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The Henri Ford Chaired Professor of Manufacturing
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To Whom It May Concern

I am pleased to write this letter of recommendation for Jose Fernandez Gomez. Jose joined my Humanitarian Research Group at INSEAD almost a year ago to help us with a complex project on fleet management. I attracted him because of his experience in fleet management in his previous job and his excellent academic training. Jose was employed in our team as postdoctoral research fellow.

The project Jose joined was related to the complete reorganization of fleet management at UNHCR (the UN Refugees Agency). This Agency had decided to move from a completely decentralized fleet management structure where the 100+ countries of operation (the field) were taking all fleet decisions to a centralized Fleet Management Unit in Budapest which would buy vehicles, lease them to the country operations, and then dispose of them after 5 years or 150000 km. The previous situation consisted of an oversized fleet (6000 vehicles) which was also over-age (average 7 years). Too many vehicles which are too old and not always properly maintained lead to huge cost, high environmental impact and safety risk. The new system has much younger vehicles and can provide the same service with a total fleet of around 4000 vehicles.


Jose helped with the project and studied in particular the number of vehicles a country should have to perform its mission based on country characteristics (e.g. road network) as well as information on number of staff and partner organizations, i.e. the level of activity in that country. This work allowed to right-size the fleets in a number of countries which either had too few or too many vehicles. Jose also contributed to the design of a scorecard with key performance indicators that would help track the performance of the fleets in the countries (like fuel consumption, timely maintenance, etc.).

Jose's academic education combined with his prior experience in fleet management in the commercial sector allowed him to quickly adapt to the humanitarian fleet context and add value to this complex project in terms of design as well as change management and transformation.

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We had to let Jose go because our research group ran out of budget and we could no longer afford to pay for his services. The project is going fine and benefits from Jose's work. I am confident Jose will do well in his future endeavours and wish him all the best.



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