

15 JUNE 2022

AutoVentura

SINDS 1994

“Fleet sales is all about investing in customer relationships.”



GRADUATION INTERNSHIP AT AUTOVENTURA

RESEARCH JUSTIFICATION

LOLA VOM HOF
00078920
International Business

Executive Summary

This research justification presents the possibilities for AutoVentura on the fleet sales market. The research was initiated because more brand awareness has to be created for AutoVentura. AutoVentura positions itself in the niche of luxury cars and high-quality service. The strategy that has been chosen focusses on this niche market. Customers in this market prioritize quality over price. For the structure of this report the main research question and four sub-questions have been identified:

Main research question: How can AutoVentura break even with fleet sales promotion in one year from now?

Sub-question 1: What are fleet sales?

Sub-question 2: What are potential customers for the fleet sales?

Sub-question 3: What are the needs from the potential clients?

Sub-question 4: How can AutoVentura fulfil the needs of the potential clients and are there any changes or investments needed to do so?

To answer these questions, literature research and field research were used. The information found through the literature research has been verified by one or multiple experts to ensure the validity and reliability of the results. The support of these experts was called in, because not enough expertise was available within the company, neither had the intern a background in fleet sales. The experts provided guidance throughout the process. Interviews were held with these three experts, providing their knowledge and expertise. Their inputs gave great new insights into possibilities and opportunities for AutoVentura. Another interview was organized with the senior sales advisor of AutoVentura. His long work experience in the automotive sector was of great importance. These interviews were recorded and transcribed. Also, non-recorded conversations were held with the managing director, marketing manager and aftersales manager.

The research reveals that fleet sales can be described as the sales of vehicles to larger and smaller corporations, including leasing contracts. The Dutch car leasing sector shows a solid growth in recent years. Even during and after the Covid-19 pandemic the lease car stayed popular. Research has shown that AutoVentura acts as a niche player in this market. Moreover, a list of potential clients was set up. A difference has been made between potential and target customers. Target customers have a priority for (extra) service, instead of a low price. Three recommendations have been set up for AutoVentura:

Recommendation 1: Relationship building – it is recommended that AutoVentura gets in contact with their potential clients and elaborate on the possibilities of leasing corporate cars at AutoVentura.

Recommendation 2: Supply leasing companies – AutoVentura is specialized in finding good and reliable occasions. This skill can be used to supply leasing companies.

Recommendation 3: Join a universal service chain – if AutoVentura wants to work together with big leasing companies, it is recommended to join a universal service chain. With this AutoVentura would also be able to do the maintenance of the leasing cars.

These recommendations have been written down in order of priority. The first recommendation elaborates on how relationship building creates opportunities for AutoVentura to strengthen their position on the lease market. This recommendation has been further elaborated with the Professional Products.

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Foreword

In front of you, you will find my research justification. This research focusses on the possibilities for AutoVentura on the lease market. AutoVentura sells and maintains luxury cars. They are located in Goes, The Netherlands. This research justification was written as part of my graduation process at the HZ University of Applied Sciences.

It has been my wish and dream to work for such an automotive business for a long time. AutoVentura has been my first choice for my graduation internship. I am beyond proud that I had the possibility to work at this amazing company.

This research justification is intended for my supervisors and examiners at the HZ University of Applied Sciences and my supervisor and the management at AutoVentura.

I would like to express my gratitude to AutoVentura, for fulfilling my dream and offering me this opportunity. A big thank you goes to Rob Zwartepoorte, managing director at AutoVentura, for giving me this chance and having me in his company. I felt very welcome in the team. A very special thank you goes to my amazing in-company supervisor Marc Bomer, marketing manager at AutoVentura, for standing by my side since day one of my internship. For teaching me so much, supporting me and giving me freedom to develop myself within the company. I am deeply saddened that my time at AutoVentura comes to an end, but who knows, maybe our paths will cross again one day.

Furthermore, I would like to express my gratitude to my supervisor Mr. Weggemans. Always having the time to answer my questions and giving me feedback. He ensured that I put my maximum effort into this research to get the most out of it.

I wish you much reading pleasure.

Lola vom Hof

Goes, 10 June 2022

1. Preliminary Research

1.1. Company analysis & development

Let us dive into the history of AutoVentura according to appendix A, which was provided by AutoVentura: In 1989 John Zwartepoorte founded BMW Zwartepoorte, being an official BMW dealer. After that, BMW bought Land Rover. Due to this, in 1994 AutoVentura was founded and became a dealer for Land Rover. They were situated in the same building as BMW Zwartepoorte. Only five years later, in 1999, they acquired their own property. In 2009 Auto Vlietman was founded, which was a dealer for different brands of occasions. AutoVentura acquired the service dealership for Jaguar in 2014 and one year later they became an official Jaguar dealer. Rob Zwartepoorte (son of John Zwartepoorte) became director of AutoVentura in 2019. In 2020 it was decided to sell BMW to the Renova group. In 2021 Auto Vlietman merged with AutoVentura and together a new property was opened. Today, AutoVentura is a service dealer for Jaguar and Land Rover, but also sells other luxury cars such as Porsche, Audi and Mercedes-Benz. Once the non-competition clause with BMW ends in 2023, AutoVentura will also start to sell newer and younger BMW cars. At this moment, they are only allowed to sell BMW's with more than 40 000km.

Mission: *“Als vertrouwde partner ontzorgen wij onze klanten.”*

Continue streven wij ernaar om onze klanten een welkomstgevoel te geven. Service is voor ons vanzelfsprekend, of het nou gaat om een onderhoudsbeurt, reparatie, uw auto wassen of de aanschaf van een nieuwe auto, niets is te veel gevraagd. Wij hebben een breed aanbod van premium automerken en kunnen desgewenst uw auto vinden binnen ons grote netwerk (AutoVentura, 2022).

The mission states that AutoVentura wants the customer to feel welcome. Good service is their top priority, they will always try to make everything possible. They have a broad stock of premium cars and can make use of their network for finding the right car.

Vision: *“Wij willen het aanspreekpunt zijn voor klanten binnen het premium segment.”*

Met onze luxe uitstraling en onze behoefte aan continue verbeteren streven wij naar het vervullen van de wensen van de klant (AutoVentura, 2022).

The vision states that AutoVentura wants to be the contact point for clients in the premium segment. Their luxurious appearance and their continuous need to improve and develop helps them to fulfil the wishes of their clients.

AutoVentura wants to have a premium and luxury look. The high-end showroom and the state-of-the-art workshop confirm this. Once the customer enters the building, a sense of well-being takes place. In the showroom new and occasions cars are offered. Also, finding a specific car a customer is looking for is possible through their broad network in Europe. In the workshop maintenance and reparations for all car brands is possible. It is their goal to create more awareness for the fact that they focus on multiple premium car brands.

At the moment, 23 employees, who are divided into two main departments, sales and aftersales, make sure that the customer experience is flawless. As can be seen in appendix B, the aftersales department consists of their manager, advisors, chauffeurs and the car technicians. The car technicians have in-depth knowledge of every part of the cars. This means they also have to adapt continuously to new technology. Car technicians only have short interactions with the customers. The manager and the advisors of the aftersales department can be defined as the contact point for the customers before, during and after the service process. The second department, the sales department, consists of the sales advisors and marketing. The marketing is responsible for the website, social media, newsletters and email campaign. It has to keep the customers interested in the company and attract new potential customers. Also, interesting events are organized by this department. Daily interaction with (potential) customers is needed, for example through the social media accounts. The sales advisors form the face of the company. They sell new cars and occasions, and it is their responsibility to have in-depth knowledge of those cars. Their daily work is to guide the customer through the whole purchasing process, from a look around in the showroom to the purchase of the car.

AutoVentura is the only authorized service dealer of Jaguar and Land Rover in Zeeland. This puts them in a unique market position. However, other dealers, such as Jaguar Land Rover Knook in Breda is targeting the same customers as AutoVentura. On the other hand, as AutoVentura also sells other brands of luxury cars too, they have other competitors as well. The company is located in an industry park, with other car dealers close by. The direct competitors of AutoVentura are Auto Poppe, Renova and Louwman. Auto Poppe is an official dealer for Volkswagen, Audi, Seat and Skoda. AutoVentura is offering those brands as well, especially Audi. Auto Poppe has a great brand awareness in Zeeland, which makes them an important competitor. Renova is a dealer for BMW, as mentioned earlier. At the moment, AutoVentura still has a non-competition clause with Renova, but once this ends AutoVentura is allowed to target their customers as well. Furthermore, Louwman is a big organization with multiple locations in the Netherlands. Especially for the brand Mercedes-Benz they form a competitor for AutoVentura. Next to that, there are of course many other car dealers in the same area. However, AutoVentura operates in the higher segment, with newer, younger and more luxurious cars. This differentiates them from classic car dealers that sell occasions from multiple brands. This is why other car dealers in the same area are not seen as competitors, because AutoVentura is not targeting the majority of their customers.

Financial key numbers have been provided by the director of AutoVentura. The organization had a turnover of € 10 000 000 in 2021. With this they were able to be break-even, thus no profit, no loss. Moreover, their solvency ratio was at 25%. Bert Wams (2021) wrote an article for the Dutch chamber of commerce explaining that solvability is the ratio between own equity and total equity. It is a number that indicates whether the company can meet its debts in the long term. He also wrote that a solvability between 25% and 40% is considered to be good.

1.2. Problem analysis

The current business concept of AutoVentura only exists since 2021. Before, AutoVentura was known as an official dealer for Jaguar and Land Rover. They still are an official service dealer for Jaguar and Land Rover, but next to that they also sell and maintain other brands of luxury cars. In the showroom various models of Porsche, Mercedes, Audi, BMW and many more can be found. Also, the workshop has the knowledge and the expertise to maintain and repair other brands than Jaguar and Land Rover.

Unfortunately, this is not widely known in the province. People and potential customers still connect AutoVentura to Jaguar and Land Rover and do not know that AutoVentura also can be their point of contact for other brands. The cars that are for sale by AutoVentura can of course be found on their website, but more importantly also on other car sales sites, such as autoscout24, autotrack, and other known sales sites. According to the senior sales advisor, this is how approximately 95% of the cars are found by potential customers. It can be said that customers often react quite surprised, when they realize that the Audi they are looking for is sold by AutoVentura, a service dealer for Jaguar and Land Rover. Next to this, the assumption made by potential customers is that the workshop only maintains Jaguars and Land Rovers. Because of this the workshop does not have a good return.

This situation forms a problem for AutoVentura, because it costs the company potential revenue. The return on investments for the workshop could be higher, due to the fact that the resources are already available. Also, the showroom would benefit if people were more aware of the fact that other brands are offered by AutoVentura as well. In a nutshell, more brand awareness has to be created for the “new” AutoVentura.

The problem arises during the first steps of the customer journey. Customers are not aware of the wide range of products and services that AutoVentura is offering. This can be linked to the steps “awareness” and “consideration” of the customer journey, as can be seen in appendix C. Customers are not aware of AutoVentura and thus do not consider AutoVentura. Secondly, as mentioned earlier the problem arises in the workshop, in the showroom (sales team) and the marketing department is affected as well. AutoVentura has made the assumption that more brand awareness can be created by focusing more on the corporate market by promoting so-called fleet sales.

The director of AutoVentura, Rob Zwartepoorte, is the client for this project. He observed and identified this problem within his organization. He sees that his company is not using their full potential and wishes that the brand awareness grows. Rob Zwartepoorte suggested a solution/an approach for this problem which shaped this project. He wishes that possibilities within the fleet sales market for AutoVentura are investigated. Mr. Zwartepoorte expressed his wish for a “Ventura Lease”, an independent leasing company.

1.3. Information gaps

In the problem analysis it was mentioned that more brand awareness needs to be created. Fleet sales was initiated as an approach for this problem. AutoVentura wants to know if they can reach a break-even point in the first year, if they decide to invest in fleet sales. Break-

even is a mix of sales, contracts and brand awareness. Of which brand awareness is not measurable. To start with, it was researched what fleet sales are in order to fully understand the concept. After that, potential customers were identified. Moreover, the needs and the demand of these potential clients were defined. It was explored whether AutoVentura can fulfil in those needs and if investments have to be made for this.

1.4. Research questions

From paragraph 1.3. the main and sub research questions were formulated.

Main research question: How can AutoVentura break even with fleet sales promotion in one year from now?

Sub-question 1: What are fleet sales?

Sub-question 2: What are potential customers for the fleet sales?

Sub-question 3: What are the needs from the potential clients?

Sub-question 4: How can AutoVentura fulfil the needs of the potential clients and are there any changes or investments needed to do so?

1.5. Project aim

The aim of the project is to show how/in what way fleet sales might be a contribution to the yearly turnover. Furthermore, as suitable professional product, a job vacancy for an account manager has been chosen. Next to this, it has also been decided to further analyze the potential customers for AutoVentura as professional product. The project aim and the professional products are **SMART**. They are **specific**, as it is clear how the result should look like. They can also be **measured**, because the goal is only attained if the professional products and the results are delivered to the company. The goals are **achievable** as enough resources are provided by AutoVentura. Furthermore, the goals are **relevant** to the company as they align with other business objectives. Lastly, the goals are **time-bound**, because the deadline is the end of the graduation internship.

Furthermore, this project can be linked to the **IB PLO Marketing & Sales**. Especially the working and management tools 15 and 16 can be linked to this project. A well-founded plan will be developed to support the creation of value for customers. Also, appropriate sales techniques will be used to support durable customer relationships (Framework International Business, 2017).

2. Research Approach

In this chapter it will be discussed how each of the four sub-research questions were approached to find the answers. It will also be pointed out what other decisions have been made than mentioned in the Plan of Approach.

2.1. Information gap 1: What are Fleet Sales?

The first information gap is a very theoretical question. Desk research was used to find the information to fill this gap. The assumption was that a lot of information can be found on the internet, also scientific articles. Afterwards, it can be said that not a lot of scientific articles were available on the internet. It was important that the most relevant information is filtered and written down. From this the main characteristics of fleet sales were identified. Sources that were used are (Anacan, 2022), (Li, 2021), (Olsson & Westling, 2016) and (Pfeifle, Ley, Tauschek, & Enderle, 2017) and can be found in the reference list. The help of an expert was called in. This decision was made because not enough expertise was available within AutoVentura, neither did the intern have a background in fleet sales. The marketing manager, Marc Bomer, brought the intern in contact with Lonneke van Strieland. Lonneke van Strieland was the former fleet sales manager for Zwartepoorte and AutoVentura. Her knowledge and expertise are of great importance to better shape this project. At first, her explanation for fleet sales was asked and what her daily work was. She recommended to get in contact with other experts as well (appendix G). Jochem Lubbers was a former trainer at Fleet knowledge. Cor Smit is a mobility partner at Alphabet. Through their expertise the validity and reliability of the characteristics of fleet sales found through literature were ensured. Interviews with employees were not necessary anymore, as enough information was gathered from desk research and the interviews with the experts.

2.2. Information gap 2: What are potential customers for the fleet sales?

This research question was answered with the aid of field research. For this analysis the existing network and connections were used. Approximately 60% of the clients of AutoVentura have their own company, according to Stefan Elzevier, sales advisor at AutoVentura. From a variety of customers, it is known what kind and which company they own. Often these companies have corporate cars. These vehicles can be owned by the company, but they are often leased by the company. This is because it makes it less complicated for the company. They do not need to worry about how much reparations could cost and when maintenance is due. The vehicles are completely taken care off by the leasing company. Together with the marketing manager the existing client list was sorted out to define which current clients could be potential clients for the fleet sales. This was done in excel, which enabled to use the filter function, as the clients were divided into the groups *private*, *business* and *unknown*. The 57 < *corporate* > clients were gathered and written down. In a meeting with the management a look has been taken at this list. Rob Zwartepoorte chose ten clients that could be suitable for the interviews. After this, Rob Zwartepoorte called those clients to introduce the graduation project and he asked them whether they would have a bit of time to talk to the intern. Three out of ten clients had the time to have an interview with the intern. These three clients were *Hydrozorg – Rilland*, *Molenaar Betonindustrie – Goes* and *Scelta Products – Yerseke*. It can be said that

interviewing three out of 57 clients only enabled limited research for this information gap. Unfortunately, the managing director, did not make it possible to interview more clients. The purpose of these interviews with the clients was to find out whether they could be target customers or not. Also, it was interesting to find out what the wants and needs of the potential customers are. Next to this, the aftersales manager of AutoVentura, Erik de Bruine, and Jochem Lubbers were also interviewed to look for more business opportunities.

2.3. Information gap 3: What are the needs from the potential clients?

Once the potential customers were identified, three interviews were scheduled with these companies. The experts helped to optimally prepare for the interviews. The experts helped to formulate the right questions and explained how the conversation should be held with the potential client. Beforehand, it was also discussed what possible answers are looked for and what conclusion can be drawn from it. The interview questions can be found in appendix E. The interviews were semi-structured and were held via the phone. Unfortunately, one of the interviewees was not available after all. It has been chosen to interview Jan-Willem van der Veeken, senior sales advisor at AutoVentura as well. Thanks to his long work experience in the automotive industry, he can give a reliable estimation of the needs of potential clients. Afterwards, all interviews were analyzed. It was looked for similarities in the answers of the interviewees. From this, conclusions were drawn. It can be said that it was a good choice to interview the senior sales advisor, as remaining questions that were still open after the other interviews could be answered.

2.4. Information gap 4: Can AutoVentura fulfil the needs from the potential clients and what investments would have to be made for this?

To answer this research question a combination of field- and desk research was used. First, the information was looked up on a theoretical point of view, this was part of the desk research. It was the intention to find out what, in theory, is needed to provide the perfect full package to the customer. This succeeded and a list was set up providing all necessities for the perfect full package. The sources that were used are (Alphabet, 2022), (De Beste Leasedeal, 2022), (KVK, 2022), (MKB Lease, 2022) and (Thijssen, Lubbers, & van Nes, 2020) and can be found in the reference list. The information found during the desk research also gave some general insight into eventual investments that have to be made. During the interview with Jochem Lubbers the information about investments could be complemented. After this theoretical part has been thoroughly investigated and a list has been set up, the experts verified this information. Lonneke van Strieland, Jochem Lubbers and Cor Smit confirmed the information. This verification from all three experts ensures the validity and reliability of the results found through the research. It had also been chosen to make use of a figure to summarize the information found. Moreover, Jochem Lubbers provided the Syllabus of Fleet Knowledge of 2020 which gave great insight in how fleet sales are built up and maintained. From this a figure with the costs could have been made which made it more insightful. It was decided that an interview with the management was not necessary anymore.

3. Results

In this chapter a closer look will be taken at the results of the research. The findings will be analysed and summed up in this chapter. Each paragraph will be closed with concluding remarks to highlight the most important findings.

3.1. What are Fleet Sales?

In the past fleet sales were described as sales of vehicles to “large corporations, rental car firms, utility companies, and government agencies”. However, the automotive industry enlarged the target group to companies in the small business sector as well (Li, 2021). A great example is *Hydrozorg* in Rilland (appendix K, suffix 1), with 40 employees. New vehicles are registered to private or to corporate customers. Only a small number of registrations is for governments. Nearly two out of three vehicles are sold to the corporate channel. The greater part of these cars is registered as company cars, meaning as corporate carpools or corporate fleets. This section is called “true fleet”. Even though fleet sales entail the word “sales” it also refers to the leasing of cars. “Companies used to own their company cars and manage their fleets in-house”. Recently this has changed, and companies now buy full-service leasing contracts instead of vehicles as this reduces costs and risk (Pfeifle, Ley, Tauschek, & Enderle, 2017).

When a company decides to lease a car or van for the business it can choose to become an owner or to “rent” the vehicle. The leasing company finances this vehicle, and the company (referred to as “lessee”) pays them a fixed amount per month, which means that the lessee does not need to pay a big amount of money at once. The Dutch chamber of commerce (KVK, 2022) and Jochem Lubbers (appendix H, suffix 3) explain the difference between the leasing options:

Operational lease

With operational lease the lessee uses the vehicle, but the leasing company stays the owner. The lessee rents the car and agreements are made about the duration of the contract and the monthly costs. With this option the lessee can also choose extra services such as maintenance, reparations, and insurances. At the end of the lease contract the leasing company takes back the vehicle. Operational lease is more expensive than financial lease as the leasing company bears the economic risk.

Financial lease

With financial lease the lessee becomes the owner of the vehicle. The leasing company buys the vehicle, and the company pays off the vehicle with a monthly fee. It can be said that the lessee has a kind of loan at the leasing company. Financial lease is less expensive than operational lease as the lessee bears the economic risk.

	Operational lease	Financial lease
Costs	higher	lower
Risk	Leasing company	Company
Convenience	more	less

Figure 1. Operational and financial lease in an overview (KVK, 2022)

There are various reasons for a company to have corporate cars. Often, they are needed for business purposes, i.e. the service car of a plumber or the sales car of an account manager. Next to this, there are also cars that are offered to employees as a form of compensation, on top of their monthly wage. (Pfeifle, Ley, Tauschek, & Enderle, 2017). This was also mentioned by Cor Smit in his interview (appendix J, suffix 3).

Trends

The Dutch car leasing sector shows a solid growth in recent years. To show the solid growth it has been chosen to analyse the years 2019 and 2021. In 2019 the leasing sector increased by 12,8%, which is 128 000 vehicles more than in 2018. The number of private leased cars, corporate leased cars and leased delivery vans have continued to grow substantially. The fact that all segments are showing solid growth is an important signal about the development of the leasing sector. And since leased cars are new, economical, clean and safe, this growth also contributes to making the Dutch vehicle fleet greener and safer (VNA, 2020). It should also be noted that the “disposed vehicles” (at the end of their leasing contract) are very popular amongst the private customers. They are seen as reliable vehicles. This means they get a second life (at AutoVentura) and are not waste. Even though the worldwide economy was hit hard by the COVID-19 pandemic, the lease car stayed popular. The number of leased cars in the Netherlands grew by over 5% in 2021 to more than 1.2 million vehicles, over 60 000 more than in 2020. All segments - corporate leased cars, leased vans and private leasing - contributed to the growth (Accountant, 2022).

At the end of 2019, the Netherlands had 740 000 corporate leased cars, 200 000 leased delivery vans and 188 000 private leased cars. That is a growth of 9,5% compared to 2018 in the corporate leased car fleet, 14,5% in the leased delivery van fleet and 25,6% more private leased cars (VNA, 2020). In 2021 the corporate leased car fleet grew by 3,7% to 751 700 corporate cars, the leased delivery van fleet by 8,1% to 222 600 leased delivery vans and the private leased cars increased by 7,8% to 231 000 cars, compared to 2020 (Accountant, 2022). The fact that the lease car fleet has been on the rise for years and has grown steadily shows that car leasing in the Netherlands is undergoing a hugely positive development.

“Europe is dominated by the corporate channel – new car sales are shifting from private to corporate”

(Pfeifle, Ley, Tauschek, & Enderle, 2017)

Electric mobility

Car leasing has been an integral part of business life for decades and now it seems to be well established among consumers as well. Both companies and consumers want carefree mobility at predictable costs without large investments. With regard to private leasing, it can be seen that the introduction phase is over and the market is maturing. This means that supply and demand are normalizing. With the government's objective of encouraging consumers to also drive electric, the movement from ownership to utilization will only increase and private lease will continue to grow. Electric cars are much more expensive to buy than conventional cars and consumers still perceive investing in a new technology with a battery as a risk (VNA, 2020). Leased cars now account for 54% of all full-electric cars (Accountant, 2022).

Leasing companies

The top 5 leasing companies of the Netherlands are (BusinessInsider, 2021):

1. LeasePlan Nederland
2. Volkswagen Pon Financial Services
3. Athlon Car lease
4. International Car Lease Holding
5. Alphabet

In Zeeland these companies are the big players, too. Often companies reach out to these companies for their leasing contracts. Next to this, there are also leasing companies such as Auto Sturm Lease and Renova Lease, that play a significant role. AutoVentura is a niche player. AutoVentura operates in a segment, the premium segment, which the other leasing companies are not targeting.

To conclude this paragraph, fleet sales can be described as the sales of vehicles to larger and smaller corporations, including leasing contracts. Operational leasing is the complete leasing package, whereas financial lease is just a way of financing a new car. The Dutch car leasing sector shows a solid growth in recent years. Even during and after the Covid-19 pandemic the lease car stayed popular. Both companies and consumers are opting for the convenience of carefree mobility without having to own a car themselves (VNA, 2020) in this growing leasing market. It can also be said that AutoVentura acts as a niche player in this market.

3.2. What are potential customers for the Fleet Sales?

AutoVentura provided their complete list of customers, with an address in the region Zeeland. This list includes customers that bought a car, and customers that went to AutoVentura for maintenance or repairs. Thus, those are customers from the showroom and the workshop. In total this was a list of 483 customers. Moreover, this excel document had multiple columns of which the majority has been removed as they were not relevant. This has been done in coordination with the marketing manager. This narrowed down the document significantly and created a clear list. Furthermore, rows with AutoVentura, Auto Vlietman and Zwartepoorte have been removed. One of the columns divided the clients into three different kinds: *business*, *private* and *unknown*. The data has been converted into a table which made it possible to filter it. When filtered on < *business* > 57 clients appeared.

This list can be found in appendix M, figure 6. The names of the clients were left out, but the clients can be traced with their corresponding number by AutoVentura

Moreover, from the interview with Jochem Lubbers (appendix H, suffix 1) it becomes clear that it is advisable to target smaller companies, as it will be hard for AutoVentura to compete with bigger leasing companies such as *Alphabet*, in the beginning. Also, current clients of AutoVentura are familiar with the service and already have the connection with the salespersons. All the clients that drive a car of AutoVentura and have their own company, could be potential customers for the fleet sales, as Jochem Lubbers mentioned. Next to this, from a conversation with Erik de Bruine, aftersales manager at AutoVentura, it emerges that there is no “follow-up” with current leasing customers. In the ROB-system the aftersales is able to look up when the leasing contract of a client ends. The current leasing customers of AutoVentura can be found in appendix M, figure 7 (the names of the clients were left out, but the clients can be traced with their corresponding number by AutoVentura). This information should be communicated with the salespersons, because if customers are not addressed, they could decide to choose their next leasing car somewhere else. Which means each time their leasing contract ends, they are new potential customers.

Furthermore, Jochem Lubbers (appendix H, suffix 2) proposed the idea of supplying bigger leasing companies with occasions. Mr. Lubbers noticed that AutoVentura is specialized at importing good and young occasions. Research shows that high-quality occasions are hard to obtain these days (Jansen, 2021). Cor Smit (appendix J, suffix 1) from Alphabet confirmed that this would be an excellent idea. He mentioned that Alphabet only has new cars, but that other leasing companies that also have occasions struggle to find reliable cars. Both interviewees were convinced that AutoVentura could play a significant role in supplying leasing companies with good and reliable occasions.

To conclude with, there are four types of potential customers for AutoVentura. At first the potential customers that were listed as < *business* > clients. Next to that, in the list of < *unknown* > clients also potential customers can be identified. Thirdly, the current leasing customers of AutoVentura also are potential customers as soon as their leasing contract ends. AutoVentura must close a new contract with these existing leasing customers. Lastly, the cooperation with bigger leasing companies can also be a business opportunity for AutoVentura.

3.3. What are the needs from the potential customers?

As mentioned in paragraph 2.2. interviews have been held with clients of AutoVentura. The clients invited for an interview were *Hydrozorg – Rilland*, *Molenaar Betonindustrie – Goes* and *Scelta Products – Yerseke*. Unfortunately, Jos de Koster, the managing director of Scelta Products in Yerseke, was not able to attend the interview after all. To broaden the selection of interviewees it has also been decided to interview Jan-Willem van der Veeke, senior sales advisor at AutoVentura.

From the interviews with Corné Molenaar (appendix I, suffix 1) and Wim Roest (appendix K, suffix 3) it becomes clear that leasing is not always the most opted option for when owning corporate cars. Especially when it is a smaller company with fewer corporate cars it is more

interesting to own the cars, when the economic means are there. Another important factor when considering an operational lease is the number of kilometres that are driven with the car per year. For a car that is not used a lot in a year operational lease is not attractive, whereas for a car that is used regularly, which thus has more wear, it is interesting.

Another factor that has come forward during the interviews is the decision making of the customers. To begin with, Corné Molenaar (appendix I, suffix 2) has declared that he is well aware of the fact that AutoVentura sells other brands next to Jaguar and Land Rover, but that he still chose to buy his corporate cars (Dacia and Renault) at the dealer. Also, Wim Roest (appendix K, suffix 3) declared that it would not come up in his mind to go to AutoVentura to lease a Nissan for example. He states that it is “kind of normal to choose and to stay at the official dealer”. He also mentioned that the discounts and the extra services he gets ensure his loyalty to the official dealer.

Jan-Willem van der Veeke (appendix L, suffix 1) explained that the leasing price plays a significant role with the high-volume brands. A company that needs ten Volkswagen Polo for their employees opts for the lowest possible price. This low price can be offered by big leasing companies such as Alphabet. Jan-Willem van der Veeke mentioned a great example: “For the insurance of their cars, they only choose a third-party insurance, not an all-risk insurance. For the all-risk part Alphabet uses their statistics and calculates how many cars end up total loss ins year, how many cars get stolen, etc. and they take this money out of their own pocket. If AutoVentura would lease cars, they would need to have an all-risk insurance on all their cars, because you cannot have that residual value risk. For example, if someone leases a big Range Rover à 180 000 euros and it gets total loss, then suddenly 180 000 euros are lost and the leasing company has to pay for this, which would be AutoVentura in this situation. Thus, the leasing price at AutoVentura would be higher than at a big leasing company. Moreover, as Alphabet buys their cars in big numbers, they also get a discount. These are factors you have to compete against.” On the other hand, it can be said that customers in the higher segment tend to choose service over price. To obtain the best price, big leasing companies decide where the maintenance of the car is done (often dealer), the tires (Kwikfit, etc.), the car windows (carglass) and damage repair (damage repair company). This results in the fact that a customer has not one contact point, but has the best price. Other customers decide that service is more important to them and that they want to have one contact point, for which they are willing to pay more.

To summarize this paragraph, it should be mentioned that there has been made a difference between potential customers and target customers. Potential customers have mentioned that they prefer owning the cars over leasing them, especially when the economic means are there, and the car is not used for a lot of kilometres. Moreover, a preference was expressed for buying/leasing the corporate cars at the official dealer, also because that comes with discounts and extra services. Target customers of AutoVentura do not have the price as their priority, but the (extra) service that comes with a higher price.

3.4. Can AutoVentura fulfil the needs from the potential clients and what investments would have to be made for this?

As the mission of AutoVentura states in the first chapter, the top priority of AutoVentura is to provide excellent service to the customer. In order to provide excellent service, it is crucial to know what service and products can be offered and what might not be possible. If this is known through the different departments of the company, then everyone is pulling in the same direction, and this enables to give clear information to the client.

The following services are often offered in a full package of operational lease:

1. Insurance
2. Motor vehicle tax
3. Repairs
4. Maintenance
5. Tires
6. Road assistance
7. Replacement vehicle
8. Fuel/charging card

A discussion with the management revealed that these services can be offered by AutoVentura in cooperation with Vision Car Lease, which is a leasing company in Eindhoven. It can be said that the leasing price at Vision Car Lease is on average more expensive than at a bigger leasing company (for example Alphabet).

Furthermore, based on the information provided by the Syllabus of Fleet Knowledge (Thijssen, Lubbers, & van Nes, 2020), figure 2 shows the percentage distribution of components over the monthly amount.

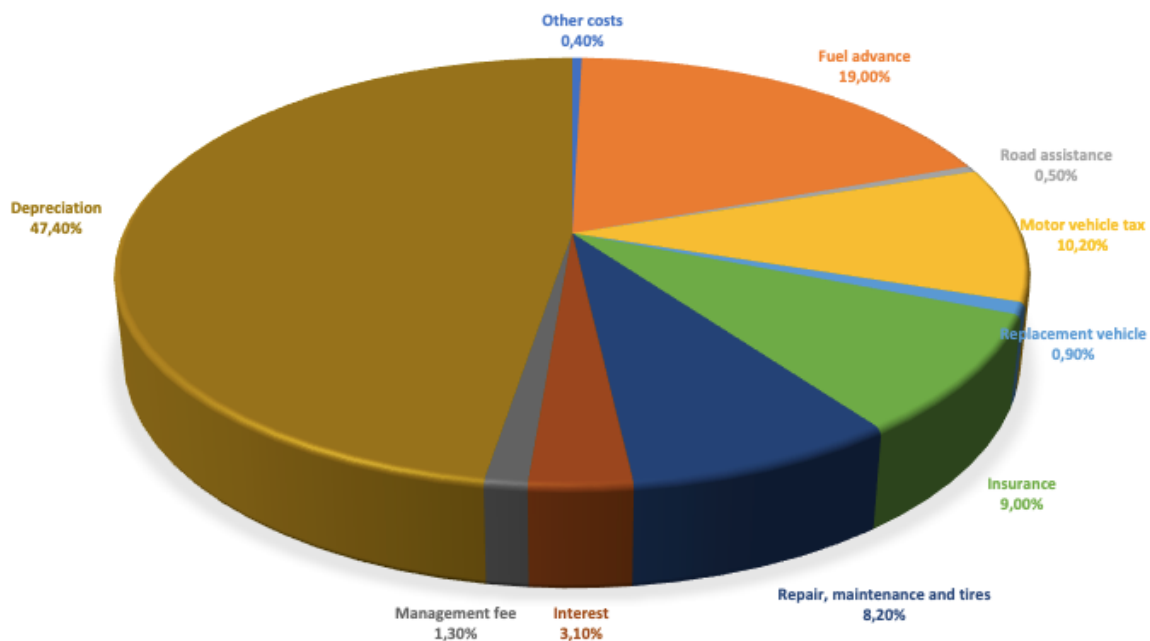


Figure 2. Percentage distribution of components over the monthly amount

Investments

There are several costs and investments that a company has to make if they want to start with fleet sales. From the interview with Lonneke van Strieland (appendix G, suffix 1) it becomes clear that if AutoVentura wants to be really active in fleet sales and wants to set up “Ventura Lease” (an example, based on Renova Lease) it has to hire a fleet sales manager, who can take the responsibility for the tasks that have to be fulfilled around fleet sales. The average yearly salary of a fleet sales manager in the Netherlands is 54 756 euros, based on a 40-hour week (Nationale Beroepen Gids, 2022).

Furthermore, Jochem Lubbers mentioned in his interview (appendix H, suffix 4) that fleets sales training is also a crucial part of the process. The costs of such a training can be estimated at 1 200 euros per employee.

To conclude the findings, services in a full package of operational lease include insurance, motor vehicle tax, repairs, maintenance, tires, road assistance, replacement vehicle and fuel/charging card. AutoVentura can offer the complete leasing package in cooperation with the leasing company Vision Car Lease. This comes with a higher price than leasing at a big leasing company.

Conclusion

AutoVentura sells luxury cars and is known for their premium appearance. This is also the image AutoVentura is connected to. The brand awareness of AutoVentura is not sufficient, which leads to the fact that customers do not know that other brands than Jaguar and Land Rover are available at AutoVentura. Even if customers are well aware of the fact that AutoVentura sells other brands than Jaguar and Land Rover, they still decide not to buy another brand at AutoVentura. Often this is also connected to their loyalty to another dealer. It can be said that it creates a barrier for customers. The assumption was made that fleet sales can help to improve the brand awareness of AutoVentura.

Fleet sales can be described as the sales of vehicles to larger and smaller corporations, including leasing contracts. Operational leasing is the complete leasing package, whereas financial lease is just a way of financing a new car. Companies now choose to buy full-service leasing contracts instead of vehicles as this reduces costs and risk.

Analysing the customer database and conversations with the experts showed that a large part of the customers has their own company or is in a managerial position. This is important because, these customers are the target group of AutoVentura for the fleet sales. They are familiar with the service and quality of AutoVentura and this can be very helpful when introducing the fact that they can lease their corporate cars at AutoVentura too. Moreover, it has been discovered that the aftersales is able to look up when the leasing contract ends of their current leasing customers. Each time this contract ends, the client is a new potential customer. Next to this, experts have expressed that leasing companies offering occasion lease are excellent clients for AutoVentura.

It has emerged that (smaller) companies with fewer corporate cars decide to own their fleet, if the economic means are there. As mentioned earlier, their loyalty to other dealers, due to discounts and extra services, also plays a significant role, when deciding to buy or lease their corporate cars. Furthermore, the senior sales advisor explained that the leasing price of big leasing companies is also difficult to compete with. They use statistics and calculations to reduce the leasing price and also have discounts at their suppliers as they are able to purchase large quantities. This results in a leasing price, which AutoVentura is not able to compete with.

AutoVentura is not able to work in cooperation with the big leasing companies as they are not connected to a universal service chain. This is a requirement of the leasing companies. AutoVentura is only an official service dealer for Jaguar and Land Rover, which means for these brands they work together with big leasing corporations. However, these premium brands are leased significantly less than high-volume brands.

AutoVentura can offer maintenance, repairs, tire replacement and a replacement vehicle to the lessees. Road assistance is not offered by AutoVentura. AutoVentura only offers corporate cars with operational lease via Vision Car Lease at this moment. As this is only a small number of cars, a fleet sales manager is not necessary at the moment.

It can be concluded that AutoVentura should not set up an own leasing company. AutoVentura should invest in relationship building to strengthen their position on the lease market. With this relationship building there are no investments needed in the first place. Every customer that leases a car at AutoVentura through a leasing company, generates extra revenue. If the leasing clients start to grow at AutoVentura, it is advisable to hire an account manager which can manage the clients.

The main research question was **“How can AutoVentura break even with fleet sales promotion in one year from now?”**. Before defining an answer for this research question, the term “break-even” has to be further elaborated. Theoretically break-even means *income = costs*, thus neither profit nor loss. However, in this case, break-even is not only defined by financial numbers. The management of AutoVentura also defines break-even with the amount of time that has been invested. Break-even for AutoVentura means when the time and effort invested is equal to the number of new leasing contracts. To answer the **“How”** in the research question it can be said that AutoVentura has to reach the **base-case scenario**.

If AutoVentura decides to analyze their customer database further and to get in touch with their customers that own a business, three scenarios can be outlined. In the **base-case scenario**, a couple of current clients decide to lease corporate cars at AutoVentura, but this number is not significantly high. However, it equals with the effort and time that has been put into analyzing the customer base and the time that has been put into contacting all the potential clients. On the other hand, the number of new leasing clients does not increase the brand awareness significantly, yet. The **worst-case scenario** happens when even after putting much time into analyzing and contacting the potential customers, no new leasing customers are gained. The time invested can be seen as lost. Lastly, the **best-case scenario** occurs when the amount of new leasing clients significantly outweighs the time invested. Also, the brand awareness has measurably increased. An indicator could be more website visitors, for example.

In an overview:

Base-case scenario = break-even

Best-case scenario = profit

Worst-case scenario = loss

It should be noted that this research is largely based on the interviews held. The knowledge and advice of the experts laid the foundation for this conclusion and the recommendations. It can be defined as a limitation for this research, but the advice of the experts was of great importance for AutoVentura. AutoVentura must now further expand their knowledge, to become experts themselves on the field of fleet sales. It may also be noted that the intern had no background in fleet sales but is strongly convinced of her conclusions. For the research valid sources were used and everything was checked by the experts or by colleagues of AutoVentura. It can be said that all possibilities were taken into account to make the results valid.

Recommendations

From the results and the conclusion, recommendations have been set up. Research has shown that there is a business model for AutoVentura in the following recommendations.

Recommendation 1: Relationship building

It is recommended that AutoVentura further sorts out their client list and exactly writes down which of their clients has a company and a corresponding fleet of vehicles. At this moment, only a list has been set up of potential clients, that were already known to have a company. The data of 306 clients that are filtered as *unknown*, should be analyzed. It has been decided that this analyzation will be further elaborated in a professional product. The next step would be to link the clients to the corresponding salesperson, because they will be familiar with them. It is their job to keep regular and personal contact with their clients. In these conversations the salesperson can find out if and where the client leases their fleet currently, when the contract ends and if they would consider leasing their company cars at AutoVentura. The next step would be to elaborate on the possibilities. It is strongly recommended that the client is called by the corresponding salesperson as this emphasizes the bond with AutoVentura. Moreover, through the ROB-system that is used in the aftersales department it can be seen when the leasing contract of current lessees ends. It is strongly recommended that this information is passed on to the salespersons as they can get in contact with the lessee to propose a new leasing car. Lonneke van Strieland (appendix G, suffix 2) and Jochem Lubbers (appendix H, suffix 1) mentioned that the first step to build a network of new leasing clients would be that the salespersons get in touch with their existing clients (as they usually have built a relationship with them). Both agreed that in this early-stage familiar faces and personal communication is the best. In a next step, the target customers should be introduced to the account manager which can further elaborate on the possibilities, close the contract and can manage the client. For this last step, a professional product will be created. This will be a job vacancy for an account manager.

Recommendation 2: Supply leasing companies

AutoVentura is specialized in finding good and reliable occasions, mainly imported from Germany and Belgium. From the interviews with Jochem Lubbers (appendix H, suffix 2) and Cor Smit (appendix J, suffix 1) it becomes clear that it would be an excellent idea for AutoVentura to act as a supplier for leasing companies. The interviewees confirmed that there is a demand from leasing companies for such vehicles. This idea would give AutoVentura the opportunity to work in cooperation with leasing companies and AutoVentura would not be in the position of “asking for clients” (cold acquisition), but leasing companies would request specific cars at AutoVentura. This is a cost-efficient method and would also not require a dedicated person for the fleet sales. The purchaser of AutoVentura already confirmed that it forms no problem for him to also take the responsibility of purchasing cars for leasing companies. This recommendation can be defined as **SAFE** as it suits the aim of making use of a business opportunity in the fleet sales. It is acceptable as the outcomes are expected to be good and it meets the expectations of the management. Lastly, it is also feasible as the purchaser of AutoVentura already confirmed that he would be willing to perform this task.

Recommendation 3: Join a universal service chain

Leasing companies only allow the service of their cars to be done by official dealers or a universal service chain, which whom they work together with. At this stage AutoVentura would not get any service contracts. If AutoVentura wants to improve the revenue of the aftersales, as mentioned in chapter 1.2, and they can do this by introducing fleet sales, it is recommended that AutoVentura joins a universal service chain. Jochem Lubbers (appendix H, suffix 5) confirmed that if AutoVentura also wants to do the service (maintenance, etc.) of the leasing cars they sell (recommendation 2), then it is necessary that they join a universal service chain. Cor Smits (appendix J, suffix 2) agreed with this statement. An example is *James Autoservice*. That is a big universal service chain, distributed in the whole Netherlands and actively promoting service for leased cars. Their entree fee is at 3 000 euros and their yearly franchise fee is 6 000 euros (van Buiten, 2019). Another well-known universal service chain is *Bosch Car Service*, with an entree fee of 1 100 euros and a yearly franchise fee of 3 204 euros (van Buiten, 2019).

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Appendices

Appendix A: Timeline

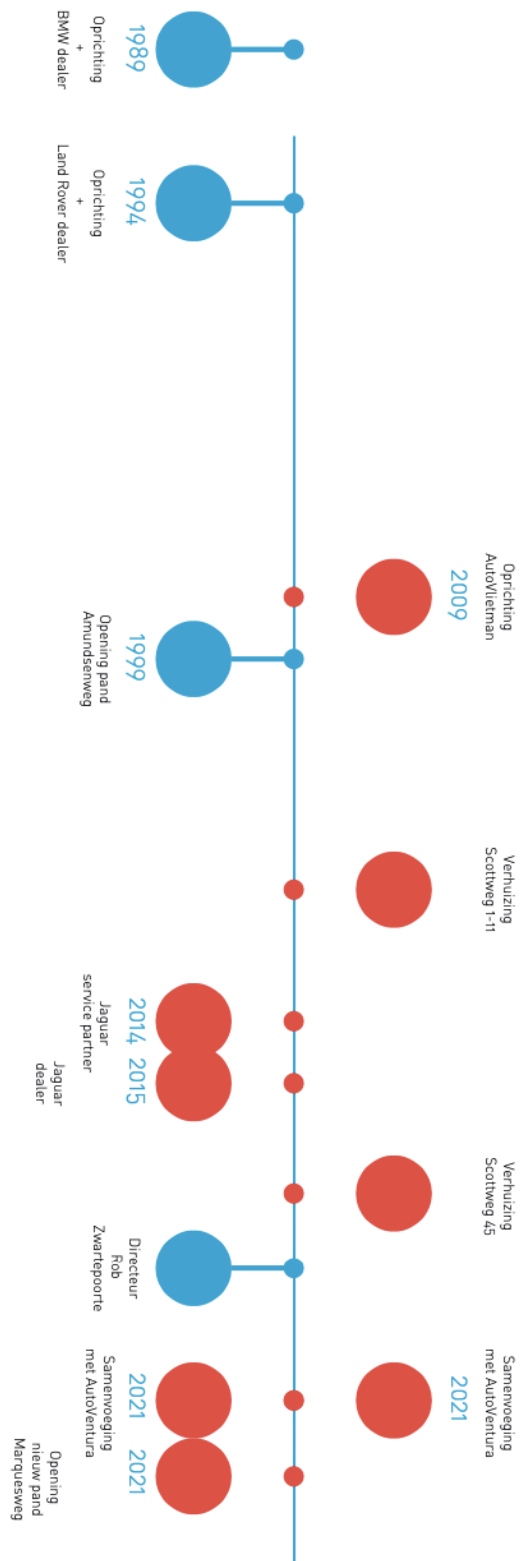


Figure 3. Timeline (internal document AutoVentura)

Appendix B: Organizational Chart

AutoVentura - Organogram 20-12-2021

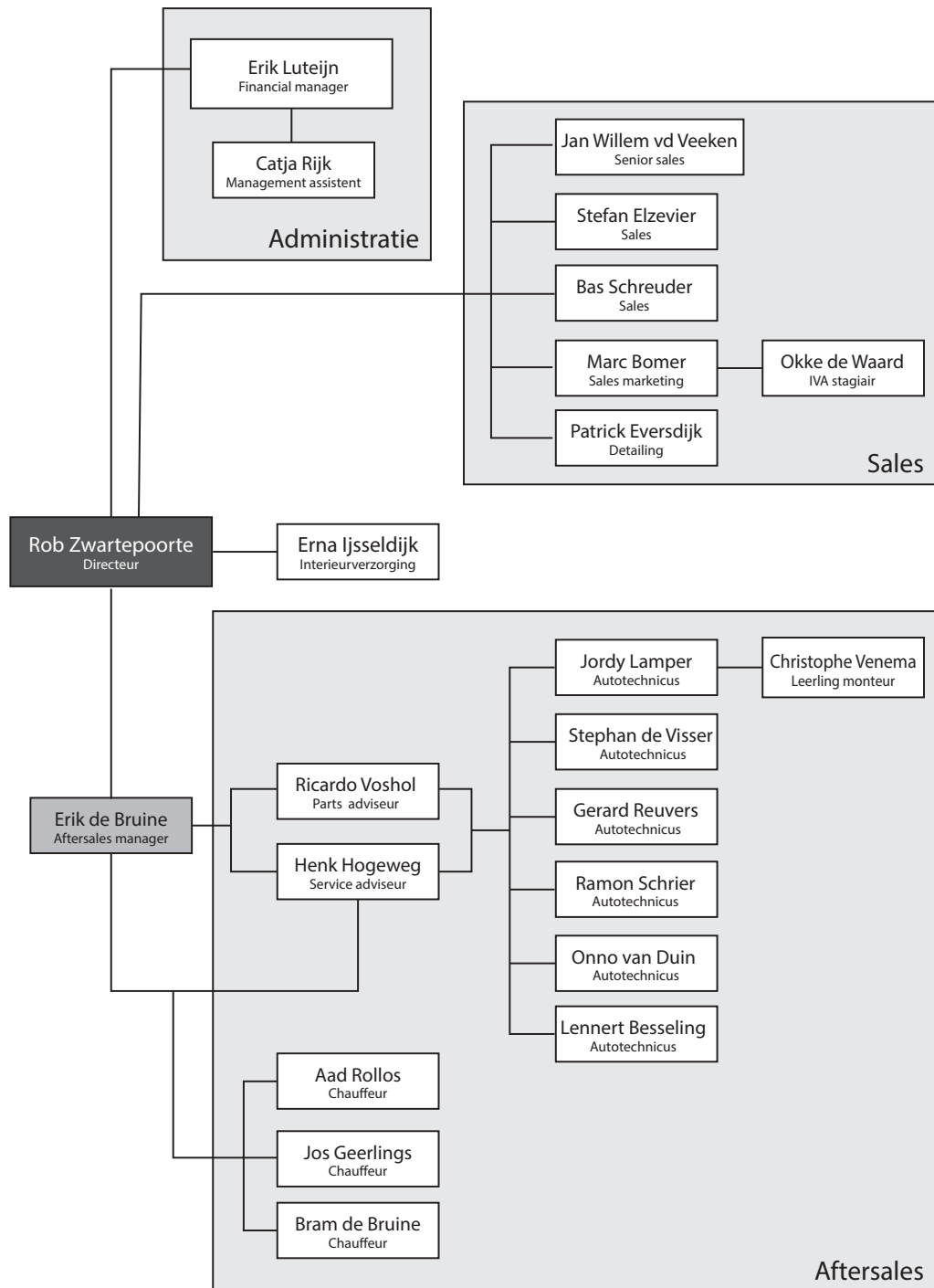


Figure 4. Organizational Chart (internal document AutoVentura)

Appendix C: Customer Journey

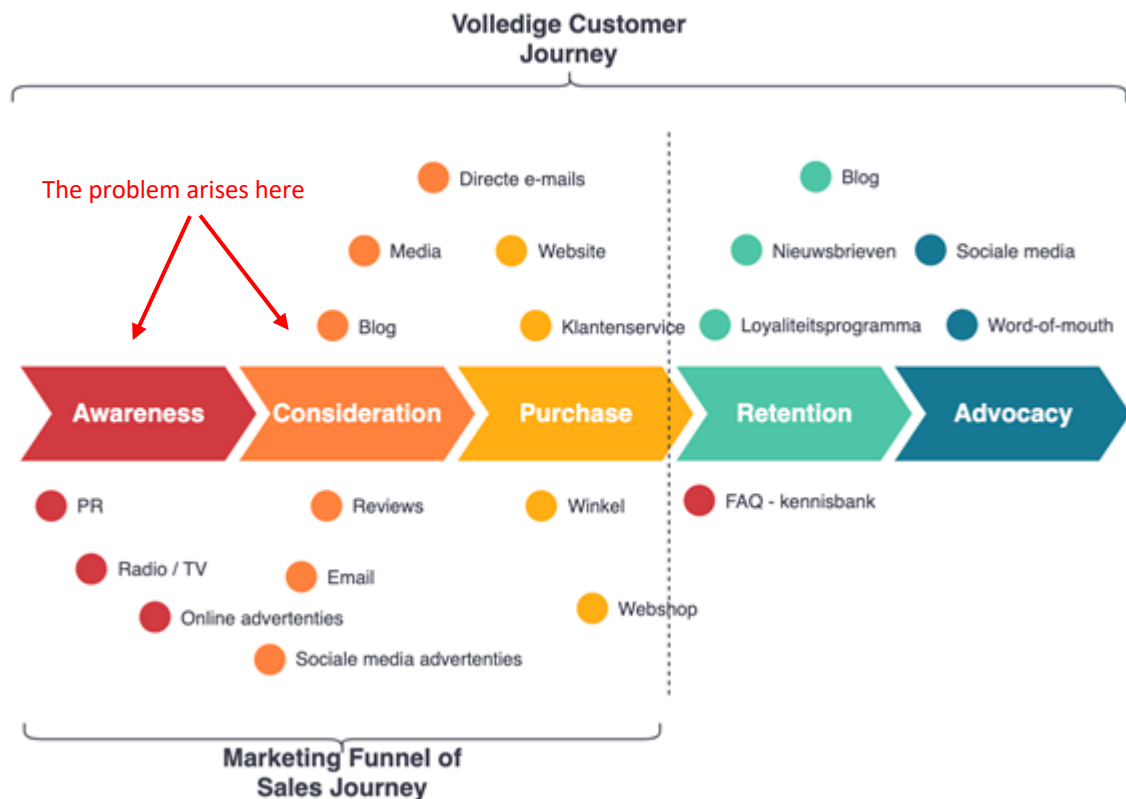


Figure 5. Customer Journey (Lucassen S. , 2021)

Appendix D: Interview questions information gap 1

Question 1: Do you have experience with fleet sales?

Question 2: How would you describe fleet sales?

Appendix E: Interview questions information gap 3

Question 1: What does your company do?

Question 2: How many company cars do you have?

Question 3: At what company do you currently lease your cars?

Question 4: Are you satisfied with the package/service they are offering you?

Question 5: Why/Why not?

Question 6: Were you aware that AutoVentura sells and maintains other car brands than Jaguar and Land Rover, too?

Question 7: How did you know that?/ Why did you not know that?

Question 8: Did you know that you can lease your corporate cars at AutoVentura?

Question 9: How did you know that?/ Why did you not know that?

Question 10: What service/products are needed for you to consider AutoVentura?

Question 11: Should AutoVentura adjust their promotion to make potential customers more aware of the fact that they are offering corporate lease contracts? If so, how?

Appendix F: Interview questions information gap 4

Question 1: What do you want to offer potential fleet sales clients?

Question 2: What products and services does the full package need to contain?

Question 3: Are there already connections with external parties?

Question 4: Does the workshop have enough capacity for the maintenance?

Question	Indicator
What do you want to offer potential fleet sales clients?	Lonneke asked what Rob Zwartepoorte wants to achieve with fleet sales
What products and services does the full package need to contain?	Desk research showed multiple options
Are there already connections with external parties?	Lonneke and Jochem both asked whether AutoVentura already cooperates with another leasing company
Does the workshop have enough capacity for the maintenance?	Conversation with aftersales manager where he mentioned that the number of lessees should be taken into account, because the workshop only has so much capacity

Table 1. Indicators for the questions of information gap 4

Appendix G: Interview Lonneke van Strieland

Interviewer: Lola vom Hof

Interviewee: Lonneke van Strieland

Function: Former Fleet Sales Manager at Zwartepoorte

Date and Time: 12 April 2022 – 11:00 AM

Location: AutoVentura, Goes

Lola: Thank you for your time and taking the effort to come to AutoVentura. I really appreciate it.

Lonneke: No problem.

Lola: For my research I defined four sub-research questions. *1. What are fleet sales? 2. What are potential customers for the fleet sales? 3. What are the needs from the potential clients? 4. How can AutoVentura fulfil the needs of the potential clients and are there any changes or investments needed to do so?*

Lonneke: Okay, sounds good.

Lola: Looking at the first sub-question, how would you describe fleet sales?

Lonneke: Well, what information did you find until now?

Lola: A “fleet” are all the vehicles of a company. This fleet is leased through a leasing company and they often, or almost always, offer a full package to the organization. This means the organization does not have to worry about anything. The leasing company fully cares for the vehicle. The organization receives the vehicle, uses it and gets a notification when the vehicle needs maintenance for example. The leasing company completely

unburdens the company regarding their fleet. This is what I found about fleet sales in a nutshell.

Lonneke: Well, that is basically it yes. Usually bigger companies, we do not have a lot of them in Zeeland, also have a fleet sales manager, who takes care of the fleet. The most important things they look at is how cheap it is, it cannot cost too much, and they want to be unburdened. That's it.

Lola: Yes, that is what I wrote down. They basically do not want to worry about anything regarding the fleet.

Lonneke: Right.

Lonneke: Furthermore, the world of lease car is kind of special. They have agreements with each other and that operates under the "VNA" (vereniging van Nederlandse autoleasemaatschappijen/association of Dutch car leasing companies).

Lola: Ah yes indeed, I also used them as one of my sources.

Lonneke: Yes, they take care of anything related to lease and you can see that a huge amount of leasing companies is affiliated there. But also, each brand has their own leasing organization, if I look at BMW for example. I do not know if there is a Land Rover lease. But if you look at that brand, or Jaguar, it is often the people with a higher function, such as managers, that drive those cars.

Lola: Yes, but AutoVentura is does not only sell Jaguar and Land Rover anymore. They also sell other brands and thus other car brands can be leased here as well. For example, I know that *Vogelaar* in Krabbendijke has a couple of VW Polo's as company cars for their employees. *Vogelaar* could lease those Polo's via AutoVentura.

Lonneke: Oh, so AutoVentura can sell all brands. And with which leasing company do you work together then? Do you know that?

Lola: No...

Lonneke: So, you will have to start with that. You have to make agreements with the leasing company. And from there on you can investigate what the needs of the clients are.

Lola: Yes, talking about needs of the clients. I made a list of which components usually or should be in the lease contract. 1. Insurance 2. Motor vehicle tax 3. Repairs 4. Maintenance 5. Tires 6. Fuel / charging card? 7. Roadside assistance 8. Replacement vehicle 9. Car stickers. I put a question mark behind fuel and/or charging card, because that is often optional, right?

Lonneke: Yes, that is often optional. You can also get a fuel card at another company.

Depending on where there is a better offer. That is job of the fleet sales manager to find the best and cheapest option for the organization. Yes, and maintenance is something that is done in-house of course. Something, that is very important for a fleet sales manager and the leasing company is to calculate what such a car costs per kilometer. It is by the way very nice that AutoVentura can offer multiple brands and not only one or two.

Lola: Yes, that is actually something they are spending a lot of attention to at the moment. People have to be more aware of the fact that AutoVentura offers more brands than just Jaguar and Land Rover.

Lonneke: Oh okay. The marketing has to be improved on that point then I think. The perception is mainly that AutoVentura is a Jaguar and Land Rover dealer. More awareness should be created there. AutoVentura has to start there. Making sure that all their employees can "service" several brands.

Lola: You were talking about big leasing companies earlier. Could you tell me more about that?

Lonneke: Yes, you have to make good agreements with them. Volkswagen has *Pon* as leasing company, but there is also *Alphabet* and other leasing companies. Those leasing companies buy their cars at different car dealers.

Lola: Oh, I did not know this before. Thus, clients do not lease their cars via AutoVentura, but via Alphabet for example?

Lonneke: Can be, does not have to be. For example, if someone wants to lease BMW, then the leasing company becomes the owner of the car, that is either Alphabet or BMWlease.

Lola: During my research I often heard Alphabet as a known leasing company. I am wondering, does AutoVentura stand a chance next to such a big company?

Lonneke: Yes, that is something to think about. For example Renova (BMW) has “Renova Lease”, that is a leasing company operating under Renova, but most of the leasing contracts go via Alphabet, because that is a leasing company with multiple brands. But on the contract, it says Renova Lease.

Lola: But it is actually Alphabet?

Lonneke: Yes. I think Renova Lease is a great example to look at if AutoVentura wants to set up fleet sales. Because that is a company that is part of BMW, but Renova Lease leases **all** brands. “Broekhuis Lease” is also from BMW. I think Renova lease is not a VNA leasing company, because they do everything at Alphabet, and that is a VNA leasing company.

Lola: Okay.

Lonneke: If AutoVentura wants to start with fleet sales they will have to start at the beginning. Thus, find a leasing company to work together with. And from there you can build it further. But this takes years. You must have a lot of patience with fleet sales. Doing a lot of networking.

Lola: If I see it right, it is wise to have one person dedicated to this? So, a fleet sales manager?

Lonneke: Yes, I would recommend that.¹

Lola: AutoVentura has three sales advisors. But it is not like one of them could do this next to their regular job?

Lonneke: No. However, I went to the client and “secured” them and then the salesadvisor at BMW closes the contract with the client, because they knew what discounts can be given. But, if you hire a sales manager for 40 hours a week then of course he has to do everything. Networking, closing deals, finding agreements with the leasing company, etc.

Lola: I would like to know more about such a conversation with a potential client. I prepared some question for that interview. Question 1: What does your company do?

Question 2: How many company cars do you have?

Question 3: At what company do you currently lease your cars?

Question 4: Are you satisfied with the package/service they are offering you?

Question 5: Why/Why not?

Question 6: Were you aware that AutoVentura sells and maintains other car brands than Jaguar and Land Rover, too?

Question 7: How did you know that?/ Why did you not know that?

Question 8: Did you know that you can lease your corporate cars at AutoVentura?

Question 9: How did you know that?/ Why did you not know that?

Question 10: What service/products are needed for you to consider AutoVentura?

Question 11: Should AutoVentura adjust their promotion to make potential customers more aware of the fact that they are offering corporate lease contracts? If so, how?

Lonneke: I think those are great questions. From these questions a conversation will develop itself. The only remark I have is that the first question is unnecessary. Before you get in touch with the potential client you should already know what their company does.

Lola: Yes, good point.

Lonneke: Moreover, you do not need to know everything already. You should know what the possibilities are in general of course. But if you do not know something, it is not a problem telling them you will come back to them about that. Especially, when you tell them what the purpose of this conversation is and what you are doing this for. Tell them you are doing your graduation internship and what your project is and ask them kindly whether they could spare some of their time to help you. And start with smaller companies. A DOW Chemicals for example might be too big of a challenge in the beginning. **Look for clients that have already a connection with AutoVentura.²**

Lola: Yes, the director of Vogelaar in Krabbendijke bought his car at AutoVentura and I think he could be a great potential client for the fleet sales.

Lonneke: Yes, that sounds good. Call him and tell him who you are and what you are doing. Mention that you know that he recently bought a car at AutoVentura and ask him whether he also has corporate cars and if he could spare an hour of his time to talk about that with you. And if not, ask him if you can call him back in a month.

Lola: Okay. It feels like it is going to be a long process.

Lonneke: It definitely is. And Rob (Zwartepoorte) wants things to happen fast, but that is not going to work with this. It takes time and is definitely not done in 4 months.

Lola: I understand. I still hope I can deliver a good setup for a lease plan.

Lonneke: A setup will definitely be possible, but not the end product.

Lonneke: Something else comes to my mind. I can give you the phone number of Cor Smit, he is from Alphabet, and I am sure he would like to help you.

Lola: That would be very nice!

Lonneke: It is [06...]. And I also have the phone number of Kurt Hessels, he is a trainer in fleet sales. It is [06...].

Lola: This is great. Thank you!

Lonneke: Ah also Jochem Lubbers! I do not have his phone number, but he also has great knowledge and he would love to help you! Maybe you can contact him via LinkedIn.

Lola: I will try to contact him. Thank you!

Lola: Can you tell me again what a fleet sales manager does in his daily business?

Lonneke: Networking, networking and networking. Trying to make connections. Telling potential clients about your business. Making sure you can make them the best offer. Everyone always wants it as cheap as possible, but good quality!

Lola: If AutoVentura wants to work together with Alphabet, they would have to convince them to buy the cars here instead of at Knook (Jaguar Land Rover dealer) in Breda, right?

Lonneke: Right.

Lola: But it is also possible to set up "Ventura Lease" just like Renova Lease. And that means AutoVentura would have to make agreements with external parties, for insurance for example.

Lonneke: Exactly. You know, Ventura Lease sounds nice, but you will need to have enough money to finance that and it takes time.

Lola: Yes. My main research question is: How can AutoVentura break even with fleet sales promotion in one year from now? But you are saying that one year is too short to set this up?

Lonneke: Yes. Start with calling Jochem Lubbers, he can give you important information. He can tell you what a company needs to set this up and also what is needed to finance it.

Lola: Yes, I will do that.

Lonneke: If Rob (Zwartepoorte) wants to start small you can also send one person to call all potential clients and try to make deals. With this it also important to know when the current lease contract of the potential client ends. You can add that to your questions for potential clients. You need to know where they lease their corporate cars at the moment, when the contract ends and what the contract contains.

Lola: I will add that.

Lonneke: Also, if they want the same brand, what is more important, good service or low costs, that is important to know too. Find the best deal for the client.

Lola: Thank you so much for your time and everything you told me!

Lonneke: No problem, if you have more questions, do not hesitate to contact me.

Lola: I will do that. Thank you!

Appendix H: Interview Jochem Lubbers

Interviewer: Lola vom Hof

Interviewee: Jochem Lubbers

Function: Former trainer at Fleet Knowledge

Date and Time: 14 April 2022 – 14:00

Location: Online – Teams Meeting

Lola: Thank you for your time and giving me the opportunity to learn more about Fleet Sales. I really appreciate it.

Jochem: No problem.

Lola: Can you tell me what your function is or was?

Jochem: Was. I worked my whole life in the automotive industry. To start with, for two importers, Renault and BMW. After this I worked for two leasing companies. For 8 years I have been sales manager at one of the well-known leasing companies in the Netherlands. After this, for 20 years I shared my knowledge by educating people for the fleet sales and leasing. So, I think I know a lot about this topic!

Lola: Yes, thank you!

Lola: What are the characteristics of fleet sales?

Jochem: Fleet sales are corporate sales. And if you talk about fleet sales in the automotive industry then you talk about bigger fleet, from about 5 to 10 vehicles.

Lola: And what should be in a full package for fleet sales? Because it is about unburdening the client, right? Basically, they do not want to have anything to do with the car, because it is not their expertise.

Jochem: No, I do not agree with that, especially not with clients with a smaller fleet. In the basis, leasing is a financing tool. Financial lease you could call a customized tool and operational lease is a form of renting in the long term, where often other services can be included.³

Lola: Operational is what is often chosen by companies, right?

Jochem: Yes and no. Bigger companies with bigger fleets choose operational lease while smaller companies with smaller fleet also tend to choose financial lease. If I look at your stock and the vehicles you sell, as you also call it yourself, it is premium. These kinds of cars you do not often see in a fleet. Often you only see a director driving one.

Lola: Yes, that is true. However, we can also offer other kinds of cars. If a company for example wants ten Volkswagen Polo's, we can also offer them that. Moreover, this would also help with our brand awareness, as the word would spread that AutoVentura also sells other brands.

Jochem: Yes, that would surely contribute.

Lola: During my interview with Lonneke she mentioned that it would be a good idea to work together with a big leasing company, such as Alphabet for example.

Jochem: Yes, that can be a choice. But with this Alphabet has a lot of control.

Lola: Renova from BMW has for example Renova lease where they also sell other brands than BMW. Renova lease is their own leasing company, thus with this they do not work together with Alphabet, right?

Jochem: Yes right. You can work together with Alphabet, but next to this you can also try to recruit other clients that do not have a relationship with a leasing company, yet. These would then be clients of Ventura Lease. That is what Renova does, too. The advantage of this is that you do not only sell a car, but you also build a relationship with the client. Which means they come back for maintenance, reparations and maybe also roadside assistance. I also read in your report that the revenue is okay, but not great. It is only break-even and especially the aftersales could generate more profit. Having an own leasing company definitely helps to improve this. I also see that AutoVentura is really good with importing cars. It would also be an idea to do the purchasing for the big leasing companies, as their relationships abroad are not always that good.²

Lola: Really interesting idea! Looking again at what you should offer the clients, I made a list. *Maintenance, assurance, road tax, reparations, tires, fuel, road assistance, replacement vehicle and stickers for on the vehicle.*

Jochem: Yes, you are completely right with this. You also mentioned in your report a 'perfect full package'. The only problem with this is that it often means that it is expensive. This often tends to scare people, even if the price is fully justified. So, I recommend, especially with smaller clients, to start selling them the finance and then to further build the package. In this way they see how the price is build up and what is costs per 'extra service'. This also differentiates you from competitors, as there is only a small amount who does this.

Lola: I often hear you talking about 'smaller clients'. Are these also my potential clients I should start with?

Jochem: Yes, definitely. Everyone wants to close that big company, but that is simply not possible in the beginning. Start small.¹

Lola: As you could read in my report, I want to contact our own clients, as they are already familiar with AutoVentura. We have a couple of clients with a company and those are my potential clients.

Jochem: That is how I would start as well. How can you take it a step further with your own clients.¹

Lola: If those clients already have a leasing contract, how do I convince them to choose for AutoVentura?

Jochem: Offer them something extra, an extra service. For example, your pickup and delivery service. That is something that is not offered often and that could be just that bit of extra for potential clients to choose for AutoVentura. You should absolutely use that, on the other hand it has the disadvantage that you do not see the client anymore, as they do not have to come to AutoVentura anymore. So, you would have to think of something else to keep a good relationship with the client.

Lola: Great idea. Next question. What are financial investments that would have to be made?

Jochem: I think they are really low. Except for your work, haha. And the help of the salespersons as they know the clients. You cannot everything on your own.

Lola: Yes, more support from the company would be great.

Jochem: Yes, on the other hand, what you wrote and your plan until now is great. Really great work. Only on the solution side I can see that you lack some knowledge. Also, I think in this phase the salespersons should be the ones to call their clients and to have a little chat and to see whether they could be interested, as they have a relationship and connections with their clients. You should be in the background and come in when the clients are truly interested.

Lola: Okay. What is realistic for me to do in the coming two months?

Jochem: Find some potential clients in the client list of AutoVentura and from there on you can take some actions. Also, maybe you can talk to one or two big leasing companies to do the purchasing for them, as I mentioned earlier. Also, you should be part of a universal service chain, such as Bosch Car Service. Otherwise, it will be difficult to work together with a big leasing company.⁵

Lola: Okay I will find out if AutoVentura is member of such a chain.

Jochem: You should also look at the price of the maintenance. Leasing companies want to pay as less as possible. The hourly loan is often not the problem, but the workshop should not replace and sell things that are not necessary.

Lola: No that is true. They should never do that.

Jochem: I want to add something to your question about investments. The training for fleet sales is something really beneficial and everyone doing fleet sales should have done such a training. It costs around 1 200 euros. And then you know exactly how the fleet market works.⁴

Lola: Thanks for the addition. You really helped me with this and sharing your knowledge with me. Thank you for your time!

Jochem: No problem. Feel free to contact me for further questions. And I am curious about the end result! I have a syllabus about fleet sales from 2020, I will send it to you.

Lola: That is great, thank you! I will keep in touch.

Appendix I: Interview Corné Molenaar

Interviewer: Lola vom Hof

Interviewee: Corné Molenaar

Function: Managing Director at Molenaar Betonindustrie

Date and Time: 21 April 2022 – 11:15

Location: Telephone call

Lola: Good morning. My name is Lola vom Hof and I got your phone number from Rob Zwartepoorte. Currently I am doing my graduation internship at AutoVentura. My graduation project is about fleet sales. If and where there could be possibilities for AutoVentura within this. Is it possible that I ask you a couple of questions about your fleet? This can be on the phone, but I would also love to come by your company.

Corné: If you do not mind, I would like to have this conversation via the phone. I am very busy the coming weeks, so I would not really have the time. You can ask me your questions right now over the phone.

Lola: No problem. This is also great. Let's start then. What does your company do?

Corné: We are a concrete factory and make specialized small concrete products in a niche market. We have around 25 employees.

Lola: Okay. For how long have you been in this company?

Corné: I own this company for 12 years now and the company already exists 70 years.

Lola: Wow. Do you have corporate cars?

Corné: Yes. My own car and 3 corporate cars.

Lola: Do you lease those cars or are they owned by you?

Corné: They are all owned.

Lola: Why did you choose this option and not to lease?

Corné: In my opinion, leasing costs more than ownership.¹

Lola: So, for you it is cheaper to buy the cars?

Corné: Yes and if the economic means are there, in my opinion it is always the best option.

Lola: Does it maybe have to do with the number of cars? You have a smaller number of cars, but would you still choose to buy the cars if you would have more corporate cars?

Corné: I always want to own my own car. The other cars do not drive a lot of kilometres, that is also important. We also had representatives that did drive a lot of kilometres, then leasing is a good option.

Lola: I understand. Which car do you drive?

Corné: Range Rover Sport.

Lola: Were you aware of the fact that AutoVentura sells and maintains other car brands than Jaguar and Land Rover, too?

Corné: Yes, because I know Rob Zwartepoorte really well.

Lola: Do you think other people are also aware of the fact that AutoVentura sells multiple brands?

Corné: I think AutoVentura is in general known for their luxury brands. Thus, also other premium brands next to Jaguar and Land Rover. But I would not go there for a Toyota for example.

Lola: But you could, you know.

Corné: Yes I know, but I think it would not be my first choice.

Lola: And what are the other corporate cars?

Corné: No, that are two Dacia Dockers and a Renault Twingo.

Lola: And why did you choose not to buy them at AutoVentura?

Corné: Uhm... I bought them all as new cars at the dealer.²

Lola: So, you have consciously chosen to do that.²

Corné: Yes.²

Lola: Should AutoVentura do more promotion for the fact that they sell corporate cars?
 Corn : Definitely, I did not know they were offering that.
 Lola: Do you think it would also create more brand awareness for AutoVentura?
 Corn : I think AutoVentura has a good brand awareness. But for the leasing they should definitely increase it.
 Lola: Thank you. That have been all my questions already. Nice to hear another perspective.
 Corn : Yes. I really think that with cars that do not drive a lot of kilometres in a year it is just not cost-efficient to lease them. Next to that, I keep those cars for 8 – 10 years.
 Lola: Yes, I understand. Well, thank you very much for your time! Greetings from Rob and I wish you a good day.
 Corn : Thank you, you too.

Appendix J: Interview Cor Smit

Interviewer: Lola vom Hof
 Interviewee: Cor Smit
 Function: Mobility Partner at Alphabet
 Date and Time: 22 April 2022 – 14:00
 Location: Online – Microsoft Teams

Lola: Thank you for your time and giving me the opportunity to ask you some questions about Fleet Sales.
 Cor: No problem. I hope I can help.
 Lola: Maybe you can start with telling me what Alphabet does and what your job is?
 Cor: My function is called mobility partner. I am talking to the firms that want to lease cars at Alphabet and my job is to find the best option for them. So, I hope that is an answer to your first question and secondly, Alphabet is a leasing company. I assume you also looked on our website and you saw that Alphabet is part of the BMW Group. BMW produces cars and next to that they do leasing, because they are convinced that this is a business model with which they can earn good money, to keep developing and producing new cars. Next to this, they also noticed that there are a lot of clients (private and corporate) that want to use a car, but they do not necessarily want to own it. In the basis these are the two reasons why BMW chose to do this and what Alphabet is now doing in their daily business.
 Lola: So, how does it work when a potential client comes to you?
 Cor: Each business is different. Each company has their own characteristics, so it is always different. There is also a difference in if they need the cars for their employees necessary in their function or as a compensation (next to the salary).³ If they need it necessary for the function it is “easy”. They need a van to put all the tools in for example. If it is for compensation purposes, it is more complicated. It depends on how much the employee is allowed. Usually, the higher the function the more money is available for the lease car. So, that is one of the first things to know. Often companies look at what their competitors do. They want to offer their employees the same, or better.
 Lola: And do you have a cooperation with dealers for the cars or do you purchase them?
 Cor: We have agreements with car dealers.
 Lola: And what kind of cars do you offer? Only new cars or also occasions?
 Cor: We only have new cars. Occasion lease also exists, but Alphabet does not do that. An occasion you have to buy from someone who wants to earn money from it. And that price is

higher than what we would earn back from it if we sell it to a wholesaler tomorrow. Thus, that is not very attractive.

Lola: And what about the maintenance of the cars? Does that only take place at the dealers you mentioned earlier or can that also be done at universal service points?

Cor: We do it at the official dealers, but we also have agreements with some universal service points, such as Profile and James Auto Service. And that is, because official dealers are not everywhere present in the country and we do not want our clients to drive an hour for maintenance of course.

Lola: What would you say are the biggest competitors of Alphabet?

Cor: The other well-known leasing companies, haha. LeasePlan, Athlon, Avan, ALD, all these known names. But we have better service than them, haha.

Lola: Yes would you say that Alphabet differentiates itself from them?

Cor: Yes, definitely. Alphabet tries to be really transparent.

Lola: What would be the first step for AutoVentura to start with the Fleet Sales?

Cor: I think AutoVentura needs to define how many cars they sell right now and who their clients are. Next to that, they need to define whether they only want to sell the cars or also maintain them.

Lola: AutoVentura also wants to do the aftersales as that is one of the reasons why fleet sales came up. They want to improve the turnover of the workshop.

Cor: Okay, but then it becomes difficult, because is AutoVentura connected to a universal service chain?

Lola: No.

Cor: That would mean they can only do the maintenance for Jaguar and Land Rover cars as for that they are an official service dealer. For other brands AutoVentura would have to be connected to a universal service chain, because otherwise a leasing company would not allow to have the leasing car serviced there.² Also, they need to find out whether they can deliver new cars from Jaguar and Land Rover or not. Hypothetically it is possible for AutoVentura to become a sales partner for Alphabet, but that would also mean that they have to deliver a significant number of cars per year.

Lola: But is there an interest in Jaguar and Land Rover for leasing?

Cor: Yes definitely.

Lola: Final question, what would you say are the investments to start with fleet sales?

Cor: That can be a lot of different things connected to fleet sales, for example for social media. Also, AutoVentura has to find leasing companies that are interested in these young occasions. Because I think it is a great idea for AutoVentura to supply leasing companies with occasions, as they seem to easily find good ones.¹

Lola: Thank you. That were all my questions so far. Thank you for your time.

Cor: No problem, if you have more questions do not hesitate to contact me.

Appendix K: Interview Wim Roest

Interviewer: Lola vom Hof

Interviewee: Wim Roest

Function: Fleet Manager at Hydrozorg

Date and Time: 26 April 2022 – 15:30

Location: Telephone call

Lola: Thank you for calling me back and giving me the time to ask you a couple of questions.

Wim: No problem.

Lola: What does Hydrozorg do?

Wim: Everything you can imagine to green an office or other space. Small or big gardens, vertical or horizontal, green walls, there are so many possibilities.

Lola: Yes, I saw that on your website. It looks really nice. I also saw you did a project at Avans Hogeschool in Breda.

Wim: Yes, indeed. **In this company we are 40 employees approximately.¹** And we have 32 corporate cars and vans. Also, it is a flat organisation.

Lola: For how long have you been working at Hydrozorg?

Wim: 21 years.

Lola: What kind of cars and vans do you have in your fleet?

Wim: We have three big vans, mostly Nissan. We have a couple of medium sized vans and we have a lot of small vans, you know them as Caddy's. Next to the vans we have eight or nine cars.

Lola: Are the cars necessary for their function or is it a kind of compensation for the employees?

Wim: No, it is for their function as our salespersons have to drive a lot to the clients.

Lola: At what company do you lease your cars?

Wim: Firstly, half of our vehicles are company owned and the other half we lease. And where we lease it depends on the brand. For example, we have a lot of Nissan's and we lease them at Auto Sturm, because they have their own leasing company. Then we have a Polo and Audi and those are leased at VAG, the Volkswagen Group. We also have a Ford and that one is leased at Ford. So, we are not attached to one company and I usually look for good offers. Some of our employees can choose their own cars, so if they choose a car at a car dealer in Breda, I will consult with that company what the lease price is.

Lola: And are all your cars new?

Wim: Yes. Rarely it happens that we lease occasions, for example for temporary employees, for a year or so. But normally we buy new cars for the long-term and amortize them for four to five years.

Lola: Why did you choose to buy some of the vehicles instead of leasing all of them?

Wim: **Because we believe that it is more cost-efficient. If you have enough money on the bank, it is cheaper to buy the cars instead of leasing them. Maybe it is a bit old-school, but that is how we see it.²**

Lola: One of my previous interviewees said the same thing. Funny to hear.

Wim: Yes, and it also depends on the number of cars. With 100 cars it may be more efficient to lease, because then the leasing company will take care of the service of all cars.

Lola: I now have some questions about AutoVentura. Were you aware that AutoVentura also sells and maintains other car brands than Jaguar and Land Rover?

Wim: No, when I think of AutoVentura, I think of Jaguar and Land Rover.

Lola: What products and services are needed for you to consider AutoVentura as a leasing company?

Wim: I find that a difficult question. I do not really have an answer for that. I would say I lease the car at the brand where I buy it. Sometimes I am approached by big leasing companies, such as LeasePlan, but I only have time to look at that once a year or so. But usually I stay with the leasing companies (from the car brands) I have currently. Our main

supplier is Nissan at this moment, or better said Auto Sturm, because we have Nissan and Hyundai. And next to that we have a couple of other brands, but that are often exceptions. For example I have one Ford now and that is because Nissan could not deliver a van on short-term, and Ford could, so I asked for a lease price at Ford lease and now I lease one Ford van at Ford lease. So, I find it a bit difficult to say that when I am looking for a Nissan, I will go and have a look at AutoVentura. That would not come up in my mind. Auto Sturm has their own leasing and I surely compare their prices with others in the market, but if they are well or average priced, I do not see a reason to go to someone else. I think it is kind of normal to choose and to stay at the official dealer. Another fact is that when I buy most of my cars at Auto Sturm and if I come back there I will get discounts and also extra service.³

Lola: I understand. That were all my questions then. Thank you so much for your time!

Wim: No problem, good luck!

Appendix L: Interview Jan-Willem van der Veeken

Interviewer: Lola vom Hof

Interviewee: Jan-Willem van der Veeken

Function: Senior Sales advisor at AutoVentura

Date and Time: 19 May 2022 – 11:00

Location: AutoVentura, Goes

Lola: During my research I found out that the idea of “VenturaLease” may not be a feasible option. I think it would be better to invest in relationship building. Thus, that you as the salesadvisors approach your existing clients and find out what possibilities you can offer them regarding fleet sales.

JW: Okay. Did you find out during your research what leasing actually includes?

Lola: What do you mean by that?

JW: Like how the concept of a leasing car looks like. The term leasing is a broad concept. Leasing can be explained in different ways. Leasing is a kind of renting a car, but you have different varieties in that. For example, financial and operational lease. Operational lease is the full package, what often bigger leasing companies such as Alphabet offer. All these components are fixed data. With this I want to refer back to if AutoVentura could do that herself. Alphabet uses their huge number of cars. For the insurance of their cars, they only choose a third-party insurance, not an all-risk insurance. For the all-risk part Alphabet uses their statistics and calculates how many cars end up total loss ins year, how many cars get stolen, etc. and they take this money out of their own pocket. If Ventura would lease cars, they would need to have an all-risk insurance on all their cars, because you cannot have that residual value risk. For example, if someone leases a big Range Rover à 180 000 euros and it gets total loss, then suddenly 180 000 euros are lost and the leasing company has to pay for this, which would be AutoVentura in this situation. Thus, the leasing price at AutoVentura would be higher than at a big leasing company. Moreover, as Alphabet buys their cars in big numbers, they also get a discount. These are factors you have to compete against.¹ Also, setting up an own leasing company requires a lot of paperwork and things that have to be arranged. For example, you have to estimate what the car is worth in 4 years. The lessee drives 100 000 km and you have to know what the car is then worth. If you estimated that the car is 12 000 euros worth after four years, but in the end it seems to be only 8 000 euros then you have a loss of 4 000 euros. And if you have a big fleet, such as Alphabet, then they

have way more strength and impact. As a smaller leasing company you can never compete against that. I do not believe in the viability of an own leasing company.

Lola: Yes and that is exactly why I came up with some other recommendations. The first one is that AutoVentura could act as a supplier of young occasions for leasing companies.

JW: Yes we do that already with Vision Car Lease in Eindhoven for operational lease.

Lola: And is that used a lot?

JW: Well, with these more expensive cars I see that it is used way less than with other brands. We often make use of financial lease, but that it just a financing tool for customers to pay their cars.

Lola: Yes.

JW: Have you looked at how many operational lessees we have here at the moment?

Lola: No.

JW: I think for example the Jaguar I Pace is a car that is often used for the operational lease. But you should ask the aftersales more about that.

Lola: And by which leasing companies are they leased?

JW: Oh by all different kinds of leasing companies. Mostly at the top 5.

Lola: And these I Paces for example were bought at AutoVentura?

JW: Yes, it works like this: A customers walks into the showroom and tells me he can choose a car for operational lease. I tell him all about an I Pace for example and then he says to its employer that he wants this car and that he wants it from AutoVentura. Then the employer asks for an offer from the leasing company and they can then order the car at AutoVentura, However, often the leasing companies have made agreements with the importer of the car brands and then order there to get discounts. And then you cannot compete against that. Also, you have to be able to maintain those cars. Often the leasing company also wants you to put money in it. For example, if there is a big reparation that costs 3 000 euros they will ask you what part do you pay. It is a lot of work and it costs a lot of money. I am not too enthusiastic about leasing.

Lola: Yes, also it is difficult because AutoVentura cannot maintain other brands than Jaguar and Land Rover for a leasing company.

JW: Yes and no. With the leasing company Vision Car Lease, we made the agreements that we can do it. But that is a smaller company and not such a big player as Alphabet. So, they do not have the best price to offer. But on the other hand, there are customers that prefer to have one contact point where they can go to, even if there is a higher price to pay. But the numbers of that are of course less.

Lola: Yes. I think the leasing for Jaguar and Land Rover is fine, but for the other brands it is way more difficult. AutoVentura does not appear as a “supplier” for other car brands on the customer journey.

JW: Yes. Coming back to the beginning. I do not think we have a market for operational lease. It is too risky and you have to fight such big competitors.

Lola: Yes. Thank you so much for this interview!

JW: No problem, you know where to find me.

Appendix M: Potential customers

	A	B	G	T	U	V	W	AB
1	Mailing	Nummer	Plaats	Taal	Munt	Merk	Model kode	Voertuig omschrijving
2	Ja	1195	GOES	NL	EUR	BMW	G07	
3	Ja	141811	KLOETINGE	NL	EUR	BMW		X REIHE
4	Ja	131348	MIDDELBURG	NL	EUR	BMW		Z4
5	Ja	1024	HULST	NL	EUR	Jaguar	YYY	F-Type
6	Ja	1286	TERNEUZEN	NL	EUR	Jaguar	F-PACE	F-Pace
7	Ja	1094	BERGEN OP ZOOM	NL	EUR	Jaguar	F-PACE	F-Pace
8	Ja	1049	KAPELLE	NL	EUR	Jaguar		
9	Ja	143133	MIDDELBURG	NL	EUR	Jaguar	F-PACE	F-Pace
10	Ja	111831	BERGEN OP ZOOM	NL	EUR	Jaguar	X590	
11	Ja	116740	KWADENDAMME	NL	EUR	Jaguar	XF	XF
12	Ja	133188	WOENSRECHT	NL	EUR	Jaguar	X590	
13	Ja	132907	GOES	NL	EUR	Jaguar	F-TYPE	F-Type
14	Ja	131834	RILLAND	NL	EUR	Jaguar	X590	
15	Ja	326225	BURGH-HAAMSTEDE	NL	EUR	Jaguar	X590	
16	Ja	325353	DREISCHOR	NL	EUR	Jaguar	X590	
17	Ja	324063	WEMELDINGE	NL	EUR	Jaguar	X590	
18	Ja	152436	THOLEN	NL	EUR	Jaguar	XF	XF
19	Ja	152355	KATS	NL	EUR	Jaguar	X540	
20	Ja	323816	WEMELDINGE	NL	EUR	Jaguar	X590	
21	Ja	323553	WOENSRECHT	NL	EUR	Jaguar	X590	
22	Ja	323263	AXEL	NL	EUR	Jaguar	X590	
23	Ja	1111	STAVENISSE	NL	EUR	Land Rover	L550	Discovery Sport
24	Ja	1281	BIGGEKERKE	NL	EUR	Land Rover		
25	Ja	1264	MIDDELBURG	NL	EUR	Land Rover	L494	Range Rover
26	Ja	1193	KRUININGEN	NL	EUR	Land Rover		Defender 90
27	Ja	1075	RILLAND	NL	EUR	Land Rover		RANGE ROVER SPORT
28	Ja	1071	RILLAND	NL	EUR	Land Rover	L560	Range Rover
29	Ja	1061	GOES	NL	EUR	Land Rover		RANGE ROVER
31	Ja	136038	GOES	NL	EUR	Land Rover	L538	
32	Ja	135558	GOES	NL	EUR	Land Rover	L494	Range Rover
33	Ja	145496	MIDDELBURG	NL	EUR	Land Rover	VZ16	Range Rover
34	Ja	144598	AARDENBURG	NL	EUR	Land Rover	L55016	Discovery
35	Ja	144408	MIDDELBURG	NL	EUR	Land Rover	L55016	Discovery
36	Ja	143713	GOES	NL	EUR	Land Rover	JKG15	Defender
37	Ja	143643	NIEUW- EN SINT JOOSLAND	NL	EUR	Land Rover	L494	
38	Ja	113336	GOES	NL	EUR	Land Rover	LAND ROVER	Freelander
39	Ja	102454	GOES	NL	EUR	Land Rover	ZZZ	Range Rover
40	Ja	102267	DOMBURG	NL	EUR	Land Rover	L550165	Discovery
41	Ja	119246	GOES	NL	EUR	Land Rover	L560	Range Rover
42	Ja	130790	HULST	NL	EUR	Land Rover	L550165	Discovery
43	Ja	133256	WISSENKERKE	NL	EUR	Land Rover	L55015	Discovery
44	Ja	125729	NIEUWERKERK	NL	EUR	Land Rover	L494	Range Rover
45	Ja	124929	GOES	NL	EUR	Land Rover	VZ17	Range Rover
46	Ja	124056	BERGEN OP ZOOM	NL	EUR	Land Rover	LW16	Range Rover
47	Ja	326416	WESTDORPE	NL	EUR	Land Rover	L560	Range Rover
48	Ja	326406	BURGH-HAAMSTEDE	NL	EUR	Land Rover	L494	
49	Ja	325790	KLOOSTERZANDE	NL	EUR	Land Rover	L550	Discovery
50	Ja	154550	KAPELLE	NL	EUR	Land Rover	ZZZ	Defender
51	Ja	153540	NIEUWERKERK	NL	EUR	Land Rover	VZ17	Range Rover
52	Ja	152573	KAPELLE	NL	EUR	Land Rover	L550	Discovery
53	Ja	152146	WOLPHAARTSDIJK	NL	EUR	Land Rover		DISCOVERY
54	Ja	146528	WESTDORPE	NL	EUR	Land Rover	VZ15	Range Rover
55	Ja	146384	ZIERIKZEE	NL	EUR	Land Rover	L550165	Discovery
56	Ja	153336	GOES	NL	EUR	Land Rover	L550	Discovery
57	Ja	322768	SINT-ANNALAND	NL	EUR	Land Rover	L462	Discovery
58	Ja	322629	BROUWERSHAVEN	NL	EUR	Land Rover	L550G16	Discovery

Figure 6. Potential customers (internal document AutoVentura)

	A	B	C
1	Mailing	Nummer	Zoeknaam
2	Ja	587	Multilease
3	Ja	189	Mossel Autolease ZuidWest Van
4	Ja	189	Mossel Autolease ZuidWest Van
5	Ja	189	Mossel Autolease ZuidWest Van
6	Ja	189	Mossel Autolease ZuidWest Van
7	Ja	189	Mossel Autolease ZuidWest Van
8	Ja	189	Mossel Autolease ZuidWest Van
9	Ja	189	Mossel Autolease ZuidWest Van
10	Ja	189	Mossel Autolease ZuidWest Van
11	Ja	67	AA Lease
12	Ja	587	Multilease
13	Ja	1807	Broekhuis Lease Harderwijk
14	Ja	944	Leaseplan Nederland
15	Ja	944	Leaseplan Nederland
16	Ja	944	Leaseplan Nederland
17	Ja	1038	Zuid-West Lease B.V.
18	Ja	1150	Zuidlease BV
19	Ja	1438	MKB LEASE
20	Ja	1483	Vision Car Lease
21	Ja	1483	Vision Car Lease
22	Ja	1748	Thats Lease
23	Ja	189	Mossel Autolease ZuidWest Van
24	Ja	470	Alphabet
25	Ja	470	Alphabet
26	Ja	470	Alphabet
27	Ja	470	Alphabet
28	Ja	470	Alphabet
29	Ja	470	Alphabet
30	Ja	967	ALD Automotive (ROB)
31	Ja	964	ALD Automotive
32	Ja	590	athlon
33	Ja	590	athlon
34	Ja	598	Wagenplan B.V.

Figure 7. Current leasing customers (internal document AutoVentura)