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SETTING THE BAR FOR SALES SUCCESS:

Thomson Gale Aligns Sales Force With Front-end Customer Strategy

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Thomson Gale, a division of The Thomson Corp., is an educational information provider—an established, valued brand that enjoys high name recognition within its primary markets. Gale offers a comprehensive repository of high quality, editorially vetted reference content, along with a deep and broad catalog of reference products.

However, product and market changes have altered the landscape for Gale's sales professionals. Within the past five years, the company has shifted from publishing primarily print reference materials to deriving more than half its revenue from digital products. Meanwhile, increased competition has made it necessary for the sales force to develop a new approach to its customers—an approach focused on selling solutions based on value.

GETTING STARTED

With market and product changes as a backdrop, Gale identified several issues within its K-12 sales division, a group that calls on schools ranging from kindergarten through 12th grade. The first was the need to transition from transaction-dominated sales to a solution-selling model.

“Our ‘Front-End Customer Strategy’ calls for sales professionals to remain close to customer needs,” says Ron Stefanski, Director of sales



“Results from a post-training survey show that the average percent of goal achieved went from approximately 80 percent to 107 percent in the year following the completion of training. The entire post-training performance improvement represents more than \$12 million in additional revenue.” —Ron Stefanski, Director of Sales Effectiveness and Talent, Thomson Gale

effectiveness and talent management. “In turn, that dictates that we enhance the skills and professionalism of our sales force.”

To that end, Gale chose to institute a comprehensive learning curriculum for the K-12 division and selected AchieveGlobal as a training and consulting partner based on reputation and strength of content. Gale set its focus on the fundamentals of sales training, starting with the development of a consistent sales process that would encourage pre-call planning.

“We were instituting a baseline,” says the AchieveGlobal account exec-

utive who worked with Gale. “Prior to our two organizations working together, the K-12 division had yet to establish their ideal call approach, and we wanted to set the bar high.”

Specifically, Gale wanted to shift the role of its sales force away from that of a “product presenter” to the more customer-centric role of trusted business advisor and to encourage the maximization of every sales opportunity, not just the “low-hanging fruit.”

At the sales territory level, they wanted to better prioritize their prospecting efforts and identify key contacts who had the need,

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resources, and authority to purchase Gale's products. To build momentum and check progress, Gale worked with AchieveGlobal to institute a coaching component as a way to support the sales training and monitor results.

The holistic approach involved the entire sales staff of the K-12 division, including nearly 100 field staff and managers. The sales team started with *Professional Selling Skills*® (PSS) Multimedia, which includes a self-paced CD-ROM and a two-day skills practice, and then *Professional Sales Coaching*™ for managers.

One year later, the K-12 division followed up with *PSS Applications* in an effort to customize the training to the company's specific situations and customer base, including probable client concerns and role playing. At that time, most team members also attended *Selling Against the Competition*®, while those who worked on larger deals attended *Winning Account Strategies*™. Meanwhile, AchieveGlobal facilitated coaching clinics for sales managers to review the skills taught in *Professional Sales Coaching*™, such as recognizing opportunities for improvement and providing constructive feedback, and to practice in realistic situations.

"Managers reviewed sales calls together



Thomson Gale Headquarters in Michigan

so that they would be assured of picking up on the same things," says the account executive. "That gave them the consistency they sought."

MEASURING OUTCOMES

Ultimately, Gale expected the training initiative to deliver results that would positively impact its bottom line. Results from a post-training survey show that the average percent of goal achieved for K-12 field sales professionals increased from approximately 80 percent to 107 percent in the year following the completion of training, while the average for the inside sales group increased from approximately 80 percent to 94 percent dur-

ing the same period. This post-training performance improvement represents more than \$12 million in additional revenue.

In the survey, both field and inside sales professionals were overwhelmingly positive when asked to indicate the extent to which they believed that their new sales skills would help them succeed in their current work. Further, inside and field sales reported substantial support for using the skills and, conversely, a lack of any significant barriers.

Based partly on the strong initial success of the K-12 program, Gale then elected to take the training initiative enterprise-wide. Corporate leadership consulted with the vice presidents of each of the four sales divisions, identified training needs, and aligned them with strategic goals. Objectives for this overarching learning and development strategy included:

- Institutional and executive buy-in
- Organizational use of a common sales language
- An engaged learning and training experience for all salespeople
- A foundation for ongoing training and skill building

After reviewing the options, Gale again selected the PSS system, including the core product, as well as PSS Telesales for phone representatives and PSS Online for field sales

representatives. Gale planned to train its entire sales staff, including new hires, along with the sales management team and others who touch the customer. AchieveGlobal certified a select group of Gale's sales directors and sales managers as PSS trainers, thus allowing Gale to bring the learning initiative in-house.

Last year, Gale's emerging learning and development program faced a challenge: the need to deliver sales training to 50 field staff during the Thanksgiving break. Together with the AchieveGlobal team, Gale created an instructional design model that would allow the company to build competency and

Key Best Practice

Gale's choice to return one year after the initial training sessions to fine-tune their approach showed that the company understands the need to view training as a process, rather than a one-time event. At that time, Gale's own trainers facilitated breakout sessions to focus on specific concerns, such as dealing with drawbacks or customer indifference.

strength among newly minted training staff, effectively guide and oversee implementation to maintain a high degree of quality, and ensure adequate and well-implemented skills practice sessions. To make classroom time most valuable, the program incorporated PSS Online.

As an example of the success of the company-wide training initiative, Stefanski tells the story of a salesperson who emerged from Thanksgiving break sessions and, while at the airport on her way home, encountered a chance to apply the new competencies. When a customer called to inquire about an advertised deal, the salesperson discovered that the product he mentioned didn't qualify for the discount he had read about. However, by effectively probing to uncover needs and describing the benefits of another product, she helped select a mutually satisfying solution, obtained a quote, followed up, and worked with the inside sales team to close the deal. "It's gratifying to see our salespeople asking the right questions, and how pursuing a clear, complete and mutual understanding of needs can lead directly to a sale," says Stefanski. "It's also important to note other key aspects of success in this situation, including the salesperson's collaboration and teamwork with her inside partner."

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WHY IT WORKED

Management support was a key part of the process, due to the critical role managers play in motivation for training and in subsequent performance evaluations. Prior to the launch of the initial K-12 training program, AchieveGlobal spent an afternoon with sales managers to engage them. The meeting brought the group together conceptually, and sales managers left with detailed action plans.

“Everyone understood why they were there, and how the training connected with the organization,” says Stefanski.

Managers preceded the training with e-mails introducing the initiative, and then held one-on-one meetings to address concerns. After the training, managers personally embraced the process, followed up with their teams, and encouraged the sales force to practice and use their new skills. According to Stefanski, their resounding support ultimately helped the new approach become part of Gale’s sales culture.

Stefanski also credits the in-house certified PSS trainers who assisted in building the training program, along with a strong instructional design using a model that allows new trainers to see how the training is delivered and ensures that participants are following along, highly engaged, and maximizing the benefits.

According to the AchieveGlobal account representative, Stefanski played an integral role in the positive outcome. “Ron helped bring the process into a unified initiative,” the AchieveGlobal account representative says. “His consistency and hard work demonstrate his—and Gale’s—commitment to the organizational approach to improving sales performance.”

MOVING FORWARD

In the future, Gale is considering customizing PSS for employees in a customer support role to allow them to better communicate product information to prospective customers. “We want our product managers and marketing people to think in terms of our specific selling environment, from probing skills to the exclusive benefits of our products,” says Stefanski.

Gale also incorporated the language of PSS into its yearly national sales meeting and plans to build out the next platform of skills training on “strategic account management.” “We believe that our partnership with AchieveGlobal will continue to yield positive results for our sales force,” Stefanski says. “We’re looking forward to taking this initiative to the next level.” •



Lesson 6: Secrets of Top Performing Salespeople

In each issue of *Impact*, we will provide you with tips to maximize your sales results as well as ways to leverage your resources.



Seleste Lunsford,
co-author

Start off on the Right Foot

Top salespeople know how to open a sales call. They also know when to stop talking! Setting the stage for the sales interaction is critical, and so is listening for cues and reactions from customers.

At the beginning of any call, it’s important to establish a comfortable tone that sets the stage for an open exchange of information. It is equally important to maintain that openness throughout the call by listening effectively.

PRESENT YOUR AGENDA

After greeting the customer, you’ll probably engage in small talk to build rapport and open up a free-flowing dialogue. Before too long, you need to focus on business and the reason for the meeting.

Formulate an agenda and present it to your customer. Make sure you state the value of each part of the agenda— it might not be obvious! Check to make sure the customer agrees with the agenda and always asks if he or she would like to add anything.

ARE YOU REALLY LISTENING?

Effective listening, an active exercise, is one of the most critical skills of a successful salesperson. Of course, this means that you need

to be quiet and let the customer talk—which is often a more difficult skill for salespeople. From the moment you interact with the customer – in person, or not - you should be listening for cues to better understand the customer. Active listening involves drawing out and mentally summarizing as much relevant information as possible so that you and the customer can work together to make sound business decisions.

LISTEN FOR UNDERSTANDING

Before it’s appropriate for you to share information about your product or service, you have to listen to learn what’s important to the customer, what the customer needs, and how you might help. To do that, listen attentively for any verbal clues that may reveal the customers’ needs, such as: I want ..., I need ..., or I hope

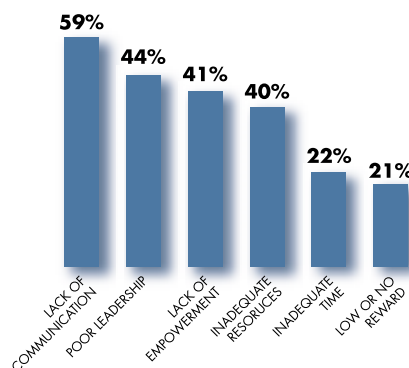
When you feel you’ve heard the customer express a real problem or need, check for the accuracy of what you’ve heard by restating the facts in your own words. But don’t jump to any conclusions while the customer is speaking. Later, you can evaluate this information and use it in your analysis of how you can help the customer. •

In the next issue:

Lesson 7: Uncover needs and goals.

FACTOID

Q: WHAT ARE THE BIGGEST THREATS TO TEAM SUCCESS IN YOUR ORGANIZATION? YOU ANSWERED:



Source: AchieveGlobal’s LeadingEdge eNewsletter

Lack of communication was chosen as a threat most often by the respondents to the survey. Understandably, teams often face problems with sharing information, listening, and exchanging ideas – both within the team and with external stakeholders.

Respondents typically cited more than one threat to their team success, indicating they are facing a number of challenges as they work in teams.

Inadequate time and issues with reward were at the bottom of the list—chosen less frequently as a threat to team success.

Realize the Benefits of Strategic Time Management in a Fast-Paced Sales Environment

Written By Sharon Daniels

In a global economy characterized by complex sales cycles, intense competition, and multiple sales channels, effective time management is critical for sales success, according to Sharon Daniels, CEO of AchieveGlobal.

Salespeople often find their calendars filling up with non-priority tasks, leaving little time for activities that build relationships and generate revenue. Many companies address the issue through technological tools such as sales force automation and CRM software. While helpful, such tools aren't enough, Daniels says.

"Time management is as much about process as it is about tools," she says. "Investing time in planning helps salespeople stay focused on goal-oriented activities."

To approach time management strategically and ultimately boost sales, Daniels offers the following tips:

• SET A PATH FOR SALES SUCCESS

Proactively managing time starts with setting goals—for the year and/or for an individual account—and establishing milestones to achieve along the way, she says. That sets the stage to identify, prioritize, schedule, and adequately support important activities that will enable you to progress through milestones and achieve the goal.

• CLASSIFY ACCOUNTS AND OPPORTUNITIES

"Don't fall into the trap of equating quantity with quality in sales calls," Daniels says. "In reality, salespeople who make a few high-quality sales calls will experience greater success than those who call on numerous low-potential prospects." Daniels suggests classifying and addressing prospects and customers as follows:

"A" Accounts: Current customers who offer high potential for additional business. Penetrate these.

"B" Accounts: A current customer offering little or no potential for growth. Maintain these.

"C" Accounts: Prospective customers who offer high potential for near-term sales. Acquire these.

"D" Accounts: Prospects offering no immediate significant, identifiable opportunity. Monitor these.

• FEED YOUR PIPELINE

Another common sales pitfall is what Daniels calls the "feast or famine" syndrome: A salesperson devotes time almost exclusively to a few new business opportunities, leaving the pipeline empty after they close. To determine what is required to stock the pipeline, Daniels suggests mapping your sales process in stages, from the initial call to the presentation, final review, and signing.

"Establish how many signed contracts you need to meet your objective, then back up to how many reviews would be needed to gain that number of contracts, and so on,"

"In reality, salespeople who make a few high-quality sales calls will experience greater success than those who call on numerous low-potential prospects."

—Sharon Daniels, CEO, AchieveGlobal

says Daniels. "Once you reach the beginning of the process, you'll know how many calls you should make."

• REMEMBER TO RE-PLAN.

Track your progress and be willing to re-plan in order to achieve goals. Consult your coach or best customers for an outside perspective on your performance, then use the information to re-tool if necessary, Daniels says.



• CREATE MORE TIME

Ideally, salespeople should focus strictly on goal-oriented activities. Unfortunately, additional tasks constantly demand attention. To decrease time spent on necessary activities not directly related to your goals, Daniels suggests the following:

- Lump tasks together: Set aside time one afternoon and complete all expense reports for the week.

- If you spend much of your time in the car, draft a route plan to minimize drive time.
- Spend downtime—in the car, in the airport or in a customer's lobby—productively. Catch up on reading, answer voice mail, or do pre-call preparation.
- Eliminate redundancy. Listen to voice mails or read e-mails only once before responding.
- Use multiple methods to communicate with clients. While face-to-face contact is valuable, it may not always be necessary.
- Recognize and correct procrastination before it derails well-laid plans.

• A FINAL THOUGHT

Salespeople who strategically manage their time gain the ability to focus primarily on high-priority tasks, Daniels says, ultimately increasing productivity and positioning themselves for sales success. •



Speak up, get noticed, climb the ladder

ACHIEVEGLOBAL OFFERS TIPS FOR MANAGING UP By Sharon Daniels as seen in forbes.com and yahoo finance

It's a skill all managers need to be successful. Those who do it well become indispensable, and can earn choice assignments or promotions. But just what is managing up?

"Managing up is the ability to communicate up the chain of command," says Sharon Daniels, CEO of AchieveGlobal. "Today's top leaders need timely, accurate information from their managers in order to decide what's best for the business."

For example, a sales director needs to update senior management on forecasts and competition, or relate challenges facing the team. Another level of managing up, often referred to as "leading up," involves sharing ideas with the boss. While leading up can be more challenging, the payoff is significant, says Daniels. Providing insightful feedback and ideas to senior leadership can position managers as thought leaders, paving the way for career advancement.

Today, leading and managing up are even more critical, with senior managers overseeing larger numbers of employees representing multiple functions. What's more, many organizations have become less hierarchical, placing more responsibility on the frontline manager to provide the right kind



Sharon Daniels, CEO, AchieveGlobal

of information and feedback to senior leadership.

"With a fast-paced environment and so many people involved, leaders really do depend on that collaborative relationship and frank discussion about what the business needs in order to succeed and grow," Daniels says.

So, how does one manage up successfully? It starts with the establishment of a good working relationship with the boss. Sometimes a supportive manager will clearly articulate goals and direction for new supervisors. However, recent AchieveGlobal research with

major organizations in the United States and abroad indicates that many new supervisors start out without such support. Many reported a need for clearer direction, a better understanding of how to work with the boss, or more insight into the company's strategic goals.

Advises Daniels: ask your manager about expectations and objectives at the outset. Find out about their work style. Ask what decisions they like to be involved in, what information they want and how they prefer to receive it.

"Even if you've been around for a while, it's wise to have this conversation," she says.

And remember, managing up is partly about timing. You don't always know the environment you're walking into, although that shouldn't stop you from being able to contribute.

"I don't know a boss in the world who likes to be caught off guard," says Daniels. "Most managers appreciate this kind of relationship, and if you've established the guidelines and choose appropriate times to communicate, you'll be more likely to get the results you want." •



The Service Doctor with Todd Beck, Senior Product Manager

The Service Doctor is featured in the *AchieveGlobal e-Newsletter the StellarServiceEdge™*. To subscribe, please visit www.achieveglobe.com/enewsletter.

QUESTION: Our market research said we are inconsistent, so our focus this year is consistent service for all customers. We want every customer to have the same experience no matter who is involved. Call monitoring shows we're following the prescribed steps, but customers are still rating us as inconsistent. Help!

ANSWER: The funny part about consistency is that it's different for each customer. When a customer says she wants consistent service, often she means she wants your organization to always treat her the same way but in a different way than you treat other customers. AchieveGlobal research shows that being "attentive"—meaning to monitor and adjust for each customer—is one of the four primary service expectations. Does this mean you have to be schizophrenic?

Here are two ways to keep from going crazy. First, add the word "positive," so that your goal becomes to provide consistently positive experiences no matter who is involved. That allows for innovation and one-to-one tailoring by your service providers. Trained in foundational service skills—like demonstrating interest and concern, communicating that you value the customer—a service provider would be able to choose and use exactly the right skill at the right time to tailor the experience for each customer.

Second, find out where true consistency really matters to customers and establish service standards. Sometimes, when organizations attempt to standardize actions or behaviors that have no apparent value to customers, they often just irritate them instead. Standards do not redefine a process rather they define behaviors or actions that occur within the process.

Effective service standards meet the following criteria:

- Describe behaviors or actions that customers see as aligned with your service commitment.
- Are clear and understandable to the service provider.
- Are doable by the service provider.
- Avoid "robotic" behavior.
- Affect the customers directly and positively.
- Are valued by the customers and the service provider.
- Are measurable.

Sales Training Provides the Edge in a Mature Market

Hitachi Capital Vehicle Solutions Wins with Improved Selling Skills

Hitachi Capital Vehicle Solutions, one of five operating divisions within Hitachi Capital UK Plc, found itself in a challenging situation. Despite the company's commitment to providing unparalleled levels of customer service supported by industry-leading technology, the reality is that Hitachi Capital operates in a mature, competitive and saturated market.

"Our ability to offer something different from our competitors lies mainly with our individual salespersons," says Tony Greenidge, Head of Sales. "And particularly within a saturated market, our sales team needs to maximize the opportunity within every possible appointment."

There were other challenges as well. Legislative changes have made it even more important for salespeople to be viewed as trusted business advisors who can advise customers how to prepare themselves in advance for these changes, many of which could have a significant financial or operational impact on their business. Furthermore, and in addition to traditional sales skills, all Hitachi Capital sales and account managers need to have the highest possible level of product and industry knowledge if they are going to establish and maintain credibility with key decision makers.

ATTACKING THE ISSUE

The positive elements of the ownership-driven cultural changes included Hitachi's corporate commitment to staff development. This internal culture of learning is dedicated to helping individuals identify areas they would like to improve.

In the case of Hitachi Capital, the specific needs were to develop the skill and competency levels of the sales team, as well as help sales managers look beyond the numbers to manage performance and understand whether salespeople perform in a manner that would yield sustained sales growth.

Hitachi Capital had previously worked with AchieveGlobal when its sales team members were trained in *Professional Selling Skills*® (PSS), and now wanted to reinforce those skills and concepts. The goal was to ensure that everyone within the sales organization



"Although the program is still in its early stages, we have already experienced an increase in the quality of appointments begin generated as well as the number of revisits and negotiations." — Tony Greenidge, Head of Sales

understood the elements of PSS and used them as a basis for all customer-facing meetings and sales coaching conversations.

Specifically, Hitachi Capital was looking to generate an increase in the number of appointments scheduled, the number of revisits, the number of revisits that turned into negotiations and ultimately the number of negotiations, that turned into profitable and long-term business partnerships. "PSS has the ability to influence all of these stages of the sales cycle," says Greenidge.

SETTING THE PLAN IN PLACE

As well as meeting with Greenidge to understand his objectives, Mark Hope, AchieveGlobal Training Performance Consultant, spent a day in the business, talking to the sales managers to understand more about their sales challenges and observing examples of sales calls. This provided invaluable information that helped him build credibility with the attendees and enhanced the relevance and delivery of the training, linking it directly to the specific objections they faced in face-to-face meetings with customers and prospects.

"We were really impressed with his ability to tune into marketplace conditions," says Greenidge. "Mark identified very well the opportunities and circumstances our salespeople would encounter, and this added significant value to the relevance of the training."

With the foundation laid, the sales management team, including Greenidge, attended PSS. This enabled them to positively endorse the impact PSS would have on business performance and ensured that they understood the skills and felt confident to model and coach them in the field. As

important was the fact that the sales managers were able to proactively position the program with their sales teams before they attended.

The next phase was for salespeople to attend *Professional Selling Skills*®. Once they had been through the PSS program, sales managers attended the two-day *Professional Sales Coaching*™ course. This honed their skills in leading coaching conversations within a sales context as well as introducing them to the Sales Performance Tool Kit®. A key part of this program was to create a Coaching Issues Diagram that identifies the critical skills, knowledge, and behaviors that are implicit to performing a successful sales role within Hitachi Capital Vehicle Solutions.

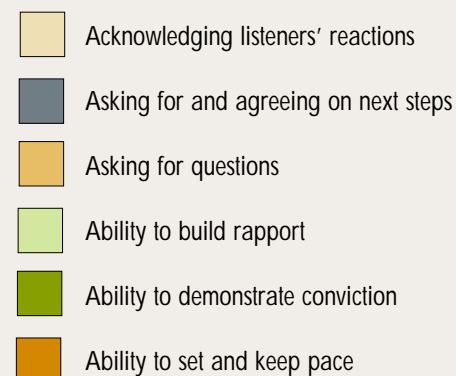
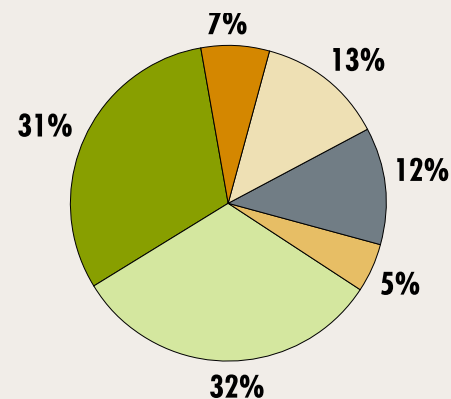
In order to provide clarity to the sales team, Greenidge has created a learning program that will culminate in members of the team acquiring "Professional Fleet Advisor" status. Requiring a minimum standard of performance and covering 32 core competencies (observable behaviors), a "Professional Fleet Advisor" will be fluent in use of PSS skills and knowledge of products and the market place. In addition to the core competencies, Greenidge has also developed a bespoke Hitachi Capital sales diploma, covering topics such as fleet funding, Hitachi Capital service delivery capability, legislation, and general fleet knowledge, which requires salespeople, via a formal assessment process, to reach a minimum benchmark score. The sales team responded positively to these initiatives and is excited at the opportunity to achieve Professional Fleet Advisor status, recognizing the benefits this will bring it as well as the customers.

Effective Communication

Polled from a recent edition of our newsletter, the *LeadingEdge™*.

WE ASKED:

Think of a recent time when you listened to someone present his or her ideas. Which of the following had the most impact on the effectiveness of the message?



YOU ANSWERED:

When a person is speaking to others, presenting an important concept or idea, all the actions on the suggested list are of importance. However, it appears two of the suggested actions seem to most impact the effectiveness of the message:

- 1.) The ability to build rapport.
- 2.) The ability to demonstrate conviction.

Rapport with an audience is, without a doubt, a connection that is vital to the successful delivery of ideas. Equally as important is the presenter's ability to demonstrate conviction—a speaker must truly believe in and understand what's being communicated.

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One of the priorities for Greenidge was to emphasize the value of coaching and on-the-job reinforcement. "Driving behavioral change is important for more than just PSS-driven sales skills," he says. "Sales coaching also supports the development of all the skills, knowledge, and behaviors identified as being necessary to drive improved sales performance."

Hitachi Capital also wanted to ensure that PSS would be supported through additional reinforcement and skill development activities agreed on by the sales manager and the salesperson. Toward that end, Greenidge created a PSS coaching form that is used on every joint sales visit. The coaching form encourages immediate and two-way feedback on the success, based on the core principles of PSS, of the prospect/customer meeting. The form also provides the earliest opportunity for both parties to agree on action plans that focus on any identified areas of development, clearly setting out the roles and responsibilities of both the salesperson and sales manager. Sales managers also do a recap exercise from the Sales Performance Tool Kit® during every sales meeting.

ASSESSING THE RESULTS

Hitachi Capital salespeople will soon be attending the sales diploma assessment day that will include completing the PSS Skills Mastery Test, a set of multiple choice questions to check their understanding and recognition of the PSS skills. Hitachi Capital will then be able to use this to benchmark performance and identify personal development plans to close gaps.

This test will be reviewed in one-to-one dialogues with sales managers and will highlight areas of the PSS skills where the sales-

person has the greatest development need. One of the benefits of this tool is that it will help take the subjectivity out of managing people and their performance. Using it, the sales manager can work with the salesperson to develop a specific plan to close any gaps, using a variety of coaching and reinforcement tools.

In addition, all salespeople have personal development diaries and write an annual business plan, progress against which is reviewed on a monthly basis for their territory. They agree on objectives with their managers and work toward them using the PSS coaching forms and the core competencies that have been created.

"Although the program is still in its early stages, we have already experienced an increase in the quality of appointments being generated as well as the number of revisits and negotiations," concludes Greenidge. "Sales team members now have a common language and are using the PSS skills as a basis for leading all customer-facing meetings and sales coaching conversations. We believe we are certainly on the right track and PSS is at the heart of my quest to create a team of Professional Fleet Advisors." •

Hitachi Capital Vehicle Solutions (www.hitachicapital.co.uk) is a provider of total vehicle solutions to corporate and retail customers. Services range from the provision of contract hire of both company cars and specialist vans, through to rental, personal leasing packages, hire purchase, direct used car sales, and outsourced fleet management services.



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— Tony Greenidge, Head of Sales

AchieveGlobal CALENDAR

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About AchieveGlobal

With its world headquarters in Tampa, Florida, AchieveGlobal helps organizations translate business strategies into results by improving the performance of their people. Clients around the world rely on AchieveGlobal's proven expertise in leadership development, customer service, and sales effectiveness. By implementing research-based learning solutions, AchieveGlobal empowers clients to successfully develop leaders and acquire, grow, and retain profitable customer relationships.

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8875 Hidden River Parkway, Suite 400
Tampa, FL 33637-1034
Tel: 800-456-9390
Fax: 813-631-5796