



**fleetco**mpetence  
insight

# Light Commercial Vehicles

The core assets  
facilitating business  
operations

**No.6**  
**2025**

Strategic insights for LCV  
fleets to improve efficiency  
and reduce costs



# Why LCVs Matter

## INTRODUCTION

Light Commercial Vehicles (LCVs) are the operational backbone of countless industries—from logistics and utilities to mobile services and construction. These vehicles don't just transport goods or tools; they deliver productivity, brand presence, and customer experience in ways that are tangible to end clients and embedded in supply chain continuity. Unlike passenger cars (PCs), LCVs operate under a different set of conditions, demands, and strategic imperatives—making their management far more nuanced than commonly assumed.



## KEY DISTINCTIONS BETWEEN LCVS AND PCS

**Usage Intensity** LCVs typically run longer daily hours, often with multi-driver shifts, partially depot-based refueling, and high-frequency scheduling.

**Operational Demands** Frequent loading/unloading, route complexity, and site-specific tasks place heavier mechanical and logistical stress on LCV assets.

**Lifecycle Costs** While PCs follow steady depreciation curves, LCV total cost of ownership (TCO) is highly sensitive to factors like downtime, fuel consumption, driver performance, and regulatory penalties.

As organisations ramp up their environmental commitments and respond to growing pressure to **reduce Scope 1 emissions**, LCVs are emerging as a central focus for transformation.

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# Strategic importance of LCVs



## SUSTAINABILITY GOALS

With increasing pressure to decarbonise, fleets must prioritise high-impact asset categories—LCVs included—especially given their contribution to fuel use, mileage, and local emissions.



## OPERATIONAL VISIBILITY

The performance of an LCV fleet directly impacts service delivery and cost control, making procurement, usage, and renewal cycles critical board-level concerns.

**«COMMERCIAL VEHICLES DON'T JUST SUPPORT BUSINESS—THEY DEFINE HOW IT RUNS.»**





# Understanding the Complexity of LCV Fleet Management

Managing LCVs is notably more complex than overseeing passenger fleets, with challenges rooted in asset diversity, operational variability, and external pressures. These vehicles often need to be configured for very specific use cases, and even small inefficiencies across a fleet can compound into substantial cost or service issues.

## SPECIFICATION AND OPERATIONAL VARIABILITY



### PAYLOAD DIVERSITY

From lightweight service vans with shelving to refrigerated units or high-capacity tippers, LCVs vary dramatically in chassis build, axle configuration, and interior layout.



### GEOGRAPHY AND ROUTE TYPES

Urban operations demand low-emission, agile vehicles able to navigate congestion and access zones with strict emissions restrictions. Conversely, rural or mixed-terrain deployments call for longer-range reliability and larger payload capacity.



### SEASONAL DEMAND SHIFTS

Industries such as construction, field servicing, and events-based logistics experience seasonal spikes that challenge static fleet planning and require scalable solutions.



## INDUSTRY REQUIREMENTS AND EXTERNAL PRESSURES



### COMPLIANCE

Fleet managers must juggle emissions zone entry policies (e.g. ULEZ and CAZ), operator licenses, Health & Safety compliance, and periodic safety inspections—all of which vary by region and service type.



### SERVICE UPTIME

Vehicle downtime isn't just a mechanical issue—it can cause missed SLAs, rescheduling challenges, and reputational damage with clients who expect reliability.



### EXPECTATIONS

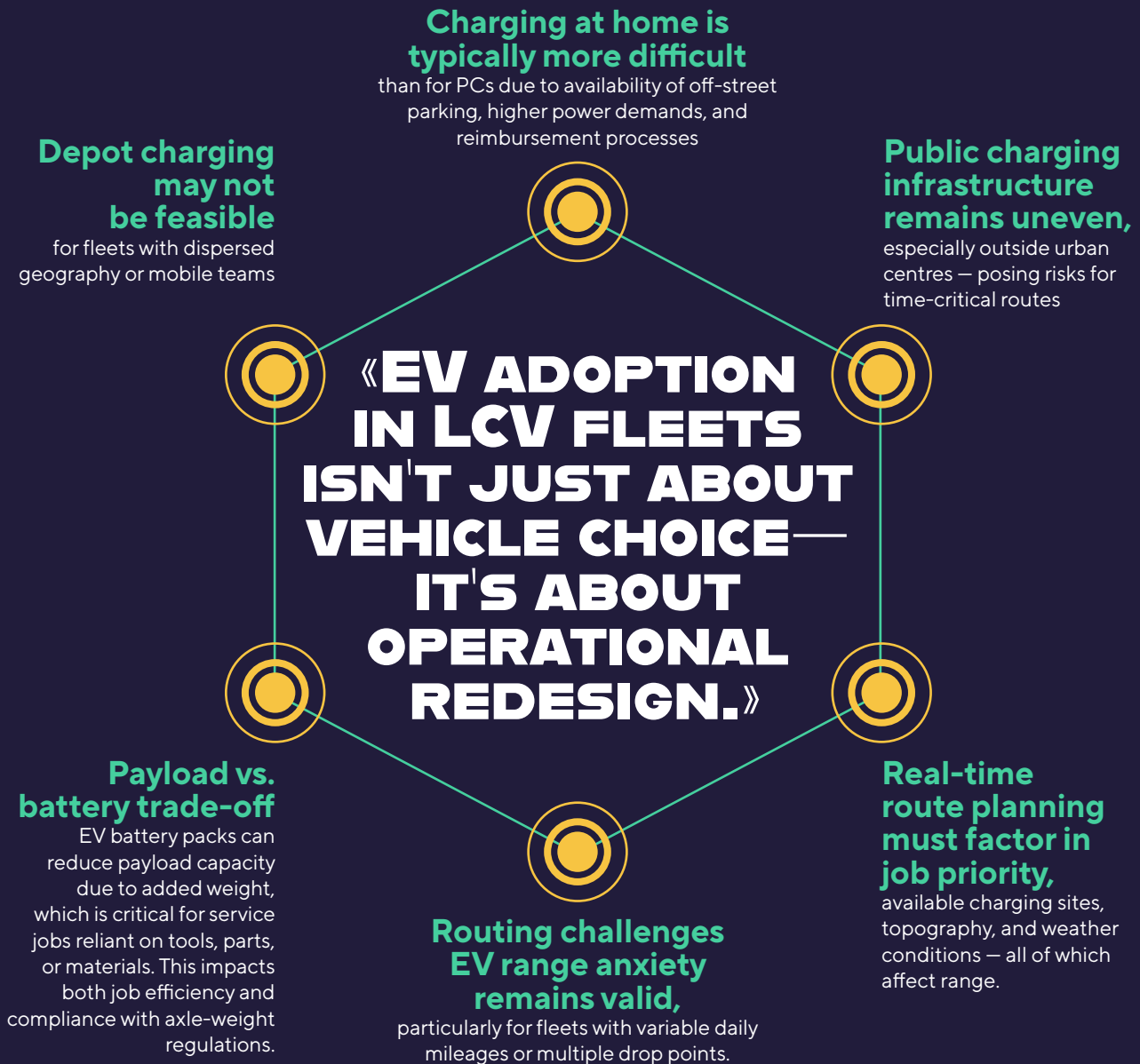
Customers increasingly expect sustainability, visibility, and digital responsiveness—LCVs must deliver not only physical goods, but operational assurance and brand consistency.

**«A SINGLE MISSED DELIVERY OR LATE SERVICE CALL CAN CASCADE INTO REPUTATIONAL DAMAGE AND LOST REVENUE—LCVs ARE BUSINESS-CRITICAL ASSETS.»**



## ELECTRIFICATION ADDS ANOTHER LAYER OF COMPLEXITY

While electrifying passenger fleets is becoming more commonplace, the transition for LCVs poses unique operational and infrastructure-based hurdles.





# Navigating the LCV Landscape: Strategic Levers for Optimisation

To address complexity and unlock value, fleet managers must treat LCV strategy as a multi-dimensional challenge. Success lies in merging four layers.



**OPERATIONAL  
INSIGHT**



**FINANCIAL  
DISCIPLINE**



**TECHNOLOGY**



**BEHAVIOURAL  
CHANGE**

## 1 **SEGMENTATION AS A FOUNDATIONAL STEP**

Effective LCV strategy begins with understanding vehicle roles and segmenting the fleet accordingly. This not only improves performance benchmarking — it also sharpens decision-making for electrification, renewals, and asset retirement.



### **OPERATIONAL SEGMENTATION**

- Last-mile delivery
- Mobile engineer or technician dispatch
- Multi-drop logistics
- Seasonal or project-based vehicles

### **BENEFITS**

- Tailored KPIs per segment
- Targeted lifecycle and replacement strategies
- Informed EV feasibility assessments

**«DON'T MANAGE A FLEET—  
MANAGE SEGMENTS THAT  
REFLECT REAL-WORLD ROLES  
AND DEMANDS.»**

## 2 LIFECYCLE COST MANAGEMENT

Cost control is no longer about upfront acquisition. Fleet leaders must adopt a holistic lens that reflects operational realities across years of service.



### 🔑 KEY COST ELEMENTS

- Fuel and energy consumption (ICE vs. EV)
- Scheduled and reactive maintenance
- Driver behaviour and impact on asset wear
- Vehicle downtime and replacement logistics
- Residual value and resale prospects

### 🔑 EMERGING METRIC

- Cost-per-job (CPJ):  
A performance measure that links financial cost directly to functional output, accounting for route type, asset utilisation, and job completion rates.

«**THE CHEAPEST VEHICLE MAY COST THE MOST IF IT FAILS IN THE FIELD—RELIABILITY AND FITNESS-FOR-PURPOSE MUST GUIDE PROCUREMENT.**»

## 3 TELEMATICS AS ESSENTIAL INFRASTRUCTURE

Real-time data has become essential for decision-making and optimisation in LCV fleets. Telematics now underpins most leading-edge fleet strategies.



### 📍 WHY TELEMATICS IS VITAL

- Enables predictive maintenance and remote diagnostics
- Optimises route planning, dispatch sequencing, and job timing
- Supports driver coaching to improve fuel efficiency, safety, and emissions performance
- Facilitates emissions reporting and ESG alignment

### 📍 STRATEGIC BENEFIT

- Telematics bridges operational data with strategic planning. It's especially valuable in EV fleets, where range, charge status, and route dynamics must be tracked and balanced continuously.

«**TELEMATICS ISN'T AN ACCESSORY—IT'S THE FLEET MANAGER'S CONTROL ROOM.**»



## 4 EMBEDDING CHANGE MANAGEMENT THROUGH STRUCTURED PROCESSES

Fleet transformation — especially electrification — requires more than equipment change. It's a behavioural and cultural shift that must be managed with rigour.



### 👤 WHY CHANGE MATTERS

- Electrification impacts frontline processes: driving patterns, scheduling, depot routines, customer interactions.
- Without structured adoption programmes, even well-planned EV rollouts risk failure or resistance.

### 👤 FRAMEWORK EXAMPLE: ADKAR

- **Awareness:** Link EV strategy to broader business or sustainability goals.
- **Desire:** Address frontline concerns like charging complexity or range anxiety.
- **Knowledge:** Train teams on new systems—routing software, telematics dashboards, energy reimbursements.
- **Ability:** Use pilots, coaching, and gradual rollout plans to build confidence.
- **Reinforcement:** Track progress, share success stories, and embed changes via peer feedback loops.

«**WITHOUT STRUCTURED CHANGE MANAGEMENT, EVEN THE BEST FLEET STRATEGY RISKS REJECTION IN THE FIELD**»

## CONCLUSION: MAKING LCV STRATEGY A BOARD-LEVEL ISSUE

LCVs are no longer just operational tools—they are strategic levers. The way these vehicles are deployed, monitored, and transformed influences frontline delivery, environmental performance, and bottom-line cost. As such, LCV strategy belongs in senior conversations—especially when organisations are pursuing growth, decarbonisation, or resilience.

### ✳️ FINAL TAKEAWAYS:

- Segment your LCV fleet to reflect real-world operational roles
- Evaluate lifecycle costs through the lens of value creation—not just budget constraints
- Embed telematics to translate data into decisions
- Apply structured change management to ensure people—not just vehicles—move forward with transformation

«**LCVs ARE THE NEW FRONTLINE OF FLEET TRANSFORMATION. TREAT THEM AS SUCH.**»



# How can we help you

We work alongside fleet leaders to tackle the full spectrum of challenges outlined in this paper—from segmentation and lifecycle cost management to telematics adoption and operational redesign. Whether helping clients identify hidden inefficiencies, structure data-driven strategies, or build internal momentum for change, our approach blends practical insight with board-level relevance.

We don't just offer recommendations—we help shape and execute fleet strategies that deliver measurable impact across financial performance, compliance, sustainability, and service resilience.

## «UNLOCKING FLEET POTENTIAL THROUGH TARGETED CONSULTANCY.»



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**Are you ready  
to start the journey?**

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**Contact fleetcompetence Switzerland**

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