

# Driving Force in Hertz Leasing

A client success story



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# Driving Force in Hertz Leasing UK

Hertz Leasing is a major figure in the vehicle leasing business. It has representatives in most countries and has to compete with at least twenty major companies for market share.

Vehicle leasing is a mature market where there is little room for overall market expansion. The only route to increased market share is to be better than the competitors. In a highly price sensitive market, cost-cutting to win market share paves the way for unprofitable price wars. The alternative is to improve the relationship with the client.

When Hertz Leasing adopted a strategy for growth, both organically and through acquisition, it decided to focus on skill development for its existing employees as

one way of boosting organic growth. As a result, SPIN® Selling Skills programmes have already been implemented throughout the sales and account management staff. Sales managers are expected to provide on-the-job back up to their staff to reinforce the training provided in the classroom, and they have already attended Coaching Skills programmes to give them the skills that will allow them to provide this valuable support.

Henry Hopkins, Sales & Marketing Director at Hertz Leasing describes the new way of thinking: "We are endeavouring to increase our market share, and to do this we have to make our staff stand out from the crowd. By focusing more on the client's needs we will be able to provide a better service to customers. We chose

Huthwaite's SPIN® method, because it is a proven way of exploring customer needs in depth."

He continues, "We want to be more effective at gaining and retaining business - which will make it easier to maintain better margins and market share. We want our clients to be value oriented, and SPIN® gives us the tools to achieve these objectives."

Hertz Leasing's plan to develop its team does not end there. During 1996, Huthwaite will deliver Negotiation Skills training to the sales and account management staff, to help them plan for and negotiate Win-Win agreements with customers.

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