



PHH Arval Proactively Transforms its Sales Culture With Juice Strategies



Customer
PHH Arval

Industry
Fleet Management Services

Business Solution

- Collection of data through pre-engagement interviews
- Self-assessment
- Review of survey data/metrics to establish goals and decide on internal service measures
- Sticking Point Training
- Emotional Intelligence Training
- Post-Engagement Assessment
- Post-Engagement Interviews
- Follow-up webinars
- Coaching, as needed

Business Challenges

- Asking for the sale
- Increasing opportunities to close the sale and deepen trust with clients
- Expanding the capacity of client consultants while increasing loyalty and growing accounts
- Ensuring effectiveness within the order system
- Expanding the potential with each client relationship
- Establishing more effective lines of accountability

Business Benefits

- Improved internal communication
- Improved accountability
- Improved communication with clients
- Greater account retention
- Improved closing ratio
- Increased sales
- More effective cold calls

Case Study

The fleet management services provider had good sales and great customer relationships—but how could they do even better?

The Challenge: Avoiding Complacency

PHH Arval is a fleet management services provider for corporate clients and government agencies throughout the United States and Canada. In conjunction with global fleet management providers operating under the PHH Arval Global Alliance, PHH Arval also provides services throughout the world. Through consultative expertise, flexible customer service, and award-winning technology, PHH currently has nearly 550,000 automobiles and trucks under management in both sales and service fleets—and nearly one in three of the Fortune 500 companies are PHH Arval clients. PHH Arval is widely recognized for innovation, excellence in customer service and the successful application of technology to optimize vehicle management on behalf of clients.

PHH takes pride in the use of world-class technologies and processes to execute business and offer exceptional customer service. The technology, and their ability to build exceptional relationships with clients, was at the core of their competitive



edge. The human tendency is to ride success and become apathetic, but PHH was looking for ways to innovate and close individual, team and organizational gaps to strengthen PHH's position within the marketplace.

Their sales numbers told them they could do better. In 2008, sales executives achieved an average of 35 percent attainment of overall sales goals. They achieved an average of 48 percent of order goals and only 10 percent of Service Card goals (selling services that cover maintenance, fuel and so on). The objective was to get the team up to 100 percent for each goal with a minimum of half achieving/exceeding their order and Card goals. The sales team also wanted to increase their performance in the key measurement areas including securing introductory meetings, proposals and closing ratios.

PHH wanted to increase the effectiveness of both client relations and sales. They wanted employees to ask follow-up questions when clients asked for specific information, instead of simply giving the answer. PHH wanted to learn how the client intended to use the information, to probe a bit deeper to find the conversation beside the conversation—the actual point of the question. PHH felt that this would not only create opportunities to sell additional services from their existing portfolio but also help the sales team identify any competitive threats. For example, if a client asked for a current fleet listing, PHH staff should understand why the client is asking for a fleet listing and how they will use the information instead of merely sending the listing to them. Does the client need to expand their fleet, or are they using the listing to compare prices from other companies?

PHH wanted their sales staff to understand client needs more fully and uncover hidden sales opportunities. They wanted to move away from “old school” sales thinking and get everyone on the same page with their approach to client conversations.

However, staff members felt they were already doing everything they could to build rapport with their clients because many had long-standing relationships with them. They thought they had taken every possible kind of sales training and could not imagine another kind of training that would be more effective.





The Solution: Finding the Sticking Point

Juice Inc. met with PHH staff to determine where the individual, team and organizational gaps existed and how to address them. Juice conducted pre-interviews with members of the sales team to establish challenges, typical sticking points of clients and internal inefficiencies. Participants completed self-assessments to establish a baseline of typical conversation behaviour of each sales rep and client consultant. Juice also reviewed internal survey data and metrics to establish goals and decide on metrics for PHH's customer service. Then Juice conducted training around the Sticking Point Process.

The Sticking Point Process is the basis for the book *Finding the Sticking Point* by Juice co-founder Brady Wilson. The premise is simple: everyone has a "sticking point," a place where they get stuck, dig in their heels and don't want to move from. The concepts in the book give salespeople the tools to transform the sales conversation from an awkward, resistance-causing "push" style to one of mutual respect and connection. The job of the salesperson is to discover what that sticking point is, and the core emotional need that underlies it, to better understand the client or prospect.

This discovery process is driven by a technique called Pull Conversation—pulling out valuable information from a person rather than making assumptions or pushing information at them. This can be a time-intensive process at first, but because its focus is on long-term relationship rather than a quick sale, Pull Conversation yields a higher return on investment than typical sales techniques. Emphasis is placed on respecting and serving people, which customers and prospects respond to much better than being "sold to."

Juice taught PHH sales staff the art of Finding the Sticking Point over a period of several months. Each step in the process was modeled by the facilitator and then practiced by participants. The process enabled the sales staff to learn how to step into their customers' world through specific actions, including skillful conversation, build trust and lower tension, invite customers into their world, and then bring their two worlds together to find common ground and move beyond the sticking point. Juice also taught on emotional intelligence—the ability to identify, assess, and control the emotions of one's self, of others, and of groups—and its impact on the sales cycle. Follow-up webinars and as-needed coaching occurred after each in-class session to reinforce the learning.





Juice conducted assessments and interviews after the training to determine whether the training helped in positively changing internal sticking points and impacting sales and service results.

The Results: Better Communication, Unstuck Customers, Improved Sales

The sales staff was able to put what they learned to use right away, both internally and with their customers. “Juice confirmed that most of our sales people push, rather than pull. The training gave us some new language, and we were able to recognize where we could make improvements and apply the skills immediately,” notes Teresa Mathieson.

Participants remarked that the emotional intelligence component of the Juice training helped immensely. The science behind how and why people respond to things the way they do helped the sales team understand their own behaviors, and how to respond with clients.

Account executive Peter Young says, “The Sticking Point training is how I do things now. It has become a part of what I do. This is the best approach to sales training I have ever seen, by far. It supports everything else I have been trained in, but it also adds a whole new layer to support me.”

To improve manager and employee relations, sales managers have used skills from the Juice training to conduct what would normally be hard conversations related to performance issues, to delegate more effectively and to build confidence by pulling problems and solutions out of employees rather than lecturing or scolding them.

Staff report using the skills learned in the Juice training to retain clients and close sales. The closing ratio has improved—from 41 percent to 66 percent—and the number of effective cold calls has improved as well. So far for 2010, Service Card goals are at 139 percent of plan (compared to 28 percent of plan last year), and the number of new units ordered are at 161 percent of plan (compared to 10 percent of plan last year). Last year, 41 proposals represented 57 percent of YTD goal; this year the number of proposals has risen to 74—100 percent of the YTD goal. They have met or exceeded their goals for new business and 70% of the sales executives have met or exceeded their new order goals.





Client relations between PHH and existing customers also improved. In 2009, total sales growth was 3.3 percent. The goal for 2010 is 10 percent growth. As of September 2010, the growth rate is 12% percent.

About PHH Arval

Since 1946, PHH Arval has been providing world-class financial and management services for commercial vehicle fleets in the United States and Canada. PHH has made its name through a unique combination of fleet management capabilities – data and technology blended with the experience and commitment of their people. In conjunction with global fleet management providers operating under the PHH Arval Global Alliance, PHH Arval also provides services throughout the world. PHH uses consultative expertise, flexible customer service, and award-winning technology manages nearly 550,000 automobiles and trucks—and nearly one in three Fortune 500 companies are PHH Arval clients.

About *Finding the Sticking Point*

Authored by Juice co-founder Brady Wilson, *Finding the Sticking Point: Increase Sales by Transforming Customer Resistance into Customer Engagement* seeks to transform the sales conversation from an awkward, resistance-causing “push” style to one of mutual respect and connection. Salespeople learn to identify and value customer emotions, share their own reality and discover a common ground where both parties get more than they thought possible. The concepts outlined in the book are the same concepts applied to Juice’s work with PHH Arval.





About Juice

Juice Inc. delivers training and development services to increase employee engagement and productivity. Juice works with companies that want to build a productive culture and understand that interactions between people are major drivers of organizational success. Juice's conversation-enhancing methodology delivers a process for improving the human experience in the workplace, while driving employee performance and business results. If you would like more information about how Juice can help your organization, e-mail us at info@juiceinc.com.

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