Transforming automotive sales landscape to deliver an omni channel customer experience
Diverse consumers yet common expectations – a seamless brand experience throughout their life cycle

Evolving customer expectations and the advent of new mobility solutions have transformed the manner in which customers interact with OEMs. The trend toward on-demand mobility has placed customers' loyalty at risk. Therefore, it is critical to provide customers with a personalized and consistent brand experience that blends digital and physical channels throughout their life cycle. In order to meet the needs of a wide spectrum of customers, OEMs need to redesign their business models to serve the needs of two extreme customer groups – the traditional classic buyer and the dynamic mobility user. Thus, there is an urgent need to embark on a holistic transformation journey to provide a best-in-class omni-channel customer experience.

Diverse customer profiles and their demands for mobility are disrupting the automotive value chain

Traditional classic buyer
- Buys and leases cars
- Visits dealers and uses digital channels occasionally

Dynamic mobility user
- Buys mobility on demand
- Uses physical and digital channels seamlessly

70% of organizations believe that an increasing emphasis on customer experience is driving business growth strategies.

Best-in-class omni-channel customer experience

90% of executives said following an omni-channel strategy strengthens consumer loyalty.

Source: The perfect landing: an engaging customer experience, EY, 2015; Reengineering the supply chain for the omni-channel of tomorrow, EY, 2015.

We believe that the following five facets of the organization will need to transform significantly to enable the organization to provide an exceptional customer experience.

- **Branding and customer strategy**: enabling OEMs to provide a consistent and engaging brand experience across all channels during the customer journey
- **Products and services**: designing the future product and service portfolio that uniquely positions the brand’s value proposition in the overall mobility ecosystem
- **Distribution model**: realigning the existing retail network to become agile and relevant during the customer journey
- **IT and digital infrastructure**: integrating the global IT infrastructure and harnessing analytical capabilities to capitalize on the consumer’s digital life style.
- **Talent**: adapting talent management structures and workforce operations to build trusted relationships and increase focus on customer centricity
EY has defined eight competency sets that OEMs need to implement for a best-in-class omni-channel customer experience

Transforming each facet of the organization will require OEMs to undertake multiple initiatives. Each of these initiatives requires a diverse set of competencies and a vision for collaboration. The required competency portfolio comprises skills across various functions ranging from strategy planning and IT transformation to financial services and compliance with regulatory issues. A decisive success factor will be the collaboration with stakeholders both within and outside the company and even other industries. Moreover, a clear change management strategy led by OEMs is key to enable dealers and NSCs to steer new initiatives more effectively and position the organization in the evolving mobility ecosystem.

According to EY’s Changing Lanes 2016-17 C-suite survey:

- 84% of car manufacturers believe that engaging customer experience across multiple touch points is supportive to their value proposition; only 8% are well-prepared.
- 88% of executives are supportive of using digital to manage trust and complexity. But just 12% of them are well-prepared to do so.

Exemplary initiatives required through the transformation journey*

- Design customer strategy and journey reinvention
- Build mobility product and service portfolio
- Adapt sales channels and design new formats
- Develop integrated digital infrastructure roadmap
- Ensure customer-centric talent management

Key competencies

- Open innovation and value strategy
- Start-up collaboration and prototyping
- Portfolio and scenario management
- Network mix design
- Valuation and business modeling
- New roles within sales network

* This is not a complete list of initiatives. To know more, please contact one of our automotive and transportation professionals.
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Contact one of our global automotive and transportation professionals

Through our globally expansive network of 13,000 professionals with deep industry and technical experience. We explore the challenges and opportunities of the industry's paradigm shift and develop fresh ideas about the future. Working closely with diverse organizations, we help accelerate the evolution of the future mobility ecosystem, and bring a strong point of view on the emerging issues across automotive and transportation.

Read our series of thought leadership reports focused on the challenges and opportunities in the automotive industry.

Future of automotive retail: shifting from transactional to customer-centric

Remodeling for mobility: will new mobility mean the end of ‘old’ automotive

How much human do we need in a car: the evolution of artificial intelligence and acceptance of autonomous vehicles

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