

Media information
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Automotive industry must stop operating in silos to avoid wasting millions in duplicated investment

- **Holistic development of IT, mobility and EV initiatives should coalesce across finance, fleet and retail to capitalise on huge change**
- **Automotive industry is repeating the same mistakes as the early days of digital**
- **Businesses could save 40% on costs by converging IT platforms & future investments**
- **The time of working in silos is over: increasing convergence of retail and fleet and the rise of subscription services will drive change**
- **Continuing to operate in silos inhibits integrated customer experiences, says, [Elevenci](#)**
- **New independent, boutique consultancy launched to help automotive business benefit from evolving sector**

OEMs, leasing and finance companies face being left behind by new entrants to the market if they fail to stop operating in silos, according to new specialist automotive consultancy, [Elevenci](#).

It believes mistakes of duplicated work and wasted investment in the dot com boom in the early 2000s must be avoided as the industry adapts to new technologies, artificial intelligence, electrification and the retail-fleet convergence in subscription and mobility product development.

[Elevenci](#) Managing Consultant, Mike Walters, believes some companies in the industry face being left behind by new entrants if business models are not fundamentally rebuilt.

Walters said: “Fleet, retail, subscriptions and mobility are increasingly converging, and organisations, often riddled with overlap and duplication, need to seize the opportunities that this brings.

“However, some established OEMs, leasing and automotive finance companies are continuing to have significant overlap across operating models, IT platforms and innovation initiatives. In some cases, formerly agile companies have become increasingly complex and cumbersome.

“Too many automotive businesses are struggling along with the same old legacy models, yet there’s very little open discussion about the subject. This duplication can’t continue in a world that is forcing manufacturers to consolidate in order to gain economies of scale efficiencies.”

Walters gave the example of fragmented mobility as a service (MaaS) strategies across OEMs and their captive finance and fleet organisations. With different platforms, teams and goals, this can lead to sub-optimal investment and outcomes.

Elevenci’s analysis shows that automotive organisations can save up to 40% on costs by converging investment on modern, hybrid IT platforms that can flexibly support the rapidly evolving subscription and mobility ecosystem.

This kind of saving is significant, not only because budgets for IT projects can run into millions, but there are also significant operational efficiencies to be made from reductions in duplicated roles and functions as part of wider optimisation opportunities.

He said: “Forging ahead in this way is repeating the same mistakes in the early years of digital. There was a rush of investment to launch portals, apps and related ‘e-solutions’. A lot of money got wasted.

“As a result of continuing to operate in silos, new investments in areas like mobility services are not being built on logical streamlined business models – the time of working in silos is over.”

[Elevenci](#) wants to see organisations move to a more holistic way of working where they have a 360-degree view of the full automotive lifecycle and value chain.

Huge opportunities for performance improvement

The benefits would mean huge opportunities for efficiencies and performance improvement.

Dealer groups, customers and fleet managers should also see a much more harmonised experience by having far fewer touch points and a less complex IT landscape.

This doesn’t mean the solution is as simple as merging teams and reducing headcounts, but structuring businesses in an optimally integrated way where collaboration and co-development is brought much closer together.

Walters said: “Historically automotive finance companies and leasing/fleet companies have worked to different models (e.g. B2B2C and B2B).

“However, the rise of personal leasing, mobility, subscription services, challenges to point of sale (POS) finance and the demise of the traditional company car, all add up to significant convergence and blurring of the lines between fleet and retail, consumers and employees.

“Does it make sense, therefore, to maintain them as separate organisations often operating on different IT platforms?”

Walters said new entrants are taking a much more holistic approach to the way they are developing products and services, but as they are new brands, they have the added benefit of not being held back by legacy systems or structures.

Tech giants like Apple and Google are already competing with established players to offer connectivity and autonomous technology for vehicles and it’s possible they will also look to take market share with their own mobility offerings in the future.

These companies are not encumbered by legacy and they put the customer at the front and centre of everything they do.

[Elevenci](#) arrives in the market offering a full suite of services including strategic consultancy, transformation and delivery leadership, supplier selection, project health checks and ‘out of the box’ products and frameworks.

Its experienced leadership team consists of John Waring, Managing Director; Mike Walters, Managing Consultant; Gary Elliott, Client Development Director and Andrew Shaw, Consultant.

The firm provides access to a diverse panel of associates, including well-known industry experts Steve Gowler, Robert Wastell, Gabi Whitfield, Ged O'Neill, Steve Beattie, Bryan Marcus and many others.

Walters added: "The fundamental differentiator between [Elevenci](#) and other consultancies is we are unique in our ability to see across the silos and help clients think in a more holistic, integrated way.

"It's what makes us the ideal partner to help automotive companies build the roadmaps and execution plans for transformational change during a 'perfect storm' of multiple industry challenges'

For more information, please visit: <https://elevenci.com>

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Notes for editors

About ELEVENCI

ELEVENCI is an independent, boutique automotive consultancy created to help businesses devise, implement and manage complex strategies and change programmes. With vast industry knowledge and access to leading edge technology, intelligent data and proprietary best practice tools and products, ELEVENCI's subject matter experts offer rigorous strategic consultancy, technology-enabled transformation programmes and delivery leadership, as well as supplier selection and project health checks for OEMs, motor finance companies, fleet and leasing firms – and more. ELEVENCI's expertise spans passenger cars, LCV, HGV, leisure and motorcycles.

Today's automotive management teams are often working within legacy structures across organisational silos, leading to duplicated functions, multiple platforms and divided effort. Change is difficult enough to manage at the best of times, but when you have multiple changes happening across numerous divisions of organisations, it compounds into something far more complex. That's where ELEVENCI comes in: its automotive professionals work with businesses to deliver the critical changes needed to make short and long-term goals a reality.

Elevenci's leadership team is made up of several of the automotive industry's top professionals. Managing Director John Waring's career has centred on IT, using technology for business advancement and transformational change. Mike Walters, Managing Consultant, has significant strategy, transformation and programme delivery experience working with the UK's largest OEM, fleet, leasing, dealer group and motor finance businesses. Meanwhile, Gary Elliott, Client Development Director, has an extensive track record across a range of senior sales, marketing and product development roles in UK and international markets. Finally, Consultant Andrew Shaw has over 40 years' experience in the automotive sector, having worked extensively with start-ups and major organisations. Performing senior roles – including at MD and FD level – across sales, marketing, management, financial accounting and profit delivery, Andrew has a wealth of industry expertise and understands the complex issues it faces.