FLEET FUTURE

Issue 01 March 2021

How COVID-19 has changed the future of fleet transport

FLEETS DRIVE EFFICIENCIES WITH AUTONOMOUS DECISIONS

INTERVIEW

Miguel Cabaca, managing director, Arval

Keith Allen, consultant, KSRM Consulting

FLEET OUTLOOK

Key dates for your fleet calendar

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Welcome

Welcome to the first edition of Fleet Future, our specialist insight series from Bynx looking at the latest developments in the industry.

As the fleet market goes through unprecedented change, this series of reports will consider some of the most pressing challenges facing fleet managers and their suppliers.

The Coronavirus vaccine is helping to return the global economy to full strength, but the business environment has changed significantly over the past year.

Technology has been a vital lifeline for most businesses to maintain communication and enable employees to continue working from home while offices are closed.

Now that restrictions are starting to ease, there is a unique opportunity to consider how these innovations can change the way we work in the long term.

For many companies, home working has proved successful; both employees and managers seem ready to continue the experiment.

There is a greater awareness of the potential of technology and how it can make business and employees more efficient, improving productivity and morale at the same time.

It can also greatly reduce errors, as our feature on automation shows, and allow employees to focus on high-value tasks that generate added-value for employers.

Despite this, employees will still need transport; the company car remains an essential part of any business, but the pandemic has prompted growing interest in new mobility alternatives.

This ranges from flexible vehicle options to much greater use of public transport, once confidence in shared services returns after the pandemic subsides. We consider the changing travel environment in a special report on post-pandemic mobility.

In each issue, we also gather insights from industry leaders, and I am delighted to share thoughts from Miguel Cabaca, the managing director of Arval UK, who recently announced his move to head up the leasing company's operations in Spain.

We also hear from industry expert Keith Allen, who looks at the growing importance of flexible fleet solutions in a changing economic environment.

I hope you enjoy the issue and look forward to discussing the key themes in the coming months.

GARY JEFFERIES
Sales and marketing director
Bynx

INSIDE THIS ISSUE

How COVID-19 has changed the future of fleet transport

As lockdown finally lifts with the arrival of a global COVID-19 vaccine, the fleet industry is embarking on a journey of change, which could reshape corporate mobility. John Maslen reports.

As businesses focus on returning to normal following the global pandemic, many are asking the question 'What does normal look like now?'.

After such a prolonged period under numerous lockdowns, with employees working from home and employers developing online business models, many companies have now adapted to the changed environment by introducing new processes and developing innovative ways of working.

Industry experts predict that many of the changes have proved so successful, they will remain in place long after the vaccine has take effect.

For example, many workers have indicated they want to continue working at home once restrictions are lifted, particularly as they gain hours each day that would otherwise be lost to commuting.

Technology such as Microsoft Teams and Zoom has underpinned the digital workplace, allowing meetings to be held remotely with colleagues and clients, while real-time digital collaboration is often proving just as efficient as working together in an office, where communication is often based around email and instant messaging anyway.

At the same time, many customers have embraced online sales as a way to source a wide range of goods, from coffee to cars.

Changing the traditional role of fleet

As lockdown lifts, this has the potential to change the traditional role of fleet within businesses.

Firstly, the number of job-need cars may change, as the historic role of the salesperson shifts from face-to-face to face-to-screen.

Already some leasing industry executives are questioning whether they need an army of road-based sales representatives, when they could be much more efficient holding online meetings. For example, three-hour drives to meet a client who then cancels a meeting at short notice would be a thing of the past.

The landscape may also change for perk car drivers, who cover much reduced personal mileage.

A car may still be necessary, but they may want to focus much more on luxury, rather than efficiency, as their low mileage means fuel costs are less of a concern.

Companies are also more likely to consider whether alternative forms of mobility are just as effective as the car, while others are asking whether they need a full-time fleet, or if flexible 'car-on-demand' services could be just as effective, ranging from car sharing to subscription services, flexible rental and even grey fleet.

How COVID-19 has driven long-term changes

Consultancy Arthur D. Little agrees that at least some of the changes in corporate behaviour seen during the crisis will endure in the medium to long-term.

The post-COVID world is unlikely to look exactly the same, its analysts say, and organisations within the mobility system need to develop strategies that will help to shape the future and provide options to respond to different outcomes, while offering support in case of unforeseen setbacks.

To do this, suppliers need to answer some key questions:

- What are the likely impacts of COVID-19 on mobility patterns in the medium to long-term?
- What should be the most appropriate strategic responses for mobility policy makers and service providers in the post-COVID world?
- What opportunities are there to leverage the disruption caused by COVID-19 to make a step change towards the goal of more sustainable, resilient and human-centric mobility systems?

Mobility patterns in the post-COVID world

More than 70 leaders and top executives from 30 organisations around the world have given their views on the global transport trends that will emerge in the next year.

They identified trends that would impact three categories – global, behavioural and technology/market.

1. Global: Passenger demand growth; support for all socio-economic levels; support for e-commerce; changing urban environments.
2. Behavioural: Working from home/flexible working; travel safety concerns; healthier mobility lifestyle; changing trip patterns.
3. Technology/market: Digital services; acceptance of new forms of mobility; market consolidation of private mobility players; intelligent transport systems.

The research by Arthur D. Little concentrated on urban mobility and identified how it could change as local authorities drive innovation towards more sustainable transport.

City centres have provided sandboxes for new ideas, for example with Paris and London engaging in the rapid roll-out of cycling infrastructure.

There are two broad types of action being taken:

1. Framing: Introducing regulation to encourage development of new mobility solutions (eg bike lanes, restrictions on car parking; enforcement of fines and charges, such as congestion charges).
2. Behavioural: Working from home/flexible working; travel safety concerns; healthier mobility lifestyle; changing trip patterns.

The report also concludes that data is the key to delivering a cohesive, easy to access range of transport options under Mobility as a Service.

It says: "There need to be standards and protocols to enable data exchange, a middle layer to ensure real-time provision of services and management, and front-ends that orchestrate different mobility services to deliver a seamless experience to users. This Unified Mobility Management Model promises to solve most of the mobility issues we face in the post-COVID world."

Risk warning as drivers return to road after lockdown

Fleets have been urged to maximise road safety efforts as drivers return to the road following lockdown as a major new study reveals the scale of death and injuries involving at-work driving.

According to the research in the UK, road travel accounts for more at-work deaths than all other workplace accidents put together.

Researchers say that around one-in-three road deaths, one-in-five serious injuries and a quarter of all injuries are sustained in road incidents where at least one vehicle involved is being driven for work.

The study, conducted by UCL and Agilysis, also revealed that 39% of pedestrians killed on the road were hit by a working driver.

The report, called Driving for Work, calls for further investigation into who is driving for work, the type of vehicles used, and how driving for work is changing, for example through the gig economy.

Although lockdown led to a dramatic reduction in crashes and road deaths in the UK, they soared again each time drivers returned to the road.

In April 2020, for example, during the first lockdown which started in March and April, casualties fell by 67%, but deaths and injuries climbed rapidly again in May and June as traffic levels increased.

The research highlights the vital importance of rapid data analysis to understand the risks facing drivers on the road, so fleets can take action to improve safety and protect drivers.

Towards an electric future

There is one area of post-pandemic change that provides a level of certainty for fleet operators as the industry transitions to an electric future.

Governments across Europe have provided clarity on key milestones for the fleet industry, as they look to outlaw the sale of new purely internal combustion-engined vehicles in the coming decade.

With cars typically operated for four years and vans for up to eight, fleets have as little as one replacement cycle to prepare.

The challenges facing managers include identifying which electric vehicles are suitable for a company's specific operations and arranging finance, along with managing driver training, organising charging and providing maintenance.

Government tax incentives have already led to a boom in demand for battery electric vehicles and plug-in hybrids, with sales growing despite a declining overall car market.

During 2021, manufacturers are launching dozens of new electric vehicles and hybrids and several have also announced plans to provide an all-electric range by as early as 2025.

Experts point to Norway as an example of how drivers can adapt, as half its new car sales are now pure electric cars.

A key factor in growing demand has been long-term government incentives and a strong used car market.

Analysts argue this support must continue in the long-term to maintain the long-term transition to zero-emission vehicles.

Spoilt for choice – new electrified vehicles arriving in 2021

Full electric


Audi Q4 e-tron


BMW iX3


BMW i4


BMW iX


Citroen C4


Fiat 500


Ford Mustang Mach-e


Lexus UX300e


Mazda MX-30


Mercedes-Benz EQA


Mercedes-Benz EQE


Renault Megane


Seat El-Born


Skoda Enyaq iV


Tesla Model Y


Volkswagen ID.4


Volvo XC40 Recharge

Plug-in Hybrid

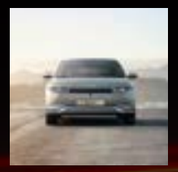

Audi Q3


DS 4


Hyundai Tucson


Jaguar E-Pace


Jaguar F-Pace


Hyundai Ioniq


Jeep Compass


Jeep Grand Cherokee


Kia Sorento


Land Rover Defender

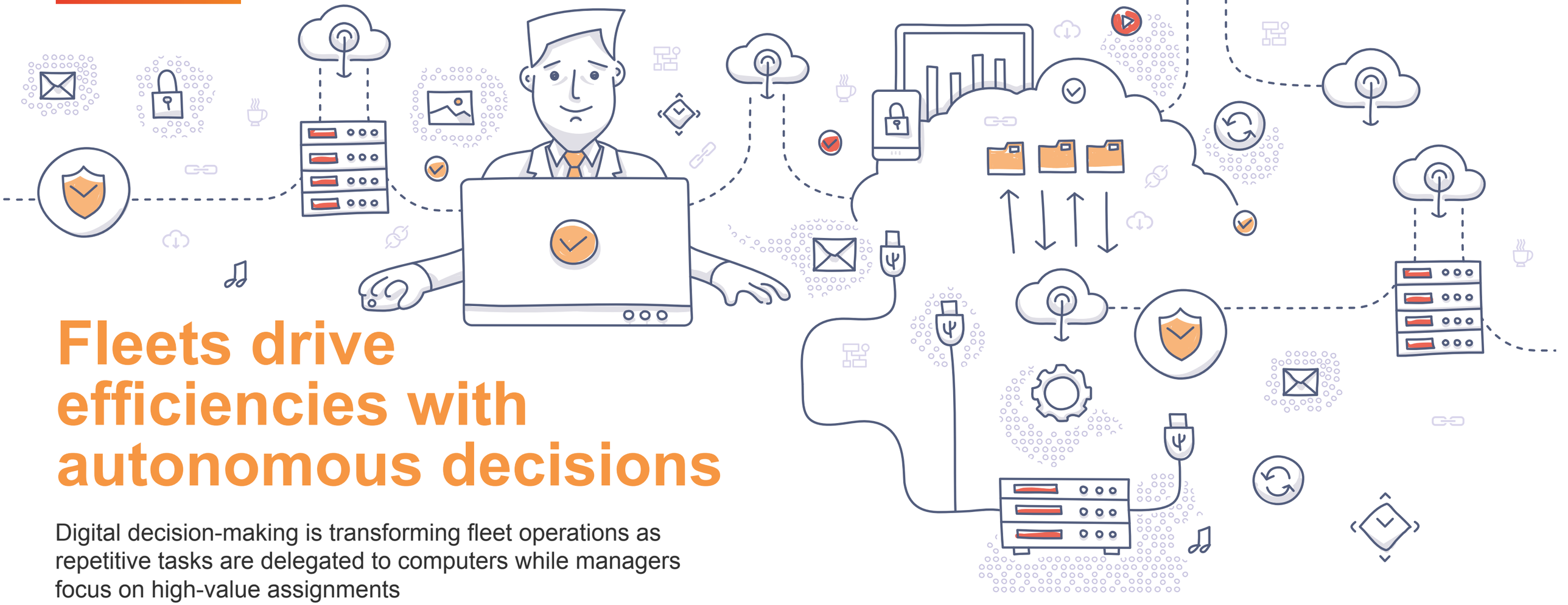

Range Rover Velar


Renault Megane


Seat Ateca


Volkswagen Tiguan


Volkswagen Arteon



Fleets drive efficiencies with autonomous decisions

Digital decision-making is transforming fleet operations as repetitive tasks are delegated to computers while managers focus on high-value assignments

John Maslen

The astonishing footage of the Perseverance rover landing on Mars provided an example to the world of the power of automated decision-making.

Following its 128-million mile journey to the red planet, the critical task of deploying the rover and landing it safely was handled autonomously, while humans kept watch from Earth.

This is the pinnacle of robotic engineering that has already seen SpaceX rockets return vertically to their launch pad dozens of times after deploying payloads into space.

Space flight is the most high-profile example of how far autonomous technology has advanced, but our lives are shaped every day by much more subtle examples.

Everything from email filters to the social media posts we see and the films that streaming services recommend are provided without human interaction through intelligent processes.

In cars, humans now trust an increasing number of functions to autonomous computers, from satellite navigation directions to steering and braking.

At its most basic level, the technology supports resource allocation to provide faster, more consistent decisions, while ensuring human operators are not overloaded and making mistakes.

Its potential in the fleet sector has already been proved through specialist routing software for couriers and taxis, which can even allocate a driver's final job of the day so that it is on their way home. The technology also plays a vital role in approving maintenance requests by analysing data to ensure costs and the parts required are within expected parameters.

As the stunning Mars milestone shows, the sky is the limit when it comes to autonomous technology and it will play a key role in shaping the future of transport with an increasing focus on Mobility as a Service (MaaS).

Powering the future of MaaS transport

Customers who want to get from A to B will provide their requirements to a digital device and let the technology do the legwork; it will deliver a simple travel plan from an infinitely complex array of potential solutions.

Resources will be allocated and booked as required, whether that is a car, taxi, bike, or something else, while back-end systems will handle resource management, reserving vehicles as required and also ensuring availability is maximised through effective deployment and maintenance booking.

The software constantly assesses available resources and allocates them based on predicted demand or immediate user requirements, while adapting and changing as customer needs develop.

Systems are not restricted to managing vehicles, as they can manage parking charges, book EV charging points and oversee journey planning that is driver and vehicle specific.

Mobility as a Service (MaaS) integrates multiple forms of transportation into a single mobility service or platform, which can be accessed on demand. It will also manage payments, in-life servicing of shared vehicles, wholelife cost management and defleet processes.

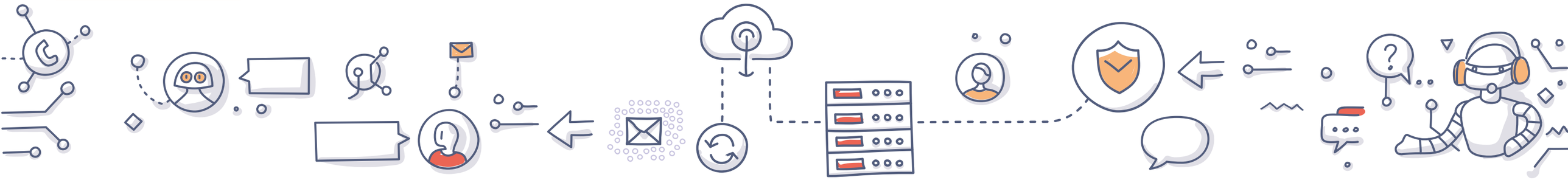
This means that choosing the right software partner is as important as finding the right dealer or maintenance supplier.

Customers do not care about the complexity behind the scenes, they just want a simple experience that works.

Therefore, fleet managers will prioritise suppliers according to how confident they are that a software system can deliver on its promised performance.

Like the Mars rover, the role of MaaS software is mission critical. It powers the customer experience and the supplier's ability to manage resources effectively.

Whether in space or in the city automated decision-making is set to become an essential part of our working lives.



Focus on service and safety

Autonomous decision-making covers many different technologies, ranging from artificial intelligence to chatbots, but its deployment often occurs in two key areas – service and safety.

Service includes chatbots, systems that automatically filter calls to different areas of the business, handling customer service requests, vehicle allocation, monitoring wholelife cost information for exceptions, and general data management.

For example, a customer could make a request for an early termination figure electronically, with a figure automatically sourced by software, instead of an agent being involved.

When it comes to **safety**, software can autonomously monitor vehicles and systems to minimise risk. This can range from adaptive cruise control and autonomous emergency braking to fraud warning systems that identify suspicious transactions or payment patterns.

Managing by exception

Businesses are increasingly automating processes to improve response rates and lower costs.

Typically, this involves repetitive tasks where the same process is carried out numerous times.

For example, if a fleet manager calls a leasing company to ask for the contract end date on a lease, this can easily be handled by an automated process, either through an online portal or via a service such as a chatbot.

This then frees up employee resource to handle enquiries that involve unique or complex issues.

According to consultancy Oliver Wyman, automating decisions is like automating any other business process—you codify a set of rules that create a connection between the data and how the decision gets made.

As data is collected on how well the rules work (or not), companies then fine-tune the process to improve efficiency and accuracy. This creates a feedback loop that constantly analyses the rules to build a self-learning, self-correcting system.

From this, you can identify the special cases and exceptions that need special review by human experts, who are best placed to make the most difficult judgement calls.

This magnifies the impact of managers, as each person can oversee larger and more complex areas than they otherwise would.

Automated decision-making often focuses internally on processes and decisions, but the greatest added value comes from customer interactions.

Rather than speaking to a broker representative, for example, who then shops for an insurance policy, a customer can input their data and get a direct and immediate quote from a specific provider. The automation saves both the insurer and the customer time and money.

The technology can also streamline loan accreditation. Instead of talking to a bank manager, potential borrowers can connect their business accounts to the bank, providing direct insights into their finances, which can slash approval times from weeks to hours, as systems automatically approve low-risk customers.

When the process is working properly, the majority of basic decisions are automated, saving time of employees so they can be deployed where it really matters.

For example, some automated maintenance approval systems can eliminate the need for employees to approve the vast proportion of garage requests. Instead, a small selection that fall outside pre-defined limits are selected by the software for referral to executives.

Talk is cheap when robots speak

Live chat can be one of the most cost-effective channels for customer engagement, if it is done properly.

Automated digital assistants, or chatbots, can deliver the customer service levels that digital natives expect for cost-effective, efficient 24-hour support.

Estimates suggest the average cost of a customer transaction with a human via phone is around $2, but the same digital interaction would be around 10 cents.

Systems can engage with customers, identify their needs and answer queries in the same way a human contact would.

That's the reason why chatbots have taken customer service by storm. With call centres closed by the Coronavirus crisis, digital channels have become a critical resource for companies and consumers alike. Around one quarter of the world's population has now interacted with a chatbot.

Recent analysis suggests that 90% of customer interaction with banks will be automated by 2022.

For example, Bank of America's AI-driven virtual financial assistant Erica now has more than 17 million total users, a year-on-year increase of 67% in 2020, and has helped clients with over 230 million requests.

At the onset of the pandemic, Erica was trained to understand more than 60,000 Coronavirus-related terms and questions. More than half of all Erica interactions since launch took place in 2020 alone, with 135 million client requests completed last year.

Around 64% of internet users say 24-hour service is the best feature of chatbots and more than one-third favour a bot as the way to get a quick answer in an emergency.

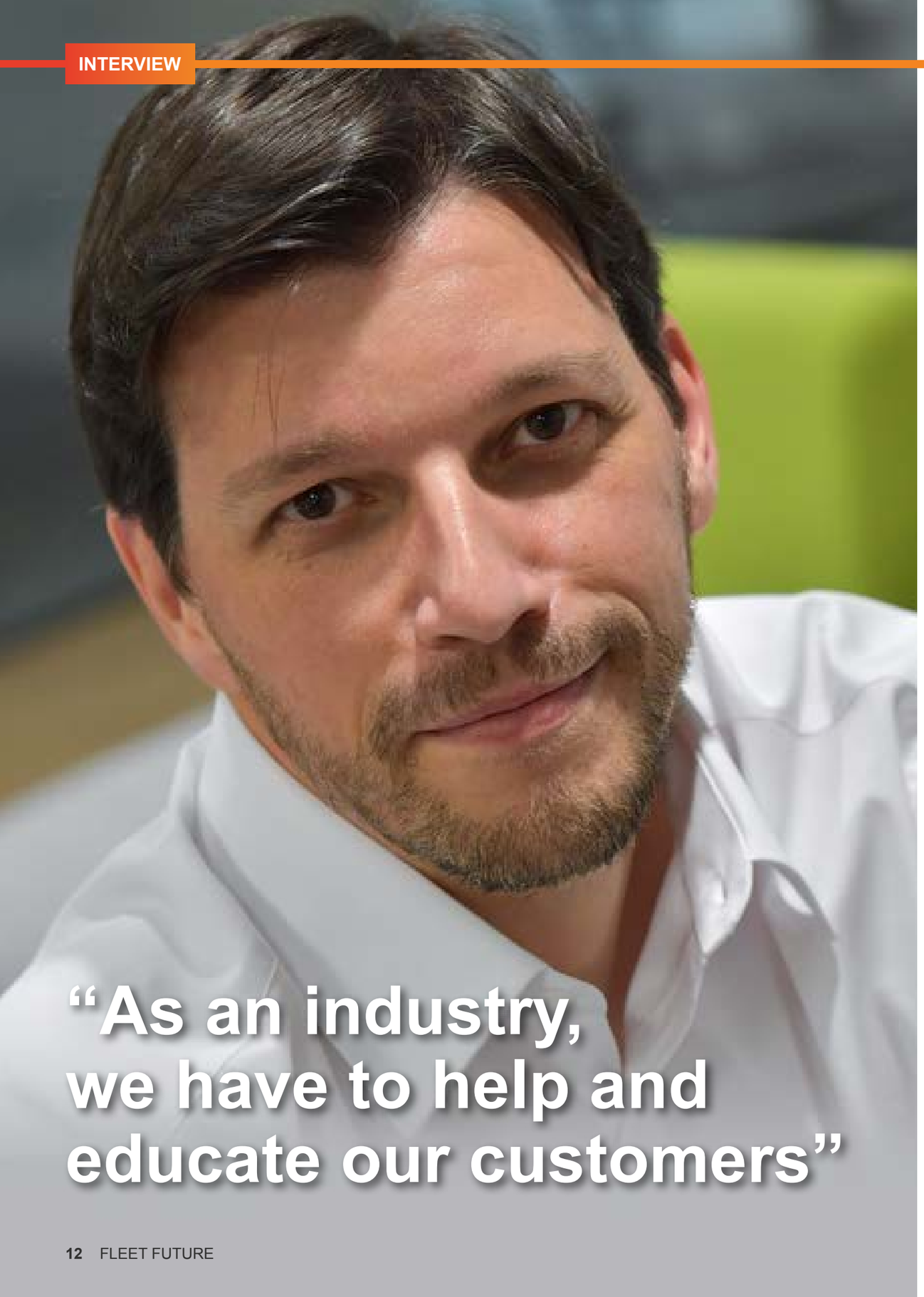
Although stand-alone chatbots are common on company websites, there are also more than 300,000 on Facebook alone, bringing the chat experience to the customer's most commonly used platform, rather than forcing them to open new apps or visit websites.

The aim is to give customers a natural language method of obtaining the information they need, with computers offering the first line of service.

Increasingly, they are also being trusted with more complex tasks, such as financial transactions including deposits and payment requests.

In addition to customer service, chatbots also offer consistent and compliant cross-selling support, engaging with customers at the right time, every time.

Bot expert Sze Tho ChangSheng, who has founded a number of artificial intelligence-based businesses, said: "Artificial intelligence is developing at light speed, with machines learning to see, recognise voices and process natural language, among other things. Chatbots are and will continue to be a game-changer to enhance front-end services at financial institutions."



“As an industry, we have to help and educate our customers”

Miguel Cabaca, managing director, Arval

The leasing industry is facing an increasingly complex and uncertain economic environment against which business leaders must plot a return to growth as the industry rebuilds following its most challenging year.

For Miguel Cabaca, speaking as he completed his tenure as head of Arval UK to become general manager of its Spanish division, the solution is to focus on the simple fundamentals of good business – engaging with customers and providing the services they need at a competitive price.

“There’s a lot of uncertainty going into 2021 and there is a bumpy road ahead; we need to be mindful of that and offer the right product at the right price,” he says.

“Suppliers that truly understand the customer and offer an enhanced, sustainable experience will win the race.”

Leasing companies will play an essential role helping customers to adapt to the ‘new normal’, so suppliers need to maintain close relationships and embed flexibility in their business models to adapt quickly as market needs change.

End of the ICE age

An immediate challenge is helping fleets to cost effectively navigate the road to decarbonisation, with government strategy targeting the end of new petrol and diesel sales by 2030, with hybrids outlawed five years later.

During 2020, fleet demand for electrified vehicles rocketed, particularly battery electric vehicles, with government incentives saving some drivers thousands of pounds on their company car tax bill if they switched from petrol or diesel.

Cabaca adds: “If you think about where we are today, which is about 6-7% penetration of EVs, that will go to probably 15%, then to 20% in two years’ time.”

This creates two challenges. Firstly, leasing companies must ensure they can meet growing demand for zero-emission vehicles in a disrupted market, and secondly, they must have processes in place to successfully manage vehicles through their lifecycle.

At the end of their lease, ICE vehicles enter an established used vehicle market where there is predictable demand for stock, allowing residual values to be set with confidence, even during turbulent times.

However, just as the economy is entering uncharted territory, so are prices for electrified vehicles, which have never been offered in such volumes before.

As demand grows, leasing companies will expand their EV residual value exposure to billions of Euros before they start returning vehicles to the used car market. This has prompted discussion about extending the EV lifecycle with a second or third leasing arrangement to minimise risk.

Developing sequential leasing

This sequential leasing approach extracts greater value from assets, while also expanding the reach of leasing companies to new markets.

“We see opportunities in the market to give these vehicles a second life, although not just for EVs,” Cabaca says. “The existing vehicles that we have are very reliable and they can definitely remain in use for more than three years. It will help us tap into a level of demand and market segments that we are not yet exploring in the best way that we could.”

Arval has already started its own project, which has delivered valuable insight into operational requirements, with Cabaca saying: “You can’t put a vehicle into a second lifecycle in exactly the same way that we do it for the first life. It comes with different challenges into the guarantee for the vehicle or solutions for financing.”

“ELECTRIFIED VEHICLES WILL EVENTUALLY BE A SOLUTION FOR EVERYONE, BUT WE MUST ACCEPT THAT FOR A TIME THERE WILL BE SEGMENTS WHERE ICE VEHICLES WILL STILL BE NEEDED UNTIL A SUITABLE ZERO-EMISSION ALTERNATIVE BECOMES WIDELY AVAILABLE.”

Used car customers are more likely to be consumers, rather than businesses, which brings new ways of working for leasing companies.

However, the industry is already adopting a more consumer-oriented approach as the growth of personal contract hire accounts for a larger proportion of leasing business each year.

Cabaca adds: “Leasing companies are really embracing retail and PCH is a product that is well suited for today’s customers that want a no-hassle solution, with everything included and good support. Providing customers with choices and options is important and, although not always easy, there are lots of reasons for us to find ways to introduce more flexibility into our services.”

“Electrified vehicles will eventually be a solution for everyone, but we must accept that for a time there will be segments where ICE vehicles will still be needed until a suitable zero-emission alternative becomes widely available,” he says.

“As fleets adapt, flexible solutions are key”

Keith Allen, consultant, KSRM Consulting

Fleets are looking for ‘flex appeal’ in their suppliers as they avoid long-term commitments in an unpredictable market.

The trend is sparking innovation among suppliers as they aim to become more agile, so they can remain competitive and respond to the needs of post-pandemic customers, argues industry veteran Keith Allen.

“The pandemic has changed a lot of things,” he says, “many of them permanently.”

Homeworking is here for the long-term, he argues, with a greater awareness of work/life balance; many employees will still want to have the option of working from home when they return to their businesses full-time.

It is just one example of how people and companies will focus on flexibility in future.

For drivers, the focus will increasingly be on freedom from long-term vehicle commitments, especially if they carry a significant tax burden.

Even if vehicles are tax-free, such as electric cars, employees will want to avoid long-term commitments in case they decide the technology is not yet ready for their requirements.

For employers, flexibility will allow the fleet to adapt to the shifting needs of the business and drivers. Vehicle policies will be changed to reflect the needs of user-choosers, while the essential user fleet can expand and contract in line with business requirements

Understanding fleets

Allen has an in-depth understanding of how this will affect suppliers, having spent 13 years at the helm of UK leasing company ALD, building it into one of the largest vehicle providers in the UK.

He subsequently led fleet management specialist ARI before launching his own consultancy business, KSRM.

He argues that, in addition to more flexible services, businesses will need greater levels of external support from specialist suppliers to navigate the more complex fleet environment they face.

This includes greater levels of outsourced fleet management resource to help develop flexible policies that can support businesses in dynamic market conditions.

Furthermore, when it comes to finance providers, Allen argues brokers will have a key role to play.

“The key issue is the level of support that each fleet will require while adapting to this change. Leasing companies just don’t have the resource available to meet the needs of all customers, particularly SME clients, when it comes to the level of personalised advice they will need.”

Fleet management support

Allen argues that outsourced fleet management support provides access to a wealth of benchmarking expertise and knowledge that fleets will need. It can avoid initiatives encountering roadblocks that halt progress.

Suppliers can bring their wide-ranging industry experience to bear and advise on common issues that need to be avoided.

Outsourced fleet management provision can also deliver vital insight on wholelife costs, as suppliers work alongside fleet operators to deliver an efficient and cost-effective fleet operation.

“It would not be unusual for a fleet management company to be able to deliver over 20% savings across a three or four-year term when looking at the optimum vehicle choices that are fit for purpose for a fleet,” Allen adds.

“BUSINESSES NEED HELP TO UNDERSTAND HOW BEST TO NAVIGATE THROUGH AN EVER-CHANGING ENVIRONMENT.”

Areas where they require support range from identifying the right mix of finance, through to navigating the complexities of introducing alternative fuels, ahead of the government’s proposed ban on new petrol and diesel cars in 2030.

Electric vehicles bring a wealth of challenges, including understanding their suitability for fleet operations within a specific business and managing charging requirements.

“For a back-to-base fleet, the demand on the local grid if all the vehicles start charging at once is likely to be too great. Fleets need to develop smart charging strategies that maximise the use of their current capacity or plan upgrades well in advance.”

Expert suppliers can also play a key role in data management, particularly when it comes to obtaining strategic insights from telematics data, where regular reviews are vital to benefiting from the technology.

Furthermore, non-compliance is a constant risk, as a poorly monitored fleet can cost 10% more to operate than an efficiently managed one.

“As fleets adapt to this changing market, flexible solutions are key,” Allen adds. “While some fleets have a core of predictable demand, the changing landscape means every fleet has to adapt in some way, which in turn requires suppliers to respond to these changing needs.”

Key dates for your fleet calendar

Apr 22

Fleet LatAm Conference

ONLINE

Fleet LatAm organises events throughout the year, focused on the fleet and mobility managers with Latin America responsibilities. They take place in South-America, Central-America, North-America and Europe.

May 20 – 21

Australasian Fleet Conference and Exhibition

MELBOURNE, AUSTRALIA

The annual conference is designed to highlight the road ahead for fleet professionals – ultimately linking the best people with the knowledge and solutions they need to navigate an ever-changing automotive landscape.

Jun 2 – 3

Lease Conference Istanbul

ISTANBUL, TURKEY

The Lease Conference seeks to bring actionable knowledge and expertise to the players in the leasing business in Central and Eastern Europe.

Jun 3 – Jul 1

Company Car in Action

MILBROOK, UK

After a year off due to Covid, the driving event for fleet decision-makers aims to showcase a record number of vehicles in 2021. Electric and hybrid vehicles are likely to dominate the show, but manufacturers will also showcase their full petrol and diesel ranges.

Jun 17

Fleet Derby Awards

POLAND

Fleet Derby 2021 is the 10th anniversary edition of the national fleet awards. The event rewards best practice in the automotive and fleet industry recognising products and people that have a real impact on the market.

Jun 29

Fleet News Awards

LONDON, UK

A move to a new date for 2021. Traditionally held in March, the awards night moves to Tuesday, June 29 at the Grosvenor House Hotel in London. It will also for the first time incorporate the Commercial Fleet Awards.

Jul 6 - 7

National Association of Police Fleet Managers Emergency Fleet Exhibition and Conference

TELFORD, UK

The Emergency Fleet Exhibition and the National Association of Police Fleet Managers´ Conference, now in its 47th year, is one of the largest emergency service fleet events in Europe. It has established a European and worldwide reputation for the quality of the exhibition with a broad range of products and vehicles on display and attracts a focused high level audience.

Aug 30 – Sep 1

NAFA 2021 Institute & Expo

PITTSBURGH, USA

The NAFA Institute & Expo is the premier professional development and networking event that brings together fleet professionals from across North America in every segment including corporate, government, public safety, utility, and education.

Aug 30 – Sep 1

FleetCon 2021

ROUND ROCK, TEXAS, USA

Organised by FleetPros, a non-profit industry association which supports fleet professionals through education, networking, and resources. It currently represents 1,100 fleet professionals and suppliers.

Sep 20 – 21

Fleet LatAm Conference

MEXICO CITY, MEXICO

Fleet LatAm organises events throughout the year, focused on the fleet and mobility managers with Latin America responsibilities. They take place in South-America, Central-America, North-America and Europe.

Oct 3 – 6

Automotive Fleet & Leasing Association 2021 Corporate Fleet Conference

SAN ANTONIO, TEXAS, USA

In the 50 years since its founding, the Automotive Fleet & Leasing Association has promoted growth, expansion and professionalism within the fleet industry by providing education, research, technical standards, representation and advancement of member interests.

Oct 13 – 14

Dubai Lease conference

DUBAI (UAE)

The Lease Conference seeks to bring actionable knowledge and expertise to the players in the leasing business in the Middle East and Africa.

Nov 17 – 18

Fleet Europe Summit 2021

ESTORIL, PORTUGAL

The Fleet Europe Summit is the yearly gathering for European fleet and mobility industry. Each year, it attracts more than 1,200 decision-makers and influencers from more than 35 countries to review market trends, uncover innovations and network with industry peers.

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