

Case Study.
Belagrícola.
Brazil.
Agriculture.

Cultural Transformation at Belagrícola: A Journey Towards Safer Driving

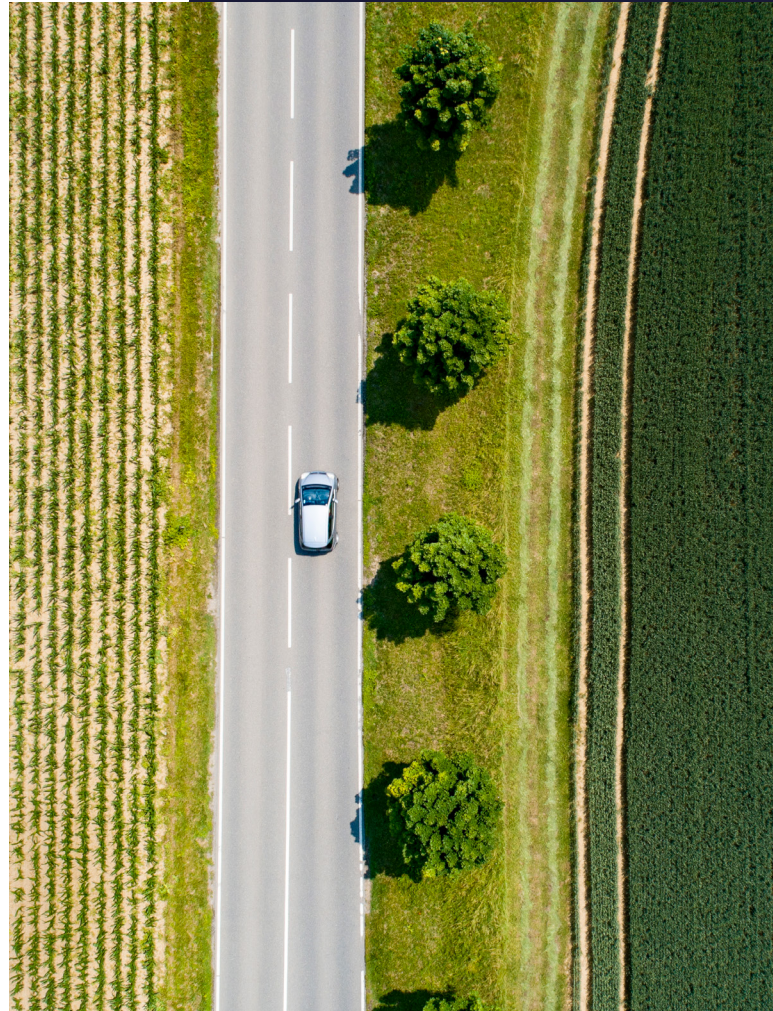
During a cultural transformation project, a potential operational risk was identified, related to the light-duty vehicle fleet. These vehicles were predominantly used in the commercial area, but were also used by managers and the maintenance staff.

Context

Founded in 1985 in Brazil, Belagrícola is a Brazilian company that evolved from being a reseller of agricultural products to becoming one of the largest distributors of agricultural supply chain and grain marketers in Brazil. With 52 sales outlets, 40 proprietary reception units and 30 partners for standardisation and storage, it stands out as one of the largest providers of solutions for rural producers in the country.

Challenge

Belagrícola faced significant challenges with its light-duty vehicle fleet, including frequent instances of speeding beyond the established 110 km/h limit, as well as traffic infractions such as unsafe overtaking, mobile phone use while driving, and other inappropriate driving behaviors.



During the initial assessment, dss+ identified inconsistencies in existing processes and highlighted the need for a more robust systemic approach to mitigate deviations within the light-duty vehicle fleet, which currently consists of approximately 310 vehicles. Additionally, insufficient adherence to established guidelines was found to negatively impact several operational outcomes, including increased accident rates, higher corrective maintenance requirements, and elevated fuel consumption.

As part of the cultural transformation initiative, dss+ supported Belagrícola in the implementation of a comprehensive vehicle safety programme designed to address process deviations and promote sustained improvements in safety performance.

dss+ Approach

dss+, in collaboration with the leaders of the cultural transformation process, developed processes over a 12-month period for a vehicle safety programme. Each phase fulfilled specific requirements:

- 1. Action Plan:** The Belagrícola Vehicle Driving Programme was established, consisting of implementation phases that included indicators such as reducing speed, with a maximum limit set at 110 km/h.
- 2. Implementation:** Actions include adding driver behaviour development to the leadership coaching programme, reviewing fleet management KPIs, presenting performance data to the executive committee, examining the vehicle disciplinary code for driver recovery guidelines, and organising a recognition programme structure.
- 3. Communication and Training:** A comprehensive communication plan regarding the new guidelines for the vehicle safety programme, as well as training in defensive driving, to be implemented. Drivers will be provided time to become familiar with the updated guidelines, and the executive committee will monitor the implementation of the programme.
- 4. Recognition and Monitoring:** Execution of the recognition programme and vehicle disciplinary code, along with providing support for monitoring the programme's progress within the executive committee.



Assignment

Promote a sustainable safety culture and operational performance.



Offering

Risk Management and Cultural Transformation.



Impact

- 99% reduction in speed deviations above 110 km/h.
- 44% reduction in accidents involving light-duty vehicles.
- 22% reduction in traffic fines.
- Estimated savings of R\$ 500,000 in maintenance and fuel consumption.
- The project ranked 17th among 100 companies in the Parar Awards 2024.

