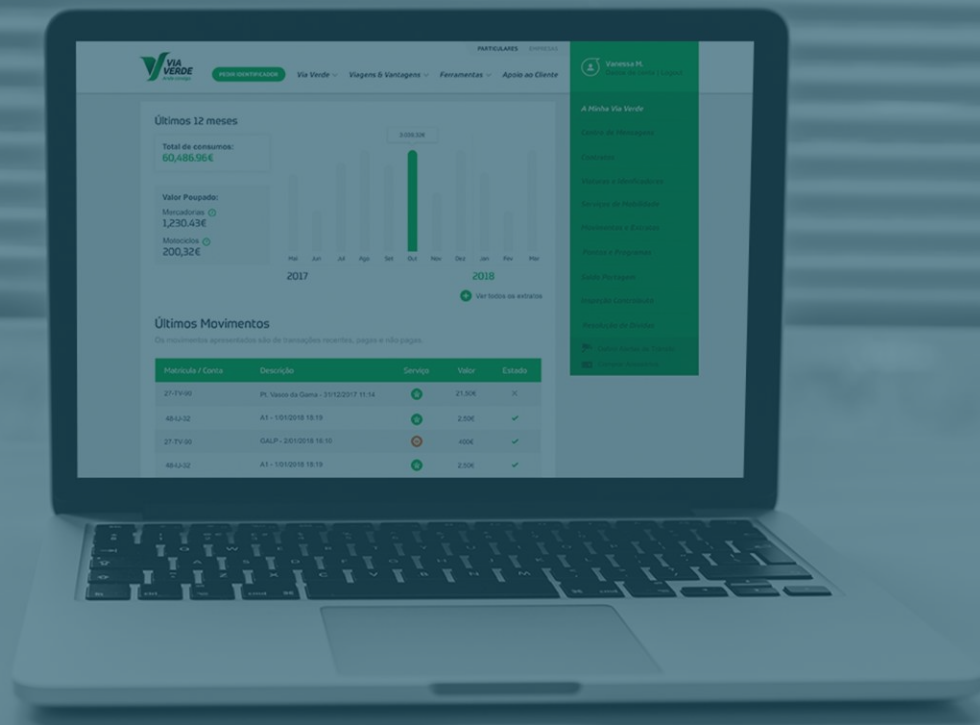
RECEIVE NOTIFICATION  
OF THE TOLL CREDIT  
RECEIVED

USE THE TOLL CREDIT ON BRISA NETWORK





RECEIVE WEEKLY REPORTS  
WITH BENEFITS AND TOLL  
CREDIT EARNED



# Smart Pricing

- Sales team currently contacting clients
- Pilot running from June to December



Via Verde Business

**Better service, better products, better relation  
Clients addressed and satisfied**

**Thank you!**

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