

WHAT REALLY MATTERS IN THE AUTOMOTIVE CUSTOMER JOURNEY



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THE AUTOMOTIVE CHALLENGE

Nowadays most automotive brands work with ambitious customer experience programs and have detailed sales and service processes. Nevertheless, most automotive employees interact differently with customers - from country to country, from dealer to dealer and from employee to employee - resulting in average customer experiences and little to no sales and retention impact.

There is a huge unmet potential lying in the details which really matter. These can be turned into magical customer experiences which truly drive retention and sales. To unlock this potential, one must guide the automotive employees on which customer touch points to prioritize. In this research paper, we present the top most important pain points and recommended actions.

50

in-depth interviews

3,342

online survey interviews

+10

years of experience with
leading automotive brands

Our Research Approach

This research paper is a part of an extensive automotive study conducted by ag analytics. The extensive study make use of combined qualitative and quantitative research methods. For the qualitative part, a total of 50 semi-structured in-depth interviews of automotive customers were conducted. For the quantitative part, we applied statistical models on 3,342 completed online survey responses.

The recommendations are based on our decade-long partnership with leading automotive brands in the Nordic Market. A partnership to improve the customer loyalty and retention. By implementing our recommended actions our automotive partners have succeeded to transform the average customer experience from good to great.





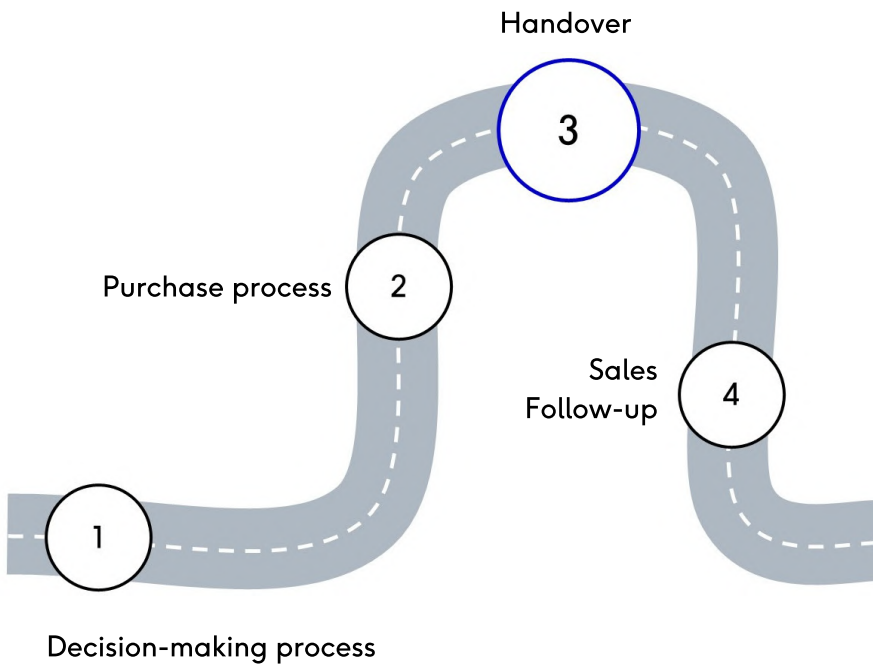
THE CUSTOMER JOURNEY

WHAT REALLY MATTERS

All processes are not equally important

Our extensive research shows the customer touch points are not equally important. This is a core insight, because dealers are unaware of how each sub process affects the overall satisfaction and loyalty.

Without a uniform perception of what is most important, customer interactions vary from employee to employee. The employees simply do not know what to prioritize and what comes first.

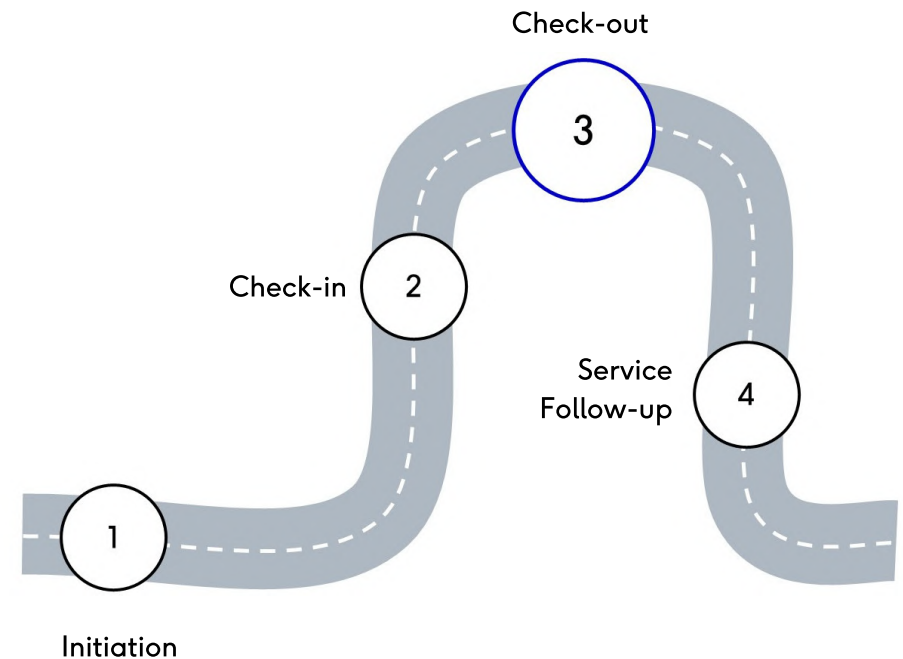


Prioritize closing the experiences

Closing the customer experience is the most important process to prioritize. Firstly, it has the largest influence on the customers' rating of the whole experience. Secondly, it is the experience at this final touch point that stays in the mind of the customer. Therefore, it often determines whether a customer returns to the dealer.

However, one cannot excel on closing the experience, without laying the foundation first. The proceeding customer touch points must be at a certain level to qualify for a superior closing experience.

We therefore proceed to explain the most severe customer pain points and recommend actions of each touch point in the customer journey.





TOUCH POINT 1: THE DECISION-MAKING PROCESS (SALES)

THE DECISION- MAKING PROCESS

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The decision-making process

In the decision-making phase, customers seek information to narrow down their choice of car. Although customers do extensive online research, the initial dealer visit remains a key touch point in the sales journey.

Carefully and deliberately designing a welcoming pre-sales process allows for both improving walk-in conversion and increasing sales in general.



“Although, we were the only visiting customers, the sales personnel did not pay any attention to us. They showed no commitment and did not even propose a test drive. We left the dealer without any form of dialogue.”

- Female Automotive Customer, Denmark

CUSTOMER PAINS



CONFUSED BY TOO MANY OPTIONS

Due to the accessibility of the internet, consumers are now more than ever aware of the various options available to them. However, while large amounts of information enhance the ability to choose, it also increases the power to confuse. Customers can therefore easily feel overwhelmed by the large amount of information available to them when they first start looking for a car. In the worst case the customer decides to postpone the car purchase decision. In other words: The customer journey is abandoned before it is even initiated.

NOBODY PAYS ATTENTION TO ME

When customers visit dealerships, they expect to receive immediate attention from a salesperson. They expect this, because they are potentially making a life-event purchase by spending a large amount of their hard earned money. For this reason, it is frustrating to the customer, when they enter a dealership without getting any attention from the salespersons. Most customers understand if the salespersons are busy handling customers. Nevertheless, they expect to receive a welcoming greeting at the entrance and being told when they can expect to receive consulting from a salesperson.

RECOMMENDED ACTIONS



MAKE A GAME PLAN FOR CUSTOMER ARRIVALS

A customer must never enter a dealership without being paid attention to. The dealership therefore needs to prepare a game plan on how to treat arriving customers. Our best practice advice is to have a dedicated person to greet new arrivals with a warm smile and introduce them to a simple waiting line system. It is a simple, yet very effective, tool to improve the overall perception of the sales experience.

DELIBERATELY DESIGN THE TEST DRIVE

Although the customers can access all kind of information about a car online, they can never truly experience the car and its features online. To genuinely experience a car one needs to test drive it. This is the reason why test drives have become an extremely important step in the decision-making process. We recommend dealerships to deliberately design the test drive such that the customers experience all the great features and technology of the car. For example, by preparing a driving route that allows the customers to try features such as adaptive speed pilot or an automatic parking assistance. For the biggest impact on closing the sale and customer satisfaction we recommend to let a salesperson accompany the customer during the test drive. Moreover, the salesperson should bring along a list of features to introduce the customer to. This is a best-practice to ensure every customer experience the neat and in some cases game changing technology of a car.



TOUCH POINT 2: THE PURCHASE PROCESS (SALES)

THE PURCHASE PROCESS

TOUCH POINT 2: THE PURCHASE PROCESS (SALES)

The Purchase Process

In the purchase process, identifying the customers' specific preferences and needs becomes crucial to the customer experience. Customers seek professional guidance and support when they try to narrow in on their final purchase decision.

The purchase process includes a meet & greet, contract signing and being introduced to add-on products like additional warranty and extra equipment.



“The salesperson was very professional and extremely competent. He knew everything about the car, and completely tailored the car to my needs. Prior to the delivery date, he contacted me several times with updates. This made me feel that that he followed my case closely throughout the whole process.”

- Male Automotive Customer, Denmark

CUSTOMER PAINS



UNCOMFORTABLE TO MAKE THE FINAL DECISION

Customers often feel anxious about having to make the final purchase decision of a car. Recall, that a car purchase is a life-event and an irreversible decision for the majority of the customers. For this reason many customers are afraid they make a final decision which they will come to regret. In the worst cases this anxiety implies that the customer decides not buy a car at all.

NOT KNOWING WHEN THE CAR IS DELIVERED

Customers buy a car for a purpose. They often have a job-to-be-done in their lives that requires them to get from A to B on a regular basis. Consequently, it can be deeply frustrating if they cannot get an exact date on when to receive the car. The frustration is amplified if the delivery date is repeatedly being postponed. However, for the most part, customers understand if a car cannot be delivered immediately. They can tolerate the waiting time, if they are kept in the loop on the progress.

RECOMMENDED ACTIONS



GUIDE AND SUPPORT THE CUSTOMER'S DECISION

To make the customers feel comfortable about their purchase decision, the salesperson should provide professional guidance on the choice of car. This requires that that salesperson listens carefully to the concerns of the customer and responses with trustworthy expert answers. Once the salesperson sense that the customer has made a final decision, the salesperson should support the decision with enthusiasm. It requires sales talent and a significant amount of experience to excel on expert guidance and enthusiastic support. A best-practice is therefore to routinely train and educate salespersons on how to listen to customers and give the right set of answers.

ROUTINE BRIEFINGS TO SUSTAIN EXCITEMENT

Keeping customers informed is an important task that is easily forgotten post sale, especially if there are no updates on the delivery or production dates that needs to be passed on to the customer. However, from the customer's perspective, no news is still news. Keeping customers informed is additional work, but a crucial aspect in building suspense before the handover. Scheduling an agreed upon follow-up frequency with the customer ensures the customer feels well-informed. Once the customers feel well-informed, salespeople can focus on keeping the customers excited about the new vehicle. Sustaining customers' excitement can be done in multiple ways; one method is to use digital media such as teaser videos or reviews about the customer's vehicle. Sharing mutual excitement about the vehicle after the sale is a great opportunity to build strong relationships with the customers by following a clear follow-up process.



TOUCH POINT 3: THE HANDOVER (SALES)

THE HANDOVER

TOUCH POINT 3: THE HANDOVER (SALES)

The Handover

The handover process has a statistically massive impact on the overall rating of the customer experience. Thus, it is extremely important to deliver superior handover experience every single time.

Unfortunately, the front-line employees rarely follow a clear strategy for the handover process. This implies varying quality of the handover event and many lost opportunities of superior customer experience.



“I had an amazing day when I picked up my lovely new car. It’s fantastic, and I really love it! The salesperson made this big day something special by writing a personal greeting on a sign placed next to the car – with my name on it! Fantastic introduction to my new car with big smiles and laughs during the delivery.”

- Female Automotive Customer, Denmark

CUSTOMER PAINS



I DID NOT FEEL SPECIAL

To many customers, a new car is, quite literally, their pride and joy. The waiting from the purchase decision to the handover builds up suspense. Therefore, the handover of a new car is a very special day to the customer. Naturally, the customer expects the salesperson to share this excitement and so the customer feels disappointed if the handover is not treated as a special event. The most discouraging handovers involve a salesperson who did not prepare the car or allocate the sufficient time for a proper handover of the car.

WHAT HAPPENS WHEN MY CAR NEEDS MAINTENANCE?

A new car owner typically desires to keep the vehicle in the best possible condition. Instinctively, they are therefore interested in knowing how to maintain their car and what to expect when the car needs professional maintenance. Therefore, the customers commonly regret they did not get a thorough explanation of the forthcoming maintenance of their car during the handover. The customers may wonder who to contact for maintenance or where to turn in their car prior to a service visit.

RECOMMENDED ACTIONS



CREATE THE ILLUSION OF AN EXCLUSIVE HANDOVER

Whereas the handover is a special life-event to the customer, it's an every day event to the salesperson. Accordingly, a key challenge is to motivate the salesperson to treat it as a special event every single time. Thankfully, we have a couple of simple, yet very powerful, sales tools to create the illusion of an extraordinary handover experience. The first recommended action is to convert the showroom into a personalized display by placing a signboard with the name of the customer next to the car. Send a photo of the arrangement to the customer prior to the handover. This is an unexpected gesture that enforces the customer excitement. Moreover, many customers choose to share the photo on their private social media profile. The second recommended action is to ensure that customers always show up in time. After all, a proper handover requires the sufficient amount of time. Our best practice advice is to propose three date options for the handover to the customer. Make sure to suggest an odd appointment time (i.e. 10:05) to emphasize that it is a specific appointment time. This reduces the number of customers who arrive late for the handover. Another good practice is to send an electronic calendar event to the customer, to ensure everyone are aligned with the appointment date and time.

INTRODUCE TO WORKSHOP

It is common sense to introduce the customer to the workshop during the handover. Nevertheless, it is far from common practice. The salesperson lack an incentive to introduce the workshop and therefore often neglects it. A good practice is therefore to implement an incentive for the salesperson to introduce the workshop. This may be done by tracking the salesperson's performance on introduction to the workshop in the post-sales customer satisfaction program.

TOUCH POINT 4: SALES FOLLOW-UP (SALES)

SALES FOLLOW- UP



TOUCH POINT 4: SALES FOLLOW-UP (SALES)

Sales Follow-up

Following up after a sale have two major purposes: Firstly, to check that everything is in order, and secondly, to demonstrate commitment and dedication.

Exceeding expectations by adopting a professional approach to post sale service makes customers feel genuinely appreciated.

“It would have been great to receive a follow-up, as questions arise after you have been driving for a while. Otherwise, I am very satisfied.”

- Female Automotive Customer, Sweden

CUSTOMER PAINS



HOW DO I SOLVE UNEXPECTED MINOR ISSUES?


Once the customer has driven the first miles in the new car, unexpected minor issues often arise. These are typically related to the features of the car. I.e. how to configure the adaptive speed pilot or connect their smartphone. These minor frustrations are typically not painful enough for the customer to actually bother contacting the dealership to find a solution. However, because they experience the pain every day it has a tendency to reduce their overall life-time satisfaction with the car and brand perception.

RECOMMENDED ACTIONS



MANDATORY SERVICE CALL

Mandatory service calls after a sale handover is a low-hanging fruit to improve the overall customer satisfaction and loyalty. The service call should focus on the vehicle and potential questions which might have surfaced after the customer drove the car. It should be considered a service call, but in many cases it is a great opportunity to sell add-ons such as winter tires, floor mats, etc. Customers appreciate the opportunity of a “second” handover which is a great way to ensure the customer is exploiting all the features of the new vehicle. A proactive follow-up shows the customer that the dealership appreciates their business and are genuinely interested in their relationship with the car. The best performing dealerships apply a systematic approach towards mandatory service calls. They acknowledge the fact that salespeople prioritize their time on new sales and are reluctant to call customers who may have complaints. For this reason they hire a third party to perform the service call after the handover. This dramatically increases the rate of customers who receive a service call and ultimately the number of customers who return to the dealership for service maintenance.



TRANSITION FROM SALES TO AFTERSALES

THE TRANSITION

Service

More Customer-based. Less Transaction-based

In the eyes of the customer, the sale and service experiences are steps in a unified customer journey. They therefore perceive the dealer and workshop as a single unity to serve their needs. Specifically, they expect a smooth transition from the sale to the service department.

Unfortunately, most dealerships organize sales and service transactions as two separate activities with little integration and intercommunication. They focus on the individual transactions instead of the customers' journey as a whole.

Consequently, the customers do not experience an aftersales department that pays attention to the customers' prior sale and service experiences. There is nothing wrong about paying attention to the car and a transaction. However, to obtain a level of customer loyalty that truly drives customer retention, the dealerships need to shift focus from the car to the customer owning the car. For example, by taking advantage of the momentum of an extraordinary sales and handover process to close the second sale: The Aftermarket Sale.

“All in all, a fantastic and very satisfying experience of my first car purchase. Great service from the salesperson. I would highly recommend anyone to buy their car at this dealership! This is the reason why I also travel here for service and maintenance, even though it is far away from my home.”

- Female Automotive Customer, Denmark



TOUCH POINT 1: INITIATION (AFTERSALES)

INITIATION

TOUCH POINT 1: INITIATION (AFTERSALES)

Initiation

The initiation is the first touch point for customers scheduling an appointment at the workshop. It is a great opportunity to make a good first impression that sets the tone for the rest of the service.

However, it can easily be a frustrating process for the customer. The workshop can be difficult to get a hold on and if the relevant information is not retrieved correctly, it can cause a painful repeated repair.



"I had to wait a few minutes before getting through on the phone to book a service appointment. I described the problem and agreed to add an additional task to the maintenance request. When I showed up to check-in my car, it was only the added task that was registered. The primary problem, and reason for the visit, was not in their system."

- Male Automotive Customer, Denmark

CUSTOMER PAINS



IT'S INCONVENIENT!

An expected or unexpected required maintenance is never a delightful situation. Customers typically have a busy schedule. They therefore dislike having to actively contact the workshop to arrange a maintenance visit. The dislike grows exponentially if the arrangement of a maintenance visit is complex and requires too much effort.

RECOMMENDED ACTIONS



HASSLE-FREE BOOKINGS

The customers must never be faced with obstacles when they try to book a service appointment at the workshop. Therefore, the workshop should always be available to receive bookings from customers. To accomplish this, it's a best-practice to expand the booking channels beyond phone calls, the traditional booking channel. An increasing number of customers prefer an online digital booking system which is available 24/7. Thus, a natural solution is to implement an online booking system. However, one should keep in mind that the booking system needs to fulfill two core purposes: (1) Book an available date for the service visit, and (2) extract the sufficient information on the car to perform a correct diagnostic of the required maintenance. Accordingly, the booking system must go beyond a simple calendar booking.

EXTRACT ALL RELEVANT INFORMATION

A false maintenance diagnostic is a major issue that triggers a snowball effect of painful frustrations to the customer and workshop. Regardless of the booking channel, it is therefore essential to extract the sufficient information on the car to perform a proper diagnostic of the required maintenance. Pay special attention to customers who have scheduled an appointment without speaking directly to the workshop, e.g. through online booking or a call center. Recall, that a successful first repair is the best guarantee of customer satisfaction. Use a pre-service call to obtain these important details which can make or break the diagnosis. A great way of accomplishing this is to ask a set of pre-determined questions, which are relevant to the type of maintenance booked by the customer. Make sure to also use the occasion to ask the customer if there are any additional concerns about the vehicle you should take a look at.



TOUCH POINT 2: CHECK-IN (AFTERSALES)

CHECK-IN

TOUCH POINT 2: CHECK-IN (AFTERSALES)

Check-in

Most car owners do not know much about how their car works and what maintenance it requires. When something is amiss, they simply drive into a repair shop and let a technician figure everything out.

The check-in process should be more than receiving the keys; customers expect expert knowledge on what is wrong, what work is going to be performed and what value it creates.



“Despite the fact that it is only a routine service visit, I would like to know what the service contains. I.e. change of oil, wiper blades, filters, brakes, lubrication etc.”

- Female Automotive Customer, Denmark

CUSTOMER PAINS



I DID NOT FEEL WELCOME

Ultimately, the customers wish to hand in their car and leave the workshop as quick and frictionless as possible. Consequently, customers become angry, if they enter a workshop at an agreed time, and there is no one to serve them. Most customers accept if they have to wait in line to be served, but they do not tolerate a situation in which no one welcomes them or tells them how to proceed with the check-in.

WILL I GET MY CAR BACK IN TIME?

Recall that the car owners own a car for a purpose. They often have a job-to-be-done in their lives that requires them to get from A to B on a regular basis. If they do not have their car, they need to find alternative solutions for mobility. Often, the alternative options are less favorable and hence an element of irritation in their busy life. For this reason, a top pain for the customer is not knowing when they can expect to have their car back, when they check-in their car for maintenance.

WHAT DOES MY CAR REQUIRE?

The customers expect the workshop to tell them what should be done to their car. The customers therefore get suspicious and worried if the workshop personnel is not able to thoroughly explain the required maintenance during check-in.

RECOMMENDED ACTIONS



SET UP A GAME PLAN FOR CUSTOMER CHECK-IN

A customer should never enter a workshop at an agreed date and time and experience no immediate attention. Hence, a workshop needs to have a well-organized and efficient customer check-in procedure. Most importantly, the customers should immediately know where to go and how to proceed with the check-in. Take the circumstances of the individual dealer into account when determining how to use receptionists, advanced queue management systems and automatic check-in solutions to ensure this task. The best performing workshops have clear guidance on where to park the car, instructions on how to check-in the car, and a transparent waiting system that allows for a cup of coffee and a quick preview of the newest car model arrivals at the dealer. Of course, without being skipped in the queue.

MAKE WALK-AROUND A REQUIRED PROCEDURE

Recall, that it is highly important to avoid false diagnostics. The most efficient way to minimize the risk of false diagnostics is to do a walk-around. Therefore, always invite the customer for a walk-around. Firstly, a walk-around is a great way for the customer to physically show problems with their car. Secondly, and more importantly, a walk-around is a great opportunity for the service employee to identify issues which the customer had not stated previously. Finally, a walk-around provides an emotional comfort to the customer. That is, after a walk-around the customer feels as if their car is in safe hands and they have a good understanding of the required service work. Depending on the type of visit, a walk-around does not necessarily need to be a dialogue reception at the lift. Based on the customer's needs, it could just as well be checking the vehicle together with the customer at the parking lot. Notice that this makes selling a lot easier now that the customer can see what needs to be done. It also reduces time because it identifies all relevant work at once, thereby removing the need for later job order extensions.



TOUCH POINT 3: CHECK-OUT (AFTERSALES)

CHECK- OUT

TOUCH POINT 3: CHECK-OUT (AFTERSALES)

Check-out

The check-out touch point is the opportunity to communicate the value of the services you offer and create a great last impression. A common misunderstanding is the belief that the check-out process is all about handing over the keys to the customer and getting them back on the road again as quickly as possible. While this is perfectly understandable, standing with a busy executive or a family father who needs to go pick up the kids, it is also the greatest mistake one can make in the whole aftersales customer journey.

A rushed check-out backfires immediately once the customer comes home and does not know what has been done to the car, does not understand the invoice and can't see the value of the money they have invested in the maintenance.

Thus, the check-out is about carefully explaining to the customer what their money bought and that their car is safe to drive. Providing additional knowledge about future maintenance and repairs is a great way to retain the customer and exceed their expectations.



"Although maintenance can be expensive, it's a great experience when you know that your car is taken well care of. Before the visit, I felt that I was a little 'tired' of my car. However, after receiving a thoroughly explanation of the performed maintenance and the mechanic issues being solved, the good feeling and joy related to my car reappeared. At the pick up of my car, the service adviser walked me to my car and helped me brush off the night's snowfall – great service!"

- Male Automotive Customer, Norway

CUSTOMER PAINS



DID THEY COMPLETE THE JOB?

A core purpose for car maintenance is to keep the car safe to drive. Because most customers have very limited knowledge about the technical details of their car, they must trust the workshop to keep their car safe. The customers who experience a rush through check-out are often left with little trust in the work that has been done. They worry that the maintenance is incomplete. In the worst cases they fear that they put themselves in a dangerous situation by driving their car.

I DON'T UNDERSTAND THE INVOICE

Not understanding an aftersales invoice is a source of great frustration to the customers. Typically, they do not understand the items included in the invoice and why they were added. They fear that they have paid unnecessarily money for additional services. For the most part, the customers do not complain about an expensive maintenance visit, if the service employees successfully explained the reason for each of the invoice items.

RECOMMENDED ACTIONS



NEVER RUSH A CHECK-OUT

A lot of the causes for poor customer satisfactions ratings can be handled and avoided at the check-out touch point. Therefore, a workshop needs to allocate the required resources to deliver thorough check-outs every single time. Even if this comes at a considerable cost, it is low price to pay for great customer loyalty and to avoid an escalation of a problem post the workshop visit.

ALWAYS GO THROUGH THE INVOICE

This process is relevant to every customer and thus applies to every customer. Even if the work is covered by warranty, leasing or a service agreement every customer has the right to know what was done to their car. Simply explain what each item on the invoice is and why it has been added. Also, handing out the service check-list to the customer is a powerful mean to highlight the performed service actions by the mechanics. Another great approach is to compare a replaced spare part to a new spare part, to illustrate why it had to be replaced. I.e. a comparison of the braking discs. Be sure that the customer understands the value of the work performed, no matter what type of maintenance visit.

RECOMMEND DATE FOR THE NEXT SERVICE VISIT

A final recommended action is to be proactive towards the customer's future need for service maintenance. Create a shortlist of recommended services in a way that at least one point will be relevant in relation to every single customer, vehicle or time of year. I.e. tire change, AdBlue refill, Spring Health Check, oil change or next routine service. By doing this, you are thinking on behalf of your customers from which you will gain several benefits. First and foremost, you will be perceived as a highly professional workshop that cares. Secondly, it's more likely that the customers will actually return for one of these recommended services, now that you have displayed the value of it. Lastly, by proactively booking a date for the next service visit, the customer avoids the forthcoming hassles of booking the next service visit.



TOUCH POINT 4: SERVICE FOLLOW-UP (AFTERSALES)

SERVICE FOLLOW- UP

TOUCH POINT 4: SERVICE FOLLOW-UP (AFTERSALES)

Service Follow-up

The customer journey does not finish once a repair or service has been completed. A customer-centric workshop follow up on service customers to ensure everything is functioning efficiently and intendenly.

Follow-up contact is a way of displaying courtesy to customers and showing that they are valued. It might not make financial sense to contact every single customer personally. An automated email may also do.



“Some time after I picked up my car from a service repair, I had a question about the repair. I tried to get in touch with the workshop. They did not return any of my calls.”

- Female Automotive Customer, Norway

CUSTOMER PAINS



REPEATED REPAIRS

Repeated repairs is undoubtedly the most severe pain during the aftersales customer journey. The worst customer satisfaction ratings are always related to some kind of repeated repair. It's deeply frustrating for the customer having to repeat the whole service process and continue to find alternatives transportation methods. Although the pain of a repeated repair arises at the final touch point of the aftersales journey, the cure to fix it lies in the preceding touch points. Primarily, to ensure a proper diagnostic of the issue.

WHY IS THE SERVICE LIGHT ON?

Recall that the customers rely on the workshop to maintain their car. For example, they do not have the sufficient technical knowledge to evaluate whether the car is safe to drive. Consequently, the customers can get very anxious if they experience abnormalities with their car after the service visit. One very frequent example of such an abnormality is the service light to be on in the instrument panel. This is almost always due to a service technician who forgot to reset the service light; thus, it is harmless. Nevertheless, it provokes a concern for the customers. If they forgot to reset a service light; what else might they have forgotten?

RECOMMENDED ACTIONS



COMPULSORY SERVICE FOLLOW-UP

A follow-up call is a great way to stay in touch with customers after they visited the workshop. It's your chance to further build your relationship with the customer or fix it if needed. Being proactive at this stage can turn an unfortunate situation into a great experience, where the customer feels that the employees take the customer serious. The follow-up will give you an early warning about potential customer complaints and provide you with the opportunity to make corrective actions immediately. In turn, this will lead to a reduction of negative customer feedback.

REFLECTION

WHY DOES CUSTOMER EXPERIENCE MATTER?

At the core of every business lies the customer. To sustain a profitable business, the company must offer products and services which enable the customers to achieve their desire for progress. For the past century, a privately owned combustion engine automobile has been the preferred remedy for mobility and personal freedom. However, it is commonly known that the automotive industry will undergo significant changes in the next decades due to the wave of AI, IoT, and demand for climate-friendly vehicles.

The future of the automotive market can take multiple directions. Autonomous technology is in the pipeline. New ownership models are emerging. Electric vehicles are gaining ground. But at what speed are changes happening and how will the competitive landscape look like in a decade? The answer is associated with great uncertainty. The only thing that is certain is the fact that the winners will be those who succeed in letting the customer be the focal point of their every day-business.

OUR AUTOMOTIVE PARTNERS



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