The Future of the Automotive Dealership

A highly opinionated thought paper.
NOT ANOTHER
‘TRANSFORM YOUR DEALER’
PAPER
Dear Reader,

In the past years, the automotive industry has seen many white papers addressing the challenges of auto makers and dealerships. All of them carefully suggest that if the retailer networks ever want to see the dawn of the new era, they urgently need to transform.

But we think it is time we all faced the harsh reality: **The transformation of a regular roadside shop & service centre into an AI-driven, VR-enabled, customer-obsessed showroom is both impossible and unnecessary.** In this paper we will explain why we think so, and lay out what OEMs and dealer networks can actually do with this situation.

The first part of this paper will explain our statement and provide you with background information. In the second part **we bring to your attention ten business models** which a dealer, independent or part of a network, or a thoughtful OEM would be able to consider as an opportunity for dealerships to survive.

We do not insist that this list is exhaustive; neither do we predict all of the scenarios would suit everybody. On the contrary, we would like to hope this read will inspire you to try and pick one or several models for testing and based on your own experience create other models that will suit your dealer or network best.

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2019
WHY DO WE THINK THE DEALER TRANSFORMATION IS NOT POSSIBLE?

After all, during over a hundred years of the existence of the automotive sector, it was always a dynamic industry with a strong capacity to innovate. Its ability to reinvent itself helped it to weather more than one storm, including the recession of 2008.

But now the dealer business is rapidly waning. For example, in the Netherlands, where digital innovations and the proliferation of affordable public transport are shaping the current mobility landscape, the number of dealerships has dropped almost 45% since the nineties, and the next five years are predicted to see another 40% drop.

Source: BOVAG, Association of automotive dealerships and workshops, the Netherlands
Dear car dealer, can you be a bit more like Amazon?


Digifatality

The internet has taken over one of the central roles in the car buying process: advice. Half of all car buyers nowadays start their journey online, and they use it for both finding the right make and model and asking for advice and reviews from their peers. So there is no need to come to the dealer to hear a salesperson’s pitch. 60% of customers have decided upon the brand, the model, and even the extras before visiting a dealership. Add to that an increasing amount of customers willing to buy a car online (and OEMs piloting online sales direct to customer), and the future of the dealership starts to look vague at best. In some countries, the average dealer visits per sale plummeted from five to just one in the past ten years.

Besides, the internet is not only about pre-purchase information collection any more: consumer interest in buying vehicles online is increasing too. In key markets like China, Germany, or the USA almost 80% of customers say they would consider buying a car online. Customers say it’s faster, easier, and even cheaper to do it online than to get to a dealership, and as a result, willingness to buy a car entirely online is growing. On top of that, the rise of digital commerce has upped customers’ expectations about the purchasing process. Personalised advice, seamless integration of multiple off- and online channels, and next day delivery are only a few new norms that digital commerce introduced.
Mobilikill

People increasingly perceive mobility as a commodity, a service to be consumed rather than a result of owning an expensive item like a car. The percentage of potential car buyers who consider car ownership as “not important” and are willing to use alternative mobility services is rapidly growing,10 the shared- or no-car life particularly appealing to the younger generations. Changing perceptions of mobility go hand in hand with the growing importance of the sharing economy. Predictions for 2025 mention 15% share of new vehicle sales for application in the field of new mobility in Europe and the USA (up to 35% in China). This development goes beyond carpooling: car sharing now covers various B2C and peer-to-peer schemes that include ride-hailing, ride sharing, and vehicle time sharing. With one OEM after another entering this market (e.g. BMW’s and Daimler’s DriveNow and car2go, now merged into ShareNow and FreeNow), this trend will likely cause a further decrease in new car sales at the dealerships.

Beyond the car itself, other mobility solutions such as shared bicycles (like Cloudbike or Mobike), or scooters (like Scooty or Bird), are being rolled out every year in dozens of cities. Each initiative offers a unique approach to mobility, sharing one feat: the person who buys a mobility service does not have to own a car. In 2016, the shared-mobility market in the three core regions (China, Europe, and the United States) was sized nearly $54 billion. In the next ten years, it is expected to see a 28% annual growth.11 Guess who is not getting a slice of it?

Millenicide

In line with changing attitudes towards mobility, the consumers’ relationship with cars has become less romantic and more pragmatic. The Baby boomer generation (born between 1946 and 1964) may have perceived their rides as an expression of status; Generation X (born between the late 60s to the mid-80s) – as an extension of their personalities or a symbol of freedom and independence.13 However, the Millennials already see a car as an everyday object14; and their children who have just become of age are not even getting as many driver’s licenses as we would expect (nearly half as many as there used to be in the eighties).15 The youngest generation of potential car buyers in the USA and Europe consider maintenance and insurance costs to be prohibitively high while the benefits of owning one are obscure.16 A car does not seem to be worth the investment.

Can a dealership do anything with this lack of sex appeal? Apparently not. According to the research by Cox Automotive17, 92% of customers do not trust the salesperson. 1 out of 6 six new car buyers changes the decision to buy from their first-choice retailer because of poor customer experience. 18% more say they did not buy because they could not come to a deal. Those who do want to buy are not treated any better: about 40 minutes of idle time can make the buyer doubt or even change their mind entirely.

14Infosys (2018): Redefining the vehicle buying process.

92% of the customers do not trust the salesperson
Cold as ICE

Powertrains and fuel have become greener and will continue to do so due to economic and societal pressure. The growth in the number of both battery electric (BEV) and fuel cell electric vehicles (FCEV) is the most promising trend in the automotive industry. And while FCEV sales are negligible at the moment, global sales of BEVs have risen from 50,000 vehicles in 2011 up to over 5 million in 2018. China alone had over 2 million stock of plug-in passenger cars by the end of 2018 (domestically built, too).

What does it have to do with the dealer model? Everything. Batteries are getting cheaper by the day, and the moment EV producers can make use of economies of scale an electric car will be easier and faster to build than an ICE car. Besides, EVs need less maintenance. According to the UBS maintenance cost analyses, total annual maintenance of Chevrolet Bolt is $255, almost 60% lower than cost of maintenance of a VW Golf ($610). The sustainable clean future belongs to the EVs; a trend that manufacturers have fully embraced: by 2020, every major OEM will have launched an electric model or even a series. The only party to resist the situation? Dealerships. A recent study in the US has discovered that customers who want to buy a hybrid or a fully electric model are significantly less satisfied with the dealer experience than those with a need for a conventional ICE.

Moreover: if a customer walks into a dealership with a clear intent to buy an electric vehicle, chances are dealership will try to sabotage their decision. During this study, most salespeople failed to explain how the car worked, or to lay out the financial benefits for the buyer – and moreover, some of the plug-ins meant for the test drive were not even charged. Finally, interviewers reported that some salespeople were ‘woefully incompetent or, in some cases, openly hostile’ towards the whole concept of an EV. Our mystery shopping exercise in May 2019 in Belgium have confirmed these findings.

Such attitudes once again pose a question about the necessity of the middleman. Is it really a surprise that Tesla Motors, who has been successfully selling cars via its own network of their small stores within urban areas which feel more like show-rooms than a car sales facility is one of the very few car manufacturers that show sales growth in 2019? Instead of feeding a crowd of hungry dealers, Tesla concentrates on building direct relationships with the customers and offering them services like car pick-up and delivery to the home. A PWC survey of car buyers in Germany discovered that 63% of customers are already interested in buying a car directly from an OEM, and currently, there are few roadblocks from this model except legal. The drivers of the future may even not know where the shop is.

18 KPMG (2017): Global Automotive Executive Survey 2017, p.9
19 Automotive News China (2018-10-23). “China’s electrified vehicle fleet tops 2.21 million”.
20 European Alternative Fuel Observatory (EAFO): The transition to a Zero Emission Vehicles fleet for cars in the EU by 2050.
21 European Alternative Fuel Observatory (EAFO): The transition to a Zero Emission Vehicles fleet for cars in the EU by 2050.
22 Fast Company, January 2019. Car dealerships put in a lot of work to not sell you an electric car. www.autonews.com
Autonomously Dispatched

Arguably the most disruptive in the long term are self-driving vehicles. They are expected to decrease road accidents by almost 95%. The question is no longer ‘if’, but ‘when’ and ‘how’ autonomous vehicles will revolutionise transportation. Leading car manufacturers and tech-companies expect that by 2022 autonomous cars will be permitted to drive on our roads.

Of course, the broad rollout of fully autonomous vehicles is still quite far away (Bain estimates only 15% of cars sold in 2030 will be fully self-driving), and their adoption depends on a lot of factors: policy and legislation, technology and innovation, infrastructure, and consumer acceptance. However, the leading innovation markets such as the Netherlands, Singapore, the US, Sweden, the UK, Germany, and Canada are eager and ready for the tests.

In the meantime, the less-dreamy and more pragmatic branch of autonomous driving – assistive technologies – are already making a significant impact on the industry. About 80% of customers express a willingness to use assistive features. Those ensuring safer driving and parking are the most desired ones. Apart from applications enhancing safety, the most sought-after feature by consumers (also vital to autonomous driving) is connectivity. By 2020, 98% of vehicles sold are expected to have this capacity. Truly connected cars, capable of receiving, sending and computing large amounts of data, will be able to communicate with other vehicles and the infrastructure around them. It will enable the car to be ‘aware’ of its surroundings, change settings according to weather and road conditions, prevent wear and tear of equipment and ultimately eliminate accidents. KPMG predicts that AVs will be the reason for the 52% drop in the volume of total collision repair market by 2030. No more money for body and paint.
BY 2040, THE CURRENT BUSINESS MODEL OF A DEALERSHIP WILL BE UNSUSTAINABLE

Internal money bleeding

If all of the above did not convince you yet, follow the logic of the capital. What does a modern consumer want from a shop? An easy to reach location, or maybe no location at all (‘just deliver it to me’), a friendly advisor, an omnichannel purchase process, and speediest delivery possible. Upgrading a regular suburban dealership to match these expectations would require massive investment, and not only into new digital equipment but into costly software solutions and extensive personnel training as well. However, finding the right people to work is already very hard\(^35\), and how can it not be? Not so long ago, a car salesman needed to know a few keywords about the vehicle and be able to explain how to open the trunk. Nowadays the salesperson needs to be a mentalist with a profound knowledge of both human psychology, the latest developments in the car technology, and the financial peculiarities of the deal; be charismatic but unobtrusive at the same time, and freely operate both in the digital and offline world. How do we know? We helped to write those manuals for quite a few OEMs.

That is how we also know that the dealerships already now survive on a minimal allowance, and those are dropping, too (in only three-years’ time, the average operating profits dropped from 8.9% to just 1.7%; and in some countries like the Netherlands the profits have been long stuck in the 0.2-1% zone).\(^36\) The importer supports them with marketing and digital activities, but after that, they are mostly on their own. Given the tight competition and endless price wars between the OEMs, the situation with profits is not likely to change to the better. There is therefore very little investment to be found internally with either importers or OEMs. KPMG analysis renders the current business model of an average dealership as unsustainable by 2040.\(^37\)

There is also little to be found externally. In our increasingly digital, cut-the-middleman world, a business model based on third-party resellers is bound to become less successful if not obsolete. Why support a network which up to this moment was difficult to manage and nearly impossible to control? A decline in the number of dealerships has already set in.\(^38\)

\(^{37}\)McKinsey & Co. As dramatic disruption comes to automotive showrooms, proactive dealers can benefit greatly, January 2019 article  
\(^{38}\)KPMG (2019): Will this be the end of car dealerships as we know them?  
Is there anybody out there?

So what functions exactly are left for the dealer after its main roles have been spirited away by the new technology and players? There are not many – but they may just be enough for survival.

The human touch.

Digital channels may have replaced the dealership as the primary provider of information. A person walking into the shop has likely already learned everything there is to know about a particular model, stereo, or cup holder type from online resources. The only reason for them to enter a shop may be a need to see the model they liked and ask the sales to resolve their doubts. For a dealer, this can be only one shot, one opportunity of seizing the moment and turning the situation around. With that comes a new challenge: dealers of the future must know more about the human psyche than about the product they’re trying to sell. After all, people still trust someone who is their peer more than they trust a company CEO. That gives small, well known rural dealers with the owner being the village’s favourite grandpa a lot more survival chances than you could initially imagine.

The test-drive.

What has not yet been imitated online is touching or test driving a car. Virtual reality (VR) and augmented reality (AR) technologies offer possibilities that will soon almost match that sensation. But a car is still too significant an investment to make without seeing the purchase in real life and being able to test it. Even now, 80% of customers still make (multiple) test-drives, and although the number of test drives is slowly decreasing, this feature will not disappear completely.

Used car sales.

While the new car sales of the future will be mostly driven by tech companies, lease companies, taxi services, and other providers of various mobility solutions, there is still an expected boost for the used car market. For example, shared car services will require regular replacement of fleet with the latest-issue models. A dealership or a workshop will be able to buy a fleet of used vehicles off a carpooling company, refresh and fix them up, and then sell them to individuals who may still want to own rather than rent. The market of used cars is large and stable: for example, even now only 18% of AutoNation’s revenue (the largest car dealership in the US) is made up by the sales of new cars. The rest comes from used-car sales, financing and aftermarket parts and accessories. The used car dealers will have to grow their staff of skilled technicians, but will also be able to reduce investment into sales and marketing, as online platforms like Carvana or Shift would easily handle those functions.

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39If you have read up to here and recognised the reference, message us for a beer.

40Edelman Trust Barometer 2017


Rural and non-urban sales.
The development of mobility solutions mostly focuses on the availability of transport in urban areas, which means those dealers who operate in non-urban and rural areas will still have more buyers than car-poolers. While the urban car user can easily replace car ownership with any mobility solution or a combination thereof, those who live in remote areas still hold to the car as an essential tool of everyday survival. A taxi may not be able to reach the hilltop in Switzerland in heavy snow; and neither will an Uber driver be willing to drive an inhabitant of West Texas 10 miles to a grocery store and back. In general, challenging life conditions will support car sales over rentals.

A dirty workshop? More like an open space office.
While electric cars might only need a little service (a change of tires and pressing the ‘reset’ button may be enough), there is an untapped market for market players who will collect and analyse customer data. Information from the connected car enables OEMs and dealerships to customise their services to unparalleled levels making it possible to proactively make offers personalised to clients’ needs, improve communications, and overall understanding of the client base. Predictive analytics becomes a reality. Apart from calculating optimal routes to the destination, it will be able to suggest the best places for switching to a bike to avoid a traffic jam; predict dates for a workshop visit to change the brake pads, or offer a replacement for that special moment in life when you need a convertible instead of your everyday hatchback.

However, there is a bump on the road: the discussion about data ownership is still ongoing. On the bright side, customers may be willing to give up their data ownership in turn for useful services (or financial compensation). However, just as in the mobility market, this field can undoubtedly expect new competitive entrants.

Finally, customer information is not the only digital asset to be managed. Software used in modern vehicles has already become a differentiator for most automotive brands, and future cars will contain millions of lines of code. Currently, 3rd parties cannot tamper with the installed software, and there are also no external suppliers for in-car apps. However, this situation may change in the future, and it will push the need for local representatives to hire more qualified IT or software engineering support. No more dirty workshop, more open coworking spaces.

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43https://gizmodo.com/which-americans-have-the-longest-drive-to-the-grocery-s-1221441087
44Ernst & Young (2015): Future of automotive retail. Shifting from transactional to customer-centric.
46KPMG (2017): The Connected Car is here to Stay.
Is it really all doom and gloom for the automotive dealership? It looks like that. But does every garage owner in the field need to go out of business? We think not. Many locations have strong defining features which can help their conversion into a different type of establishment; something that will both meet the needs of the customer in the 21st century and be able to pay the bills for the owner.

Below you will see ten survival scenarios or new business models for a dealer with a vision, or an OEM or importer who still cares for their sales in the not so distant future. One size does not fit all, that’s why some of these scenarios are suitable for large retail networks, and others – for individual dealerships. There are also a few which imply no dealer at all: an importer can launch it without the 3rd party.

But of course, this list is not exhaustive, nor are these models finite. Take them as an inspiration, twist and turn until they suit you.

The Experience Centre

Located in the centre of a busy city, this establishment has several recent models on display. The point is not to force a test-drive on the walk-in customer, but to tell the history of the brand, demonstrate the features of the latest models, and unobtrusively explain the benefits. Well trained personnel (assisted by the cutting edge digital tools) will listen to what the customer says, understand their needs, and if the customer is interested, help design their dream car and calculate the financial options – all without an apparent attempt to get their signature on the contract. But if the customer does express a wish to buy the model, the results of the configuration will be seamlessly converted into an offer with a click of a button. Paperwork done, the customer receives a precise date and location of the pick-up – or chooses a delivery to home option.

If you think this scenario is somewhat futuristic, check out Volkswagen Home in Warsaw where employees without sales as a KPI sell as many cars on average as any local VW dealership with a sales target. Make sure also to check The Loft: a luxury lounge in Brussels Airport serving as a showcase for Lexus as a global luxury lifestyle brand.
2 The Digital Showroom

This dealership goes where the client is: online. The Digital Showroom where customers can compare and configure their desired model is accessible, open 24/7, and its AI-empowered chat can answer any customer questions on the spot. This scenario offers manufacturers a possibility to gather information on their clients’ preferences and tailor the offline experience accordingly. If salespeople need to come to help, they can use this data to make better contact with the customer and work more efficiently (see the previous scenario).

In an offline version of a Digital Showroom located in any small space in the city or far from it the VR and AR will take over. The dealer will be more like a cinema theatre owner, equipped with headsets, seats, and a set of powerful computers. They will be able to receive VR and AR downloads for the latest models with all the options and add-ons and broadcast the demo to multiple customers at the same time. The potential customer will have a possibility to see, drive, and almost touch any car, modifying colour, configuration, or interior type. The package from the importer will also include an extra set of scenes for new routes so that test drivers can take a new model to a Paris street or a Paris-Dakar road – in virtual reality.

3 The Test-Drive Centre

Let’s assume that the potential customers of the future will still want to take a new model for a spin. This site (or, rather, a network of sites) focuses on the most fun part of buying a car: making the test drive. This tailor-made, highly personalised experience will allow people to test drive their potential buys in the conditions that are closest to the actual usage. For this purpose, some locations will feature a dirt road, and others will be set as pop-ups in shopping malls. A potential buyer can arrange a 30-minute spin around the block or request a prolonged test drive for the weekend. Want to see that model in turmeric yellow, or test out those sport seats? The agent will order the right model for your visit, with a configuration very close to your wishes. You may also be able to drive several models in short succession (to get a feeling of which one suits you better) – a service which D’Ieteren dealer network in Belgium already offers.
The Mobility Provider

In the urban areas, the pressure for having clean air, decongested traffic, and streets free of parked cars is becoming so high that more and more European cities restrict or entirely ban car traffic. But that should not stop the automotive commuters from suburban and rural areas from coming into town. Neither should city dwellers be stuck at home in the summer heat because there is no transport to take them to a hiking trail.

The solution? Several sites around cities where a commuter can drop their car and pick up another means of transport into the city (or vice versa, pick a vehicle on the way out). A smart dealership located just outside the city can create a multi-level parking garage for those who want to drop their car off and continue the commute by public transport (the bus stop is just outside the building). Next to the parking, a rack full of city-owned or rental bicycles, scooters, and other means of personal transportation wait for those who prefer to get into town while having a workout at the same time. The dealer asks for subscription or rental money but also gets paid for services such as cleaning, charging, minor repairs, and even food and drinks.

The Subscription Dealership

Like the previous concept, this scenario is based on the idea of mobility rather than full ownership. This business offers their fleet to the customers based on a subscription. The subscriber pays a fixed fee which guarantees them a set number of days of car usage per month, quarter or a year, with a specification for weekdays or weekends. The twist is flexibility about the model. Need a smaller car for a couple of days, or a bigger one for a family holiday? Something to drive through the rough terrain or a sedan for a business day? This dealership offers it all. By providing clients subscriptions that grant them the right to a convertible for five days during summer or fifteen in spring, the dealer will use their fleet efficiently.
The Buy-and-Drive

One of the critical sources of loss of a potential customer nowadays is the extended time of new vehicle delivery. It simply takes too long: the waiting times for certain desirable models can reach a year. But the world is moving towards faster sales and quicker service. What if someone needs a car right now?

Here is a dealer that can help. Watching customer trends and using predictive analytics will allow them to pre-order models which are most likely to be popular the next year and have them on stock at any time. Walk in, point at the one you like, and you will get it, together with the paperwork – literally on the spot. While some preliminary legal arrangements will have to be done towards creating a shop according to this scenario, this is a no-discount (more likely, a mark-up) sales scenario which can save a dealership or two.

The Relaxed Service Centre

Imagine that you want to get a haircut, but you must book the date three months in advance. On the day of the appointment you will go to an obscure, dusty establishment outside the city, then sit for four hours in a small environment not really designed for long waiting only to receive a long incomprehensible bill for the jobs you did not even ask for. Can you? No, we cannot either. But this scheme seems to be a norm for a car service.

However, there are few reasons (except ‘we have always done it this way’) for such misery. Dropping a car off for service should be as convenient and pleasant as getting a haircut. It should not involve stress; neither should it chip off hours of the customers’ time. This is where this model comes into play. Drop your car off for the service in the basement of a shopping mall, a hypermarket, or in a parking garage in the city centre (a rental deal will benefit both sides). Take a replacement car (scooter, bike) if you want to continue your journey, or relax and have a walk, a shop, and a bite while waiting for your car to be serviced. Some locations like the Mercedes Benz Burlington Dealership in Ontario, Canada already offer you full-scale café, a spa, and a golf simulator; others can feature a playground for small children and a PlayStation for big ones. And if you want to have a look at the newest models, just one level up there is a showroom with 3D features which demonstrates the latest technologies – with options for the customer to provide feedback.

1https://www.trendhunter.com/trends/mercedesbenz-burlington
8 The Off-Road Location

It is unlikely that in the short run cars will be able to drive through rough terrain autonomously. Mountains or country roads are not likely to accommodate it any time soon either. Therefore, for decades still to come, the market for heavy duty, working vehicles which can carry a load and withstand harsh road conditions will be untouched by the trends in the automotive sector. Focusing on the rural area market enables dealerships to go all out on the theme: the tough test-drives, the most specialised expertise, and tailored after-care: the off-road dealership controls the market like an SUV controls the terrain.

9 The Niche Garage

Personalisation and catering to niche consumer groups is the future of all retail.\(^{52}\) The Niche Garage is a type of dealership that will target specific groups of population with particular needs or wants, for example:

- Women selling to women (research shows\(^ {53}\) that women are still the most vulnerable customer segment when it comes to car sales)
- Students or young professionals who may need cheaper solutions at shorter notice
- Environmentalists (e-cars only)
- Sportscar and supercar fanatics (says it all)

The variations can be multiple: from serving a subculture (we don’t think bikers are going anywhere) to catering to the needs of the disabled, there are numerous options for this scenario. The only common feature here would be an owner who has a vision and can execute on it. The Louwman Group in the Netherlands who have been successfully selling higher-end and luxury cars in the Netherlands for almost a hundred years is living proof that that continuous dedication to excellence can take you a long way.

\(^{52}\) Alain Thys, Futurelab: Key Consumer Trends and how they affect Retail. https://www.slideshare.net/alainthys/consumer-trends-and-the-way-they-affect-retail

\(^{53}\) CDKGlobal, Women in Automotive; Futurelab’s own research

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THIS SCENARIO IS SUITABLE FOR...

- A brand specialising in vehicles for off-road driving
- A rural or non-urban retailer

THIS SCENARIO IS SUITABLE FOR...

- A visionary shop or network owner who wants to make a difference or sees a chance in engaging with a certain customer persona
- A niche brand that is already working with a particular subculture or customer segment.
The Super Serviceman

In the first section of this paper, we argued that the cars of the future would need less servicing. This inevitable future will lead to the near extinction of regular workshops or repair shops. The remaining ones will have to transform to be able to cope with the new situation. They will need to employ both IT and mechanics of high skill and upgrade their service standards.

Therefore, serious repairs will be handled in large multi-brand service centres in locations with lower property prices and lower employment costs. Customers will receive replacement cars while their own is in repair (which will likely take longer than now because vehicles due for repair will have to be picked up and transported to the service centre). As for the regular maintenance, the driver of the future will need it fast. Requesting car data beforehand and assigning exact timeslots will allow the Super Serviceman garage to work like a Formula-1 pit-stop. The car is brought in while the mechanics are ready with the necessary spare parts at their disposal. No lines (maybe just for the coffee machine). By receiving car data beforehand, technicians will know precisely what they are up to, so they can make precise estimations and work as efficiently as possible.

Have we not forgotten something?

In this paper, we have talked about digitalisation, urbanisation, growth of demand for sustainability and cleaner future, and many other things. The only topic we barely touched is (ironically) customer experience. The reader may wonder why: haven't we been saying that it is a crucial factor for differentiation for any brand in any industry for the past 15 years?

Well, that's the point. In the past 15 years, customer experience has moved from being something extra, a cherry on top of the cake, to an absolute necessity. For any dealership of the future being customer-centric and improving on every element of CX will be the start point and the daily routine. We can now concentrate on flying cars and self-closing sneakers.
What can you do?

Request a presentation based on this material as a keynote speech in your organisation.

Organise a workshop with the heads of your dealerships to help them build their future.

Call us for a Dealer CX Experience Scan: a quick strategic project to decide on the future of your network.

Run a complete Retail 360 assessment of your dealer network based on mystery shopping, customer survey, and financial data analysis.

Help your dealers reduce lost sales and increase closing rates by matching Car Buyers and Sales Staff Personas

Futurelab: The Customer Experience Architects

Futurelab is the European customer experience (CX) specialist for almost 15 years. We help B2B and B2C companies understand the needs of their customers better and develop a profitable customer experience (CX). This makes customers more loyal and increases revenues and margins.

We have services to fit your needs – from strategy development and small pilots to all-company training programmes. Our focus is always on identifying quick wins and drive the long-term ROI of any project.

Our recent focus has been on developing and launching Voice of the Customer programmes that help companies drive action and profitable improvement from the customer feedback.
Accenture (2018): Intelligence hits the road.
Accenture (2019): The new automotive dealer: designed for me.
Bain & Company (2017): The Future of Car Sales is Omnichannel.
BCG (2017): Connected Car Landscape: Tools and Database
Bloomberg (2014): In Car Buying, Baby Boomers Surpass the Young: People 55 and older have replaced younger folks as the top purchasers of new autos.
Capgemini (2013): Cars Online: My Car, My Way.
Deloitte (2015): Who owns the road?
Deloitte (2017): The Future of the Automotive Value Chain
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European Alternative Fuel Observatory (EAFO): The transition to a Zero Emission Vehicles fleet for cars in the EU by 2050.
KPMG (2017): The Connected Car is here to Stay.
KPMG (2019): Will this be the end of car dealerships as we know them?
Reuters (2017): Chipmaker Nvidia’s CEO sees Fully Autonomous Cars within 4 Years.
WE MAKE CUSTOMER-CENTRICITY HAPPEN. PROFITABLY.

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