



ADDISON LEE

Sales Enablement
Case Study





ADDISON LEE

Challenge

Develop sales transformation and enablement programme to align internal teams and customers alike around a transformative new unified value proposition and strategic, outcome-led approach

A FULL RANGE OF SERVICES

Icons: FLEET MANAGEMENT, DIGITAL INTEGRATION, CUSTOMER SUPPORT

Services: MEETINGS, EVENTS, FINANCIAL ROADSHOWS, COURIER

MANAGED SERVICE
Flagship service, for your core ground transportation. Expertise in fleet management, digital integration and customer support.

ADDISON LEE GROUP

INNOVATION
Leading capabilities in the transport sector

mVENTURES
ADDISON LEE GROUP

Addison Lee Group's dedicated sustainable mobility innovation arm

- Brings together industry partnerships, accelerator and incubator mobility projects and pilots
- Projects covered: EV, Connected Car, Autonomous vehicles, big data and new business models
- Accelerates new mobility ideas and products & services to market for passengers
- Creates partnerships to improve the sustainability and accessibility of urban mobility services

ADDISON LEE GROUP

ONBOARDING

FULLY ONBOARD & EDUCATE EMPLOYEES

- Develop communications and training plans for different employee groups
- Roll out training and webinars to ensure you can effectively manage your account and employees can use the service
- Support registering of employee profiles to make bookings

ADDISON LEE GROUP

A TRUSTED PARTNERSHIP
Committed to your safety

British Safety Council Winner 2012-2016, TFL licensed for over 20 years, Best Ground Transportation Company 2018

OWNED FLEET
A maximum of 4 years old, rigorously serviced (majority under 2 years old)

DRIVERS & CHAUFFEURS
Fully vetted, with training that's become the industry standard

LOCAL EXPERTISE
Solutions designed to address unique country and regional challenges

GLOBAL PARTNER NETWORK
Offering the highest quality of service that matches our standards

ADDISON LEE GROUP

MANAGEMENT
Leading capabilities

ADDISON LEE GROUP

A BACK OFFICE YOU CAN TRUST

Nobody works harder than Addison Lee Group to cut the admin and make compliance easy:

- Access journeys and invoices via our self-serve online portal
- Multiple admin levels
- Ability to set-up PA/EA's to make bookings
- Reporting supports VAT reclaim and identifying tax allowances (e.g. out-of-hours employee bookings)
- Categorise each booking (cost codes, reasons for travel etc.) to make reconciliation simple

ADDISON LEE GROUP

COURIER SERVICES
Delivering peace of mind every day

- Add professional efficiency to your customer service
- A range of services to order
- Same day delivery
- Insurance for your goods
- Same day delivery
- Dedicated support

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Solution

We immediately immersed ourselves in the group harmonisation project (which included the delivery of a re-branding programme and a consistent suite of propositions and services across 3 different regions – UK/EMEA, APAC & Americas) to understand the scope and extent of the changes, how the customer journeys would be enhanced, what existing sales enablement existed and what the key ‘gaps’ were.

The strategic approach and creative style developed moved away from the traditional ground transportation style and built on a new narrative and vector imagery visualisation which had been tested in digital channels. The core suite of materials we developed (whilst common in many sales teams), had a strong focus on customer benefits and the end-to-end customer journey: humanising the technology and service Addison Lee delivers and presenting materials in a consistent, engaging way. We delivered this across a 6-month period starting with the Sales playbooks to immerse and embed the core propositions first, while embedding a continual test and learn training programme at the heart of the sales organisation.

INNOVATION
Leading capabilities in the transport sector

mVENTURES
MEMBER OF ADDISON LEE GROUP

- Brings together industry partnerships, accelerator and incubator mobility projects and pilots
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COMPLIANCE & DATA SECURITY
Leading capabilities in the transport sector

- EXPERIENCE**
 - 40+ years experience of managing compliance and consulting 3rd party experts
 - All policies in line with relevant legislation in local countries
- ROBUST POLICIES**
 - Compliant across all ALG business areas with robust policies - across people, operations, systems & processes
 - Ensuring our supply chains are free from modern slavery (including trafficked labour)
- SECURE DATA HANDLING**
 - Security of customer data a top priority
 - Flexible and secure ways of sharing key employee data to enable successful client travel programme implementation

Cyber Essentials Certified | PCI DSS Payment Card Industry Data Security

MANAGER PORTAL
Leading capabilities for online MI

KEY BENEFITS:

- Visibility of company's travel usage and spend (jobs & invoices) across all booking channels
- Assign multiple users across an account different access levels
- Support for VAT and out of working hours tax reclaims
- Manage user profiles
- Send out new invites for the app and view numbers of app users

FINANCIAL
Human logistics wh...

LOCAL EXPERTISE
Solutions designed to address unique country and regional challenges

GLOBAL PARTNER NETWORK
Offering the highest quality of service that matches our standards

COURIER SERVICES
Delivering peace of mind every day

- Addison Lee's legendary professionalism: reliability, efficiency and world-class customer care
- A range of options to cater to any package size, distance or deadline
- Same day, Next day and International, all with insurance, tracking and dedicated account management
- Same Day Delivery Direct - for urgent packages with a dedicated driver

COURIER SERVICES
Delivering the goods every time

KEY BENEFITS:

- Convenient booking via our dedicated facility and telephone booking centre. 24/7
- Fully owned and regularly serviced core plus 5,000 additional vehicles for additional capacity
- Thorough driver recruitment process and security checks
- Enhanced liability for any loss and/or damage
- 98% of central London jobs delivered in despatch
- National and international guaranteed delivery and proof of delivery options
- Delivery to all major cities around the globe
- Collection as late as 7pm from central London



Key insights, messages and strategic framework were fed into value proposition playbooks - adding structure and context to the new sales approach, the strategic account framework and linking to all related materials to enable everyone involved to better absorb and understand critical objectives and the roadmap to success.

Digital account playbook

ADDISON LEE GROUP

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ADDISON LEE GROUP AND MEETINGS & EVENTS (M&E)

WHY ADDISON LEE GROUP?

OUR MEETINGS AND EVENTS PROPOSITION

UNDERSTANDING DIFFERENT STAKEHOLDER REQUIREMENTS

SELLING MEETINGS AND EVENTS SERVICES

FAQ

SPREAD THE WORD

OUR MEETINGS AND EVENTS PROPOSITION



Our proposition splits into 3 different types – Multi-bookings, Conferences & Hospitality and Board Meetings (Roadshows being a specialist vertical which we deal with separately).

MULTI-BOOKINGS

e.g. Staff events, parties, TV documentaries

This is about providing affordable reliability to get the right people to the right place, on time with confidence – usually using our standard Addison Lee product.

ALG has the scale and service to move large, dispersed groups of people reliably and efficiently for any event – providing easy, hassle-free bookings, a cost effective and efficient solution and, above all, dedicated co-ordination from a professional and experienced team as required.

OUR MEETINGS AND EVENTS PROPOSITION

CONFERENCES AND HOSPITALITY



HEAD OF DEPARTMENT / EVENTS – We'll get 500 delegates from airports and hotels to conference venues, on time and in comfort. Including the delegates with more important things than transport on their minds.



EMC – Events are a one-off. There's no room for error. No chance to go back and fix things. EMC's know with our dedicated assistance, there's nothing to worry about and their reputation with clients is safe.

BOARD / BUSINESS MEETINGS



THE C-LEVEL – When timing and flexibility is everything for a particular critical meeting, Addison Lee Group can perform. Nobody else can orchestrate credibility and deliver the levels of service, security and planning required to make the transportation seamless.



EVENT ORGANISERS / COMPANY SECRETARY / PA OR EA – With ALG I'm confident they can deliver and keep me updated / involved at all times throughout the event as agreed.

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- HOW CORPORATE CLIENTS BUY TRAVEL
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MEET OUR CUSTOMERS

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- Our biggest challenge
- Our biggest opportunity
- Conversation starters
- Objections and how to handle them

FAQ

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TIME AND COMPLEXITY

DATA

Every corporate client understands the importance of data to their businesses. Not only can we give them high-quality management data to bring the ground transportation function up to their expectations, furthermore, data and reporting are also ways in which we uniquely stand out against our competition. When companies have access to usage data, it also allows us to demonstrate convincing new models and approaches by which we can offer them further value.

QUESTIONS TO ASK:

- How well do you understand your ground transportation spend currently?
- How well do you understand your monthly spend on ground transportation - do you know where your spend goes?
- How could you use ground transportation spend to make better decisions, or is it just an expense?
- How much time goes on spreadsheets and admin?

SPECIALIST BUSINESS RULES

EXISTING CUSTOMER DISSATISFACTION

TRANSPARENCY AND STRATEGIC DESIGN

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MEET OUR CUSTOMERS



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OBJECTIONS AND HOW TO HANDLE THEM
Here are the key objections we receive from prospective clients. All of them are valid to a degree, but we have good opposing arguments to counter each of them.



This is without doubt the most common objection to our Managed Service. Customers bring up this objection because they feel that they will lose control over the service or, more importantly, their finances. The key counter-arguments here are:

- Whilst we operate globally, we are happy to link deals with local providers for specific local needs to the customer's organisation. So if they have an outpost in Bangalore or Kato, we'll make sure they're covered, not just with a car service but one that meets A&S's demanding service and safety standards.
- Hobdy delivers better financial transparency. We collate data from across our global operations in near-real time to give you better visibility over spend than anyone else.
- Because we construct transport services around the client's own policies - including entitlements by role, location, etc. - we often cut costs, because everyone gets the service they're entitled to and there's less incentive to go off-policy with expensive unplanned services.
- Trial with a specific product to start with on a select group of users, to avoid getting everything into one basket. Review things after the initial trial.

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- Key points about THCs
- A note on platforms
- Get support with THC conversations
- The managed service

THE CORE ADDISON LEE GROUP PRODUCTS

MEET OUR CUSTOMERS

SELLING MANAGED SERVICES

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THE SERVICE USER - Late at night, at a strange airport in a strange city, a friendly face and a friendly brand are ready to get our clients from A2B in comfort and safety.



THE TRAVEL MANAGER - ...sleeps easy, too. Journeys automatically fit the company travel policy and are logged in existing expense systems. Less complexity, less hassle, less admin.



THE CEO - When our clients know what Ground Transportation costs, now and tomorrow, they can factor it into their plans. Nobody else can help them do this, worldwide.



THE CFO - Total visibility and transparency means ground transportation is - at least - part of the corporate financial strategy.

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HOW CORPORATE CLIENTS BUY TRAVEL

TRAVEL CHOICES

Before engaging with any corporate client, it's worth understanding that they have many choices. Many do not buy ground transportation services directly, but via a range of intermediaries.

TRAVEL MANAGEMENT COMPANIES (THCs)

Like corporate travel agents, THCs make life easier by bringing their expertise to the client, and bundling travel needs to get a better deal, as they often deliver savings. Like THCs have traditionally handled flights and hotels above all, but many are now turning to ground transportation too. We work with all of the world's largest THCs.

ONLINE BOOKING TOOLS (OBTs)

OBTs offer a convenient one-stop shop (web-based tool) often with supporting apps that make the booking process easy by using technology to bring more options and better prices to the end user. OBTs include KDS, Concur Travel, Traveloka, Citrix and Get There. They

are often resold by THCs to Corporates, or Corporates may have direct relationships with the OBTs themselves. Whilst they don't offer the same functionality as dedicated apps, such as the Addison Lee app, but they do enable a traveller to book a complete itinerary from flight to hotel, rail and car transfer in one place. Global Distribution Systems (GDS) such as Sabre, Amadeus and Travelport are also often used in the industry to large corporates and THCs and are similar to OBTs, in bringing together lots of travel content.

GROUND TRANSPORT PLATFORMS
These tools often aggregate content where multiple suppliers are offered on the same platform. Examples include Cityflex, CHAC, Sunweb Connect and GroundUp. We guide our way in the quality standards, safety and security associated with our services. Hence, our strategy is to avoid having our content appearing alongside other providers who cannot offer the equivalent service levels.

Importantly, all of these can work together, so:

- Some corporate clients, especially smaller ones or individual departments, will come to us directly.
- Some will have a relationship with a THC, who will then contract with us.
- Some will not have a relationship with a THC, but choose to use an OBT in order to use technology to get a better deal.
- And some will have a relationship with a THC, who in turn will choose to use an OBT platform.



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WHY ADDISON LEE GROUP?

We are recognised for quality, service and honesty around the world, but plenty of other organisations (especially beyond our "home" territories of the UK and US) claim to be "the world's #1 ground transportation provider" and to have global coverage.

We therefore need to prove it every time we interact with our corporate clients and their passengers. And we need to explain why we always choose to focus on quality first and foremost, alongside offering great overall value.

So here is a reminder of the reasons corporate customers come to Addison Lee Group. Our benefits begin, of course, with the differences that make every journey special:

BETTER ON EVERY JOURNEY

- Globally available with common standards
- A vehicle for every need
- Quality assurance
- Convenient global booking on any channel
- Committed to your safety & duty of care
- Environmentally responsible

BETTER FOR PASSENGERS

- Easy booking management via App
- Arrive at your best - we're trusted to be reliable and efficient
- Consistent experience worldwide

BETTER FOR BUSINESS

- Scale, services and reputation to meet every company's needs
- Enterprise-grade commercials & tech - SCAs, insurance, solutions built around your business
- The power of data - easy admin and efficiencies (e.g. VAT/tax/ tax reclaim)
- Committed to pricing fairness



SAFELEE FIRST



THE PASSENGER

ADELE

Adele is a regular user of Addison Lee, mainly for business airport transfers, but also for city events, like the theatre.



OUR DRIVER

ABDUL

Today, Abdul has been assigned Adele's Heathrow airport transfer. He has over 15 years experience, and loves meeting all types of passengers.



Our own cars are fully insured by Addison Lee Group, and drivers in these cars **only drive for us**, not multiple suppliers.

Jobs are securely allocated to the driver's device in our cars – no jobs can be forwarded onto anyone.

Drivers are unable to update their own photos (new/renewal) – it's all done in-house for security.

KEEPING PASSENGERS INFORMED AND SAFE

Adele receives a text message advising her Abdul is on his way – with a tracking link, the vehicle make, model, registration number, mobile number and a link to Abdul's photo.



Adele is running late, to avoid extra charges, she uses the snooze function on her app, delaying her pick-up by 15 minutes.



Adele receives a text message confirming Abdul has arrived. She's confident it's the right car, especially as she booked a 'Select' service, using cars with our distinctive branding.



Adele is dropped off at the airport safely, on time and stress-free, just as she requested.



OUR OPERATIONS ON HAND, READY TO HELP YOU

For extra security, Adele's mobile number is not passed onto Abdul – all drivers receive a call-forwarding number for contacting passengers if necessary.



Back at base, we know exactly which drivers are selected for each journey, and we automatically track the location of our own cars. And we're here 24/7 if you need to speak to us.



To double check, we ask our drivers to check the first name of the passenger before they start the journey, to ensure the correct passenger is being picked-up.



Strict checks are completed twice a week on all of our drivers to ensure their PCO licence is valid, plus we do additional penalty point checks.



"... provides freedom for me out at night. There have been too many horror stories for me to trust riding with anyone else".

Joanne Naveen, night time passenger

"... the corporate and the suppliers must work together... keeping safety and security top of mind".

Victoria Berwick, Global Marketing Director, Reed & McKay

FACTS & FIGURES

The mobility industry continues to benefit from technological changes, providing consumers with greater choice in how they travel. But greater choice has also opened up inconsistent levels of passenger safety and security.



For the customers, passengers, drivers and vehicles we put on the road – SafeLee first is built into the very fabric of what we do.

WHAT MAKES US DIFFERENT?

Our aim, as a leading provider of premium services, is to give clients and passengers complete peace of mind every time they travel with us, share their data with us, or entrust us to provide services to their employees, in the UK or in any one of our 600+ locations.

- ✓ Operating award-winning, **industry-leading standards** in the UK for over 40 years.
- ✓ Since formal regulations came into the industry (late 1990s), we've **advocated for national standards** and driver accreditations.
- ✓ **Fully licensed** and successfully **audited** by TfL for over 20 years.
- ✓ Tailoring our safety and security operations around the globe (e.g. specific procedures for high-risk areas).

OUR TECHNOLOGY SUPPORTING PASSENGER SAFETY

- Driver tracking en-route for additional passenger reassurance in the London areas, plus the ability to share tracking with someone else.
- 'In app' capability to share estimated time of arrival with a friend/colleague.
- To keep safety at the forefront, our own drivers and partner drivers are reminded to take a break and log-off after working for a fixed number of consecutive hours.

OUR DRIVERS IMPORTANT FACTS

- All our own drivers are fully insured by Addison Lee Group and only work for us.
- We conduct mandatory background checks on every driver, and always do face-to-face interviews with all of our drivers, including confirming identities and validating documentation, e.g. passport, driving license.
- A full audit of driver records and documentation is completed every 12 months.
- Our own driver NVQ Level 2 qualification and training programme is now the UK industry standard by an awarding body.

OUR VEHICLES IMPORTANT FACTS

- ALG vehicles – maximum of 4 years old (UK), serviced every 10,000 miles.
- Strictly maintained to manufacturer's specifications and standards, plus our own highly trained technicians carry out additional checks (e.g. inspect for other possible faults) in our own car service centres.
- Installed with sophisticated in-car safety technology, including cameras, automated braking, and blind spot indication warning systems.
- Live active traffic monitoring to ensure our reliability levels are maintained; alternative routes are considered if required.



OUR TRUSTED PARTNERS

- In areas where we don't have our own vehicles, we only ever use fully vetted, trusted partners.
- Insurance and licensing checks are completed before partners sign a contract covering our code of conduct, organisation values and Key Performance Indicators (KPIs) to ensure consistent levels of service.
- We use a robust five step process for our Executive Chauffeurs – from supplier checks and contract signing, through to ongoing monitoring (including mystery shopping).

MEETINGS AND EVENTS
 In over 210 cities around the world, the Addison Lee and Hertz brands are the recognized, trusted partner for quality, reliability and service. Our increasing and event ground transportation solutions, partner with 47,000 and 100,000 business, we transport employees in comfort and style. We have the ability to handle any size event, from a small meeting to a large-scale event. Our fleet of vehicles is the largest in the region and our professional drivers are the most experienced in the industry.

TRANSPORT-AT-SCALE
 Whenever the business line, whether it's a large-scale event or a small meeting, we have the ability to handle any size event. Our fleet of vehicles is the largest in the region and our professional drivers are the most experienced in the industry.

FROM A PREMIUM TEAM...
 Regional event teams on the ground in Europe, Asia and America. Proven planning and project management. Dedicated coordinators and project support on the day. Qualified and professionally trained uniformed drivers and chauffeurs. Security-aware chauffeurs for your own protocol.

A PREMIUM EXPERIENCE...
 A range of car classes from executive sedans to large limousines. Seats are on-vehicle to the minute. Concierge service. On-board refreshments and complimentary Wi-Fi. Complimentary airport transfers, meet, greet, TV distribution etc. No corporate branding if required.

WE NEVER FORGET THAT YOUR REPUTATION IS IN OUR HANDS
 We are a member of the Addison Lee Group, which is a leading provider of premium transportation services. We are committed to providing a high-quality, reliable and professional service to our customers. We are a member of the Addison Lee Group, which is a leading provider of premium transportation services. We are committed to providing a high-quality, reliable and professional service to our customers.

FINANCIAL ROADSHOWS
 We offer a full range of services for financial roadshows, including: Multi-bookings, Conferences and Hospitality, Business & Board Meetings, and Same Day Delivery. We are committed to providing a high-quality, reliable and professional service to our customers.

CONFERENCES AND HOSPITALITY
 For example, executive seminars, corporate events, and conferences. We offer a full range of services for financial roadshows, including: Multi-bookings, Conferences and Hospitality, Business & Board Meetings, and Same Day Delivery. We are committed to providing a high-quality, reliable and professional service to our customers.

BUSINESS & BOARD MEETINGS
 Professional and fast delivery. We offer a full range of services for financial roadshows, including: Multi-bookings, Conferences and Hospitality, Business & Board Meetings, and Same Day Delivery. We are committed to providing a high-quality, reliable and professional service to our customers.

A BETTER BACK OFFICE
 Handworks handles their Addison Lee Group to cut the admin and make business easy. Our Meetings and Events service can include: Management notification, driver/chauffeur arrival, Billing (invoices by cost codes and/or receipts for easy reconciliation), and Find out more.

FIND OUT MORE
 Book a consultation at info@addisonleegroup.com or speak to your account manager.

THE RIGHT FOR EVERY VEHICLE SERVICE
 We have several easy-to-use booking platforms on display or pre-booking options. Fully mobile and manage multiple courier bookings online. Book your service via our app.

MEETINGS AND EVENTS
 At Addison Lee Group, we pride ourselves on a customer care - our values being evident in every aspect. Same-day or overnight domestic delivery. In short, our professional couriers can cater to any package.

DELIVERING PEACE OF MIND
 Deliveries to major regions. Next morning or close of business per working day to your nearest city. Online tracking and proof of delivery provided. Special onboarding service for very important packages. Delivery via pallet, air and sea. Quoting and invoicing of all international journeys in GBP. Booking available online or via our dedicated courier team.

SAME-DAY DELIVERY
 To help you understand the convenience and flexibility of our same-day service, we have outlined the key features of our service. We offer a full range of services for financial roadshows, including: Multi-bookings, Conferences and Hospitality, Business & Board Meetings, and Same Day Delivery. We are committed to providing a high-quality, reliable and professional service to our customers.

NEXT DAY DELIVERY NATIONWIDE
 The Next Day Delivery service provides a choice of tomorrow's delivery times to suit your unique needs. With your confirmed order, we will ensure that your goods are delivered on time. We offer a full range of services for financial roadshows, including: Multi-bookings, Conferences and Hospitality, Business & Board Meetings, and Same Day Delivery. We are committed to providing a high-quality, reliable and professional service to our customers.

ADDISON LEE GROUP

Awarded Environment Awards from QSi twice

By April 2019 all our PHV fleet will be ULEZ compliant.



Around 1/4 of the world's CO₂ emissions come from the transportation of people and goods.



We recycle 97% of our waste – recycling our engine oil produces over 300,000Kw of energy.



We're trialling ultra-low emission vehicles by the end of 2019.

Our innovation in auto-allocation has resulted in 22.5% drop in 'dead mileage' and lower fuel use.



Introducing start/stop technology on 100% of our vehicles has resulted in zero tailpipe emissions when stopped in traffic.



By April 2019 100% of our journeys to be carbon-neutral.



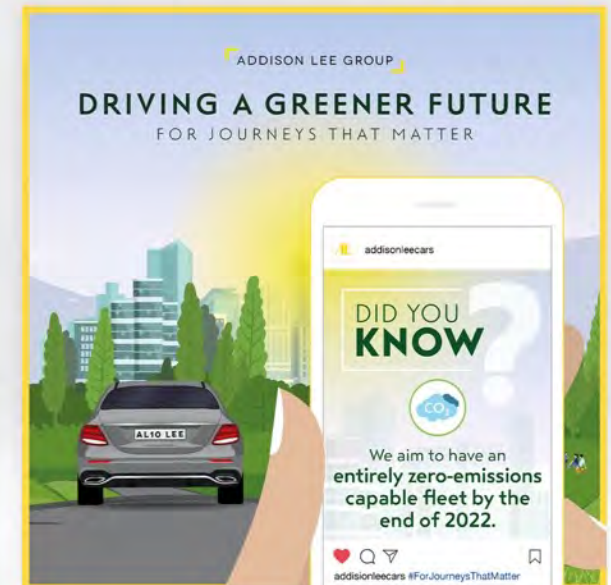
We aim to have an entirely zero-emissions capable fleet by the end of 2022.



We've achieved a 50% reduction in Nitrogen Oxide (NOx) emissions by using Volkswagen Sharan Euro-6 standard diesel engines.



Interactive infographics



Outcome

Sales teams fully engaged with all materials and were enthusiastic and proud to use - both talking through with clients and/or by sending through standalone content (requiring no commentary from sales). Feedback from business customers was extremely positive 'we've never seen anything like this before, it looks great!'

The face of Addison Lee and the services they offered looked more professional, drove consistent messages and delivered a modern and fresh persona. We fully equipped external trainers to deliver a comprehensive training to all sales and support teams and supplied materials and core content for use 'as is' or by easily adapting content to suit other media/materials.

- ▶ Research, immersion & workshops
- ▶ End-to-end sales transformation programme
- ▶ Interactive, targeted, sales tools
- ▶ Coaching, skills & training
- ▶ Cultural change programme
- ▶ Launch & internal communications



Absolutely love working with you guys. Thank you for distilling our thinking into a set of compelling propositions and getting these over the line. It was a critical step in our global roll-out plan.

**Commercial Director
Addison Lee Group**



New

Brand style
and imagery



4

Key Sales
Playbooks



4

Key
propositions



4

Products/
services



Interactive

Global services locator - across 90
countries, 600 locations & 4 regions
(UK, EMEA, APAC, Americas)



3

Different regional
variants - UK/EMEA,
APAC & Americas



6

Roadshows
across ALG



2

Sore sales
pitch decks



100+

Sales and client-service
managers trained using
core materials