



Customer Story: Hertz

Enabling a global enterprise to take a new approach to transformation: customer-centric, iterative, risk-mitigated, and self-funding

Introduction

This is the story of how DBR have partnered with Hertz over multiple years to transform how the world's largest car rental business serves and engages with its customers.

The familiar story of digital transformation is one of ambitious goals, huge projects, major investments and long-term, strategic timelines. It is also all too often one of chronic, drastic under-delivery. This is the other side of that story.

A different approach

Hertz had a long-term plan for digital transformation to deliver efficiencies and improve customer experience. The overall project cost was projected to be in the mid hundreds of millions. The ambitious timeline was between two and three years.

Hertz had hired a leading global consultancy to overhaul its online customer experience. Three years later, with nothing delivered, Hertz sued the consultancy for \$32M in fees. As the court case started, Hertz gave DBR the original website design that the project had produced. Six weeks later, this design was live in production on Hertz's UK website.

OUTCOMES

Less time

Accelerated transformation and took months off roadmap

Less cost

Unlocked millions in cost savings

Less risk

13% online revenue increase in 18 months

Hertz engaged another leading global consultancy on the digital transformation project to deliver the online customer experience globally. The vendor provided a new design.

In another six week sprint, DBR launched this experience and Hertz began split testing this design against the original. Once the data confirmed a winner, Hertz used DBR to roll out the new experience to all users in Europe.

Crisis response

As the Covid-19 crisis struck, the still incomplete project with the new vendor was put on indefinite hold. Meanwhile Hertz moved on swiftly with DBR to roll out the new experience to Australia, New Zealand, and to franchise operators across the globe.

During both the pandemic and a protracted Chapter 11 process in the United States, Hertz have tested or rolled out a further 21 new customer experience initiatives including: keyless mobile access car rental, market-specific regulatory compliance, better location-finding with the Google Maps API, new insurance products and loyalty programme incentives.

After finding the conventional approach to transformation was no longer sustainable in a world disrupted by a pandemic, Hertz adapted and found a better way to change.



"During my time as CMO at Hertz International, DBR delivered a complex transformation for us far faster and at far lower cost than a traditional approach.

We were able to move quickly without taxing our own IT resources or reengineering our legacy infrastructure. With DBR's help we were able to tackle some very complex problems that had seemed intractable"

Vincent Gillet
CMO Hertz International

Before state

- Customer experience transformation is held up behind critical updates to back-end systems.
- It takes a long time to launch new propositions thanks to legacy IT systems.
- It is difficult to enact a more iterative approach and generate momentum behind transformation due to the time and cost of innovation.
- The business is grappling with the risks of large projects that seek to change the enterprise in one huge effort. Innovative ideas are stifled by their risk profile.

With DBR

- The customer experience is transformed, with DBR's platform taking care of the interface with back-end systems.
- New propositions go live quickly with real customers, providing real data that enables fast, confident decision-making.
- Hertz can take a more efficient approach to transformation: innovation is low-risk, teams within different regions and business units are empowered to try things out, winning ideas are scaled rapidly across the business.