



# WORKSHOP: FLEET MANAGEMENT. EVERYTHING'S ON TRACK

»»»»»»»»»» CONCLUSIONS REPORT



SUSTAINABILITY COMMISSION  
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**IFMA** España Chapter  
International Facility Management Association

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## ••• INTRODUCTION

**On April 24, 2026, IFMA Spain held a workshop dedicated to fleet management, conceived as a space for professional conversation, exchange of experiences and joint analysis on a function that, in recent years, has gained complexity, transversality and strategic impact within organizations.**

The session brought together managers from fleet, purchasing, general services, mobility, compensation and benefits, operations, and technology departments, representing companies with very diverse realities. This diversity allowed for a multifaceted approach to fleet management: large operational fleets, commercial fleets, management vehicles, mobile units, technical vehicles, leasing models, shared mobility solutions, and partial outsourcing arrangements.

The main objective of the meeting was to identify the main challenges that organizations face in the daily management of their fleets, share learnings and detect common trends in a context marked by cost pressure, sustainability, digitalization, electrification, changes in the market of manufacturers and leasing operators, and the growing need to have reliable data for decision making.

The conversation highlighted that the fleet can no longer be understood solely as a collection of vehicles serving business operations. Today, it represents a management area directly linked to operational efficiency, employee experience, purchasing policy, taxation, sustainability, safety, corporate mobility, and brand image.



## ••• CONTEXT

**One of the first points highlighted during the session was the enormous diversity of fleet models among the participating companies. Far from a homogeneous reality, each organization manages its vehicles according to its activity, territorial structure, internal culture, business model, and operational needs.**



Case studies were shared of companies with large fleets, such as Serveo, which has more than 3,500 vehicles, comprised of approximately 35% passenger cars and 65% vans, commercial vehicles, and light commercial vehicles. Alongside these primarily operational fleets, models focused on management vehicles, commercial fleets, technical vehicles, mobile units, trucks, coaches, taxis, employee transportation, and mobility solutions linked to specific events or travel were also presented.

This diversity significantly enriched the debate, as it allowed for a comparison of common problems in very different contexts. Some companies manage highly operational fleets, where the vehicle is an essential tool for providing a service. Others manage fleets linked to employee benefits, sales teams, or management positions. In other cases, the fleet is part of a broader structure encompassing mobility, transportation, logistics, or general services.

Despite these differences, the session made it possible to identify a number of shared challenges: the growing administrative burden, the difficulty in having integrated tools, the pressure on costs, the transition towards more sustainable models, the need to improve user autonomy and the complexity of coordinating multiple providers, departments and sources of information.

## ••• FLEET MANAGEMENT, INCREASINGLY STRATEGIC

**One of the main conclusions was that fleet management is no longer a purely administrative or operational function. Although a significant amount of daily management remains—registrations, disposals, deliveries, returns, incidents, invoicing, maintenance, insurance, fuel, fines, documentation, and replacements—the area has acquired a much more cross-functional and strategic role.**

Fleet-related decisions directly impact a company's budget, sustainability goals, internal user experience, service efficiency, taxation, workplace safety, and corporate reputation. In many organizations, the fleet is also linked to ESG commitments, emissions reduction policies, sustainable mobility plans, and non-financial reporting.

During the session, it was highlighted that this increased strategic importance has not always been accompanied by greater resources. In many companies, fleet management teams remain small and must shoulder a growing workload, increased reporting pressure, and ever more complex operations. This tension between growing responsibility and limited resources was one of the most frequently recurring themes throughout the discussion.

In this sense, the fleet is presented as an area in full transformation: more visible, more demanding, more regulated and more connected with the corporate strategy, but still managed in many cases with structures, tools and resources insufficient to respond adequately to this new reality.



"Fleet management has ceased to be a purely administrative function and has become a strategic area that impacts costs, sustainability, employee experience, taxation, safety and operational efficiency."

## ••• OPERATIONAL COMPLEXITY AND ADMINISTRATIVE BURDEN

**One of the major points of consensus was the increasing operational complexity associated with fleet management. Organizations must coordinate a large number of processes that, while individually they may seem simple, together generate a significant administrative burden.**

Among the most frequently mentioned tasks are vehicle request management, order tracking, coordination with leasing operators, manufacturers and dealerships, delivery and return management, document control, incident resolution, cost allocation, cost center management, database updates, mileage control, refueling or recharging tracking, user support and invoice validation.

In companies with large fleets, this operational process multiplies exponentially. The session highlighted that one of the biggest challenges lies not only in acquiring vehicles, but also in managing the entire lifecycle associated with each one. A vehicle can change users, cost centers, locations, projects, or business units several times during its useful life, and each change requires a proper update to prevent future problems.


Billing was identified as a major pain point. The lack of up-to-date information on allocations, transfers, and disposals leads to recurring errors in cost allocation. This results in internal complaints, manual reviews, and an additional burden for fleet teams, who must act as a liaison between users, finance departments, operators, and business units.

The difficulty of properly managing absences, driver changes, and reassignments was also highlighted. When this information is not communicated in a timely manner, errors can occur in billing, taxation, the allocation of benefits in kind, or liability for vehicle use.



## ••• MANAGEMENT MODELS: PREDOMINANCE OF INTERNAL CONTROL

**The session allowed for a comparison of different management models. Although partial outsourcing options exist, the predominant model remains in-house management, especially in organizations where the fleet is of high operational importance or where highly specific business knowledge is required.**




"There is no single fleet management model: Each organization must find its own balance."

In general, companies outsource certain services—renting, maintenance, assistance, insurance, fuel, telematics, document management or operational support—but retain internal decision-making, policy definition, communication with users, needs validation and budget control.

This reality reflects a recurring theme in the session: suppliers can provide key services, but they don't always have the necessary level of detail understanding of a company's internal operations. Fleet management isn't limited to the leasing provider or the contracted vehicle; it involves understanding the internal structure, cost centers, the needs of each department, the user culture, compensation policies, purchasing procedures, and the organization's strategic priorities.

Therefore, even in models with external support, it remains essential to have an internal figure who coordinates, supervises, and makes decisions. The debate showed that outsourcing can help reduce administrative burden, but it hardly replaces the need for robust internal management.



The final conclusions of the workshop emphasized that there are diverse management models, but that internal models predominate, while also highlighting the need for increasingly cross-functional management with other departments.

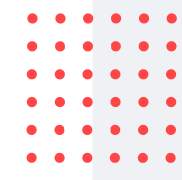
## ••• TECHNOLOGY, DIGITIZATION AND DATA MANAGEMENT

**Technology was one of the central themes of the meeting. Most participants agreed that digitalization has advanced significantly in recent years, but also that there is still no fully integrated tool that satisfactorily addresses all management needs.**

Many companies have moved from models based on phone calls, emails and Excel spreadsheets to more digitized environments, with supplier platforms, internal forms, data repositories, request tools, approval systems, telematics, dashboards and specific solutions for certain phases of the process.

However, the main problem isn't just having the tools, but getting them to connect with each other. In many cases, each provider has its own platform, each department manages its own information, and each process generates data that isn't always automatically integrated. This forces the maintenance of manual repositories, duplication of information, and periodic checks to correct errors.

During the session, internal developments for managing vehicle requests, catalogs, approval workflows, and automated orders were mentioned. External tools that function as more structured repositories than Excel were also discussed, but these still require manual maintenance if they are not integrated with internal systems.



"The great technological challenge is not having more tools, but getting them to talk to each other."

The primary need identified is to move towards technological ecosystems capable of connecting vehicle application, approval, contracting, delivery, allocation, use, maintenance, billing, reporting, and decommissioning. Until this happens, organizations will continue to rely on piecemeal solutions and the manual effort of the responsible teams.

Data is thus becoming one of the major challenges in fleet management. It's not just about having information, but about ensuring it is reliable, up-to-date, traceable, and usable. Without quality data, it's difficult to make sound decisions regarding costs, emissions, renewals, actual usage, user behavior, vehicle policy, or future needs.



## ••• USER RELATIONSHIP AND VEHICLE USAGE CULTURE

**Another key aspect of the discussion was the relationship with the vehicle user. Fleet management doesn't depend solely on contracts, suppliers, or tools; it also depends, to a large extent, on the behavior of the people who use the vehicles.**

Participants agreed that users still have limited autonomy in many aspects of daily operations. Basic inquiries, simple issues, questions about documentation, inspections, maintenance, refueling, key recharging, fines, and procedures still typically fall to fleet teams, even when policies, platforms, or providers exist that could resolve some of these matters.

This phenomenon generates a constant workload. This feeling was clearly perceived when it was stated that the fleet mailbox "never goes down" and that, with reduced teams, management can feel like "a barrier against the world."

The session highlighted the need to strengthen a culture of user responsibility. Company vehicles should be viewed as work tools or benefits subject to clear rules, not as something entirely delegated to the fleet management department. To achieve this, it is considered necessary to improve internal communication, simplify policies, clarify responsibilities, and train users on the proper use of vehicles and related procedures.

The importance of clear and sufficiently detailed vehicle policies was also discussed. Issues such as lost keys, refueling errors, misuse, mileage, maintenance, cleaning, damage, fines, and recharging must be regulated in an understandable way to avoid misinterpretations and subsequent conflicts.



## ••• SUSTAINABILITY, ELECTRIFICATION AND ENERGY TRANSITION

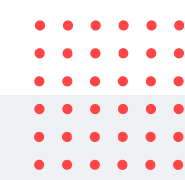
**Sustainability was one of the most important topics of the workshop. All participating organizations recognize that the transition to more sustainable mobility models is a clear and irreversible trend, driven by regulation, corporate policies, ESG commitments, and social pressure.**

However, it also became clear that fleet electrification presents significant practical challenges. The transition cannot be approached solely from the perspective of reducing emissions or improving sustainability indicators. It must be analyzed in terms of actual vehicle usage, typical commutes, the availability of charging infrastructure, the required range, user profiles, the location of workplaces, and economic viability.

In several cases, it was mentioned that plug-in hybrid or electric vehicles don't always deliver the expected results if the user doesn't operate them properly or if charging points are unavailable. Plug-in hybrids may look good in terms of reporting, but if they aren't charged and are used like combustion engine vehicles, they can end up consuming more fuel than anticipated, creating a discrepancy between the stated objective and the actual results. It was also highlighted that electric vehicles can perform well in certain urban settings, for predictable routes, or for short trips, but they present more challenges in commercial, technical, or operational fleets that require flexibility, long journeys, constant availability, or variable routes.

Charging infrastructure is emerging as a key barrier. Some companies have charging points at their facilities, but this doesn't always solve the problem when vehicles are parked at employees' homes, travel across different regions, or provide service in changing locations. Furthermore, installing chargers at private residences raises economic, tax, labor, and employee retention issues.

Therefore, the main conclusion is that electrification must be addressed on a case-by-case basis, with real-world usage analysis, rather than through one-size-fits-all decisions applied to the entire fleet. Sustainability is a shared goal, but it requires planning, data, infrastructure, education, and a realistic assessment of operations.



"Electrification is not just about changing vehicles: it's about redesigning habits, infrastructure, and processes."



## ••• TENDERS, MARKET AND SUPPLIER RELATIONS

**Tenders occupied a significant part of the conversation. In a context of cost pressures, technological evolution, regulatory changes, and market uncertainty, designing a good tender has become a critical element for fleet management.**

The participating companies pointed out that current tenders are much more complex than they were a few years ago. Simply comparing quotas is no longer enough. It's now necessary to assess vehicle availability, delivery times, maintenance, workshop network, customer service, flexibility, adaptability, digital tools, reporting, sustainability, return policies, penalties, replacements, and operational support.

The balance between price and service was also discussed. In many cases, budgetary pressures lead to prioritizing price, but participants warned that a decision based solely on cost can generate subsequent problems in terms of operations, response times, user satisfaction, or internal administrative burden.

The leasing market has also changed. There is a noticeable increase in standardization, less flexibility, and greater complexity in the relationships with operators, manufacturers, and dealerships. Companies with multi-vendor models must manage different platforms, conditions, stakeholders, and procedures, which adds an additional layer of difficulty.

The impact of new manufacturers, especially Asian ones, and the uncertainty surrounding their actual adoption in corporate fleets were also addressed. Although there is greater supply and availability in some segments, doubts remain regarding after-sales service, maintenance, the network of workshops, residual value, and acceptance by operators and users.

The final conclusions pointed out that tenders are one of the keys to success in fleet management and that the proper design of the vehicle grid, conditions and award criteria is crucial to avoid future problems.



## ••• MOBILITY PLANS AND NEW WAYS OF USING

The workshop also addressed the evolution from traditional fleet management to a broader vision of corporate mobility. In some organizations, the fleet is no longer managed in isolation, but rather connected to trips, routes, taxis, car sharing, employee transportation, compensation packages, and sustainable mobility plans.

Discussions focused on models such as shared rental, internal car sharing, vehicle pooling, the use of vehicles for specific journeys, financial compensation as an alternative to the vehicle, and the need to rationalize certain journeys.

However, these solutions also present challenges. Car sharing requires planning, key management, assigning responsibilities, incident management, cleaning, maintenance, and tracking usage. Furthermore, it is not always well-received by users, especially when it represents a loss of convenience compared to an individually assigned vehicle.

Corporate mobility is thus emerging as a growing field, but one still maturing. Companies are exploring new approaches, although their implementation depends heavily on internal culture, geographical dispersion, commuting habits, the existence of well-connected workplaces, and each organization's management capacity.



"User autonomy is as important as technology."



## ••• CROSS-FUNCTIONAL MANAGEMENT AND INTERNAL COORDINATION

**Another key takeaway from the session is that fleet management cannot be handled by a single department in isolation. Its complexity demands ongoing coordination between different areas of the organization.**

Purchasing is involved in tenders, supplier negotiations, and monitoring of financial terms. Finance participates in budgeting, invoicing, cost allocation, and reporting. Human Resources is involved when the vehicle is part of compensation, benefits in kind, or the employee benefits package. Sustainability needs data for ESG reporting and emissions reduction. Operations requires suitable vehicles to provide the service. Technology can help integrate tools, automate processes, and leverage data. Legal and Compliance may be involved in matters of privacy, telematics, data usage, or employee relations.

This cross-cutting nature makes fleet management an area where different interests and priorities converge. Therefore, one of the key elements identified is having clear policies, well-defined processes, and internal governance that allows for balanced decisions regarding cost, service, sustainability, user, and operational efficiency.



## ••• MAIN CONCLUSIONS

**The workshop confirmed that fleet management is undergoing a profound transformation. Companies are facing a more complex, regulated, demanding, and strategic landscape than in previous eras.**

- 01** The fleet is no longer a purely operational matter. Today, it's a driver of efficiency, sustainability, cost control, and employee experience. Its impact on the organization is greater, and therefore, so is the need to manage it with professional criteria, reliable data, and a cross-functional perspective.
- 02** Technology is essential, but still insufficient. Tools, platforms, and partial solutions exist, but not an integrated response that satisfactorily covers the entire vehicle lifecycle. This lack of integration forces the continuation of manual processes and generates inefficiencies.
- 03** Data becomes a critical asset. Without up-to-date information on usage, costs, emissions, allocations, drivers, cost centers, incidents, and mileage, it is very difficult to make sound decisions. Data quality will be one of the key differentiators in fleet management in the coming years.
- 04** Electrification is progressing, but it cannot be implemented uniformly. It requires individualized analysis, infrastructure, user training, and a realistic assessment of each vehicle's usage. Sustainability must go hand in hand with operational viability.
- 05** The user remains a key element. The best policy or tool loses its effectiveness if the user is unaware of their responsibilities, fails to communicate changes, neglects proper maintenance, or misuses the vehicle. Fleet management also requires education, communication, and a strong internal culture.
- 06** Tenders are becoming increasingly strategic. Price remains important, but it can no longer be the sole criterion. Service, flexibility, availability, tools, support, sustainability, and responsiveness must all be part of the analysis.

Finally, the session highlighted the value of creating spaces for exchange among professionals. Many of the challenges are shared, although each organization experiences them with different nuances. Sharing experiences allows for the identification of best practices, anticipation of problems, and the building of industry knowledge.

## ••• FUTURE LINES OF WORK

The workshop identified a number of shared challenges that, due to their relevance and complexity, could lead to future lines of work within the IFMA Spain ecosystem. Fleet management is currently undergoing a transformation and requires ongoing reflection to delve deeper into the aspects that most concern organizations.



Among the possible lines of continuity, the opportunity to organize new monographic sessions focused on specific issues identified during the debate stands out, such as the digitization of fleet management, the integration of tools and data, electrification, charging infrastructure, tender design, taxation, user experience, sustainable mobility plans or outsourcing models.

This report can also serve as a starting point for further generating sector-specific knowledge, comparing best practices, and promoting exchange among professionals managing very different realities but sharing common challenges. The diversity of experiences gathered during the session confirms the value of these types of meetings as spaces for practical learning, professional dialogue, and networking between organizations.

Looking ahead, IFMA Spain will be able to assess the continuation of this line of work through new workshops, contrast groups or specific publications that contribute to further professionalizing fleet management and its connection with facility management, general services, corporate mobility and sustainability.

## ••• CLOSING

**The fleet management workshop, "Everything's On Track," has confirmed that organizations are facing an increasingly complex, yet increasingly relevant, area of management. The fleet is connected to the company's daily operations, economic efficiency, sustainability goals, and the employee experience.**

The main takeaway from the session is that there is no single solution. Each company must find its own balance between cost, service, sustainability, technology, internal culture, and operational needs. However, there are common challenges and shared lessons that can help move toward more efficient, professional, and sustainable management models.


In this context, IFMA Spain can play a relevant role as a space for meeting, reflection and knowledge generation among professionals who manage complex realities and who need to anticipate the changes that are already transforming corporate mobility and the management of assets associated with the service.



## ••• ORGANIZATION, COORDINATION AND PARTICIPANTS


The fleet management workshop and this report have been organized and coordinated by IFMA Spain, with the support of Almudena García, sponsor of the Sustainability Commission and Member of the Board of Directors of IFMA Spain, and Rubén Hernández, manager of IFMA Spain.

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