

ENNIS & CO

Game Changers

Twelve companies blazing a trail in
automotive and mobility

We're proud to be helping to shape the future

The automotive and mobility industry is in the middle of a far-reaching revolution, driven by rapidly evolving technologies and demand by governments and consumers for more sustainable transport solutions.

In the space of just a few years, traditional business models have been upended by the rush towards electrification, connectivity, autonomous driving, shared ownership and mobility as a service.

If that wasn't enough, the COVID-19 pandemic has redefined attitudes towards flexible working and accelerated changes in consumer behaviours as more and more transactions move online.

As a global executive search company specialising in automotive and mobility, Ennis & Co are uniquely placed to observe and shape the transformation taking place. We see and experience it every day as clients trust us to find the best candidates - often as quickly as possible - to drive the revolution forward.

To meet their changing talent needs, our search commissions have regularly taken us into areas of expertise outside the traditional automotive sector. We feel privileged to be part of this process, ensuring our wonderful industry is enriched by new ways of thinking.

As a company, we have always sought to give something back to the industry in return for the trust that is placed in us - for example, by organising physical and online conferences or sharing insights through our publications.

It is in this spirit that we have produced 'Game Changers', which is intended to present a snapshot of some of the game-changing innovations that are making an impact right across the automotive and mobility industry, from established OEMs to new disruptors.

It is, of course, only a small flavour of the many changes taking place in the sector but it is intended to provoke some thought.

We hope you enjoy it, and thank you for your support.

The Ennis & Co team

The logo for Ennis & Co is displayed in a large, elegant serif font. The letters 'E', 'N', 'N', 'I', and 'S' are in a dark brown color, while the '&' symbol is in a deep purple. The 'C' and 'O' are in a gold or light brown color. The logo is set against a background of a glass surface with a grid pattern, possibly a window or a door, with light reflecting through it.



The automotive and mobility industry is hurtling towards a sustainable future, driven by the manufacturers' rush towards electrification. But how can EV charging keep up?

That is one of the key questions facing consumers as they ponder whether or not to embrace the electric revolution, but advances in technology suggest charge anxiety could soon be a thing of the past.

Range anxiety, a related condition, already appears to be receding as an obstacle to buying or leasing an EV.

The average ICE vehicle can reach up to 482km on a full tank, and this is now easily matched by newer EV models. The Hyundai Kona Electric can reach 484km on a single charge, for example, while the Chevrolet Bolt EV is almost as high-performing, managing a range of 459km.

Charge anxiety is proving a tougher nut to crack, however. Shortcomings in charging infrastructure certainly remain an issue for consumers, particularly for those living in flats or terraced houses who are unable to charge their vehicles at home.

There also remains an obvious lack of charging points in public areas across many countries, while those that do exist are predominantly too slow to be convenient. Given the choice between a five-minute petrol top-up or a few hours plugged into a charger, it's not hard to see which way buyers are likely to leap.

All that could soon change, however, following the news in September that multinational Swiss corporation ABB have released their latest fast charger for EVs. It is a piece of equipment that is not just seriously quick but actually the world's fastest.

The company's Terra 360 modular charger boasts a charge time of just 15 minutes and can add up to 100km of range in less than three minutes. It is also the only model available that can charge up to four vehicles at once.

In the first half of 2021, EV sales surged by 160% in the three top automotive markets – China, the United States and Europe – while EVs now represent 26% of new sales in the global automotive market.

To address this growing global need for effective charging infrastructure, ABB's Terra 360 will be made available in Europe as early as the end of 2021, with the United States, Latin America and the Asia Pacific regions due to follow in 2022.

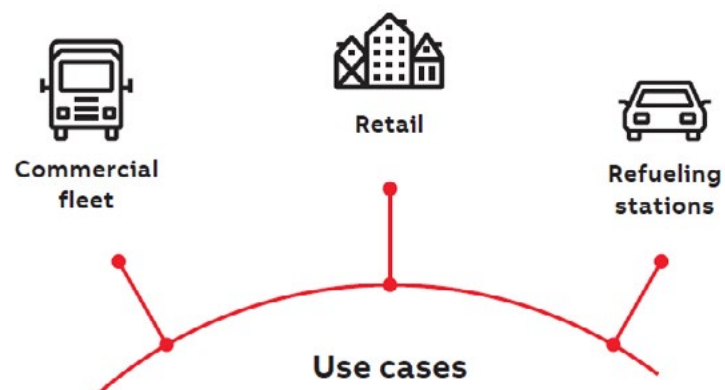


ABB is marketing the product towards business clients such as fueling stations and fleet-operating companies. It cannot be long before these fast-charging solutions are accessible to the general public.

ABB is not the only company to be making strides in the charging sector. Tesla offer similar quick-charging options but the difference is that Tesla's fast chargers are restricted to Tesla models, unlike ABB's universally accessible product.

Significantly, however, Tesla CEO and founder Elon Musk has suggested that this may change towards the end of the year, underlining the vast opportunities on offer in the EV charging market.

ABB, a leading global technology company that works across a range of sectors in more than 100 countries, would certainly agree. Earlier this year, it announced that it planned to spin off its EV charging business, with a potential flotation targeted for early 2022 but with ABB retaining a controlling stake.



Cox Automotive

Working seamlessly behind the scenes of countless dealer groups, Cox Automotive could be described as an unsung hero of the automotive world.

Few consumers will have ever heard of the company, and even some inside the industry may be in the dark. Yet Cox Automotive can claim to be only company in the world that offers a complete set of solutions for the automotive dealer.

This B2B giant has a plethora of product brands and solutions – from vehicles solutions to remarketing, funding and selling – offering an omnichannel support service for automotive retailers.

The company's suite of solutions is making a big impact in supporting the retail network at a time when the industry is going through rapid and far-reaching transformation.

For many automotive professionals, it has become abundantly clear that the traditional car distribution model that starts with the manufacturer and moves to the dealer and then on to the customer needs to be updated.

Meanwhile, the landscape of automotive and mobility is continuously evolving to

reflect changing consumer needs and behaviours, requiring new and agile solutions for dealers.

An example is Cox's eVA Valuations and Appraisals tool, which the company launched two years ago. Only recently, in September 2021, Cox reported record sales for the product.

Essentially, eVA Valuations & Appraisals is a collection of market-leading valuation, appraisal and car-buying solutions, designed to improve the online and in-store vehicle transaction experience for all.

According to Cox Automotive, more than 20 new clients signed up their dealership groups in the thick of the lockdown pauses, with the aim of keeping sales moving during showroom closures.

Since the eVA platform connects online and in-store consumer journeys, it served as a lifeline for many retailers when digital sales were the only

revenue source and they needed to rapidly update their online sales sites. The success of its eVA Valuations and Appraisals tool demonstrates Cox Automotive's ability to bring solutions to the retail network - sometimes before it has been asked.

The company is focused on helping dealers to maximise sales opportunities and to improve the customer journey, making it a key player in the way it delivers end-to-end dealer support.

Significantly, however, the company is not standing still but looking to expand its offering to satisfy the demands of a fast-changing sector.



Recently, it has made headlines with a number of strategic acquisitions, including Spiers New Technologies (a provider for EV battery life cycle), FleetMaster (a specialist in workflow technology for rental, leasing and dealerships), and pkwNOW (one of Germany's leading dealer-to-dealer online vehicle auction platforms).

These bold additions to Cox Automotive's portfolio of solutions and tools are aligned with the company's corporate strategy, which envisages a significant extension of its capabilities in the mobility space as well as further committing the company to invest in sustainable technology.

The automotive and mobility solutions provider has always been one step ahead of the market's needs and claims to have a hand firmly on the pulse of the automotive industry as looks to be its guiding force.

So, while Cox Automotive may not be a name that trips off the tongue of the general public, it continues to be a cornerstone of automotive retail and one that is prepared for any and all challenges set to come its way.



“The company is not standing still but looking to expand its offering to satisfy the demands of a fast-changing sector”



Ford Motor Company

Ford is changing – as one would expect from an organisation with such a rich history of evolving with current market trends and trailblazing new commercial routes to consumer groups.

The American automaking giant recently announced it was moving towards a more sustainable future via its 'electrification 2030' plan, which represents a significant step forward in its European transformation with a commitment to go fully electric in passenger vehicles.

Other OEMs have unveiled similar strategies, though with Ford there is a key difference. As part of its plan, Ford is set to substantially grow and electrify its leading commercial vehicle business creating a new standalone business unit called Ford Pro.

The new business – separate within Ford and unique among OEMs – is a major outcome of CEO Jim Farley's Ford+ plan for growth and value creation. Already up and running in North America and launching now in Europe, Ford Pro delivers a work-ready suite of vehicles, products and services for a range of industry sectors backed by technology.

The new business has been designed to anticipate and address the needs of new customers at rapid pace in a cost-effective approach, with the overall aim of creating a one-stop shop for commercial vehicle customers.

It will offer a portfolio of electrified and internal combustion vehicles designed to integrate seamlessly with the Ford Pro ecosystem and help customers manage their present-day fleets and adapt to the new era of electrification.

Ford Pro's products and services can be divided into two categories: 'on the ground' and 'in the cloud'. Their physical,

on-the-ground offering includes Ford Pro Vehicles, which consist of the business's commercial vehicle and electric truck and van supply, as well as Ford Pro Service Elite, which supports customers in their servicing and uptime needs Through systems such as FordLiive.

In the cloud, customers benefit from Ford Pro Charging, which covers home charging, public charging and depot charging, and Ford Pro Intelligence, which supplies telematics & data services, e-telematics and advanced products as well as solutions to enhance small-business productivity.

Ford is already planning how to further improve their services, with ambitions to expand Ford Pro's capacity to provide mobile vehicles servicing to commercial customers. In fact, by 2025 Ford aims to field 1,200 mobile-service vehicles.

According to, Jim Farley: "Ford Pro will redefine the market for commercial vehicles and services, where Ford is already the leader around the world. We're creating a one-stop shop to help those customers increase uptime and productivity while reducing complexity and the total cost of ownership."

It is clear why Ford wants to expand Ford Pro's services beyond North America. In Europe, Ford has been the leading commercial vehicle brand for six consecutive years, providing a solid consumer base. And, as the first OEM to be making this move, they will have significant first-mover advantage in the marketplace.

Ford's expectations are high, having announced that it anticipates "growing capabilities and appeal" will generate \$45 billion in Ford Pro revenue from hardware and adjacent and new services by 2025 – an immense increase from its earnings of \$27 billion in 2019.

At the helm of Ford Pro is a leadership team that stems from a broad range of backgrounds, from both inside and outside of the automotive industry, who share a variety of skillsets and experiences.

Ranging from long-term Ford employees to 'outsiders' from the likes of The Walt Disney Company and Samsung Electronics America, the senior team are a sign of what is to come in terms of talent acquisition.

The days when automotive companies recruited mainly from within the industry are well and truly numbered, and Ford Pro is at the forefront of the revolution.

“Ford Pro will redefine the market for commercial vehicles and services, where Ford is already the leader around the world”



JATO Dynamics

While the operational implementation of data insights is vital for success, many organisations are only now realising the commercial potential of this intangible goldmine... with a few forward-thinking exceptions.

One such exception is JATO Dynamics. This global organisation is a leader in automotive market intelligence, delivering the world's most complete, accurate and up-to-date databases of vehicle prices and specifications as well as industry news, incentives information and sales and registrations data.

Car data is pivotal in supporting mobility players across the entire supply chain, and while automakers and suppliers have full capability to analyse their own data sources, there is a limit to the reach of their insights.

JATO has been an expert in this field since the early 1980s, exploiting a gap in the market by providing market intelligence and creating insights based on its findings. Building on such foundations, JATO is now utilising digital technologies to the maximum, reshaping consumer and business behaviours and developing increasing opportunities for companies to obtain real-time, bespoke information solutions.

With an international reach across a broad range of industry segments, JATO has gained a reputation of being the true data experts of the automotive

world. As such, JATO is able to spot opportunities in the market long before the need is even apparent.

An example is the success of JATO's service, WLTP Link. The WLTP (the World Harmonised Light Vehicles Testing Procedure) is the new standard for CO2 emissions and fuel consumption.

Despite the deadline for implementing WLTP solutions having long since passed, many OEMs and leasing companies across Europe have faced continued challenges regarding CO2 compliance.

JATO's WLTP Link, formed together with Sofico, is the only solution to these difficulties and covers 48 brands across 32 countries.

Customer response has been highly positive. For example, Benjamin Daels, Sales & Marketing Director at ALD Automotive, said of the effectiveness of the WLTP solution: "It was important to be able to show both NEDC and WLTP values on our documents. Thanks to the smooth cooperation with JATO and Sofico, we quickly transformed a complex situation into a transparent solution for our customers."

As the automotive world continues to evolve, JATO understands that businesses involved in selling new vehicles need access to WLTP values and that they need that data in a format that is usable, understandable and shareable.

The current transformation taking hold of the industry regarding monetising data and understanding how to utilise it to the maximum underlines the relevance of JATO Dynamics and its services.

The very core of JATO's business is to track and understand car sales and features, not just the volumes but the value of features and options. Through understanding this data, the organisation is able to transform its insights into commercial solutions for their consumers.

It is no surprise, therefore, that the company is currently looking at solutions that extend into the market as EVs and digital retail continue to grow in usage.

JATO CEO, David Krajicek said: "The automotive industry has shifted significantly in recent years, impacted by technological advances, digitalisation, and changing consumer priorities.

JATO Dynamics has unique insight on automotive trends and consumer mindsets, and is dedicated to helping the sector harness these insights and convert them into business success.

Our goal is to aid the industry in its post COVID-19 recovery and beyond by providing insights that are applicable across the entire market, that help companies evolve their business strategies and day-to-day decision making to ensure it is aligned with ever-changing consumer preferences.'

These solutions are yet to be delivered in full, and as the automotive world continues to transform at rapid pace, the challenge will be for suppliers such as JATO to keep up.

But with a wealth of data stores and an ear to the ground on sector movements, JATO has every intention of staying ahead of the game.



“JATO is able to spot opportunities in the market long before the need is even apparent”



London Electric Vehicle Company (LEVC) is making its first foray into the leisure vehicle market with the launch of its new e-Camper – and its advanced drivetrain technology could prove a big winner among green-thinking but range-anxious consumers.

Demand has rocketed for independent, self-contained camping holidays in the post-pandemic world, while more and more motorists are looking for sustainable mobility solutions.

The e-Camper, which was announced by LEVC this summer and will hit the road by the end of the year, taps into both market trends, providing a safe, flexible and environmentally friendly way to enjoy the big outdoors.

The challenge for manufacturers of all-electric camper vans is providing sufficient range to give consumers peace of mind when driving in remote rural areas with precious little charging infrastructure.

LEVC's e-camper solves this problem by using the same eCity range-extender drivetrain technology that powers its older siblings – the VN5 electric van and the TX taxi, the electric heir of the iconic London black cab.

Essentially, a 31kWh battery pack and electric motor that provides up to 60.9 miles (98km) of purely electric, zero-emissions travel.

If the battery runs out, a 1.5 litre three-cylinder petrol engine kicks in to deliver a total range of 304 miles (489km). The clever bit is that the internal combustion engine never actually drives the wheels but simply acts as a generator to top up the battery, which means it always drives in full electric mode.

LEVC believes there is huge potential for the vehicle in the UK and European mainland based on the burgeoning demand for camping holidays.

Before this summer even got underway, UK travel agency Camptoo reported a 176 per cent increase in campsite bookings within a single month, with a huge demand for campervan and motorhome holidays.

“The arrival of the LEVC e-camper provides further evidence of the company’s desire to break out of its ‘black cab’ niche”

In tandem with this, a major survey published this summer by Aviva, in partnership with YouGov, found that people in the UK were becoming more open to switching to an EV, with 57% saying they would consider buying an electric vehicle if the price was right.

Underlining the potential for specifically electric and hybrid campervans, the market is attracting other entrants such as the next-generation VW California, the Vauxhall Vivaro-e and the VW ID Buzz, due to be launched in 2022.

Internally, the e-Camper has been kitted out to high specifications by campervan conversion specialists Wellhouse Leisure, who also work with Ford, Toyota, Vauxhall and Nissan.

Beyond the camping market, the arrival of the LEVC e-camper provides further evidence of the company’s desire to break out of its ‘black cab’ niche by expanding its e-mobility product portfolio while leveraging the technology and styling of its core TX product.

Both the VN5 van and the e-Camper share the TX’s front-end design and proportions, as well as the TX’s extremely tight turning circle.

LEVC, part of Geely group that owns Volvo, Lotus, Proton and numerous other brands, is not wasting any time, either.

The TX, the world’s first zero-emissions-capable electric taxi, only went on sale in January 2018 but has already become a familiar part of the London landscape. The VN5 quickly followed in September 2020, offering businesses greener, cleaner and more economical fleet solutions and the opportunity to future-proof themselves against the ever-expanding Ultra Low Emission Zones.

LEVC’s ambitious plans in the electric vehicle market are underlined by the £500 million it has invested in its state-of-the-art factory and R&D centre at Ansty, Coventry.

The plant, which is the first in the UK to be dedicated entirely to the production of electric-propulsion vehicles, opened in March 2017 and, at full capacity, will be able to build more than 20,000 vehicles a year.

e-Camper

Lotus Cars

What do you do when your brand is built on your rich and illustrious heritage but the industry in which you operate is redefining its future?

For Lotus, the much-loved British sports car marque, the answer is simple. Celebrate your legacy but don't be shackled by it. Take the design principles and reputation for innovation and engineering excellence that made you great and apply them to the new world of e-mobility.

Then go all-in on a total transformation of your business with the promise of a greater range of sports cars and expansion into other vehicle segments – all fully electric and all developed for global sale. Embrace the revolution.

It is, to say the least, a highly ambitious plan but one that is backed by serious money. Lotus's two shareholders, Geely Holdings and Etika Automotive, have poured £900million into a new technology hub and factory in Wuhan, China, while Lotus's traditional home in Hethel, Norfolk, has received a £100million makeover.

The transformation is enshrined in the company's recently unveiled 'Vision80' strategy – so named because its timeframe extends to 2028, when Lotus celebrates its 80th birthday.

Heritage clearly remains part of the Lotus's DNA but there is nothing backward-looking about its aim of becoming a global brand and expanding into new 'lifestyle' vehicle segments.

As the Vision80 strategy states: "Every facet of the business will be transformed, supported by an extensive range of strategic change projects."

At Hethel, the revolution has already begun. This year marks the final year of production for the Exige, Evora and the iconic Elise, while the brand-new Emira, which is due to hit the road next spring, will be Lotus's final model with an ICE engine – the organisation's 'last hurrah' in petrol powered sports cars. Unveiled this summer and selling fast around the world it has become the most successful Lotus launch in its history, with thousands of deposits paid and a waiting list forming, with customers including the likes of Jenson Button MBA – race car driver and Formula One champion.

The new Evija, the world's first all-electric hypercar with production limited to just 130 vehicles, is also due to roll off the production line imminently and will serve as a 'halo' model to shine a light on Lotus's design and engineering prowess.

Attention will now focus on the development of Lotus's first all-electric sports car for the mainstream market, due to be launched in 2026. This is being carried out in partnership with Renault's sports car division, Alpine, after the two companies signed a Memorandum of Understanding earlier this year to share technology.

A key element of this development work is the innovative Project LEVA (lightweight electric vehicle architecture), which will provide the blueprint for the next generation of Lotus electric sports cars as well as a commercial opportunity for the Lotus Engineering consultancy.



“Heritage clearly remains part of the Lotus's DNA but there is nothing backward-looking about its aim of becoming a global brand”

The lightweight, bonded aluminium chassis compensates for the added weight of the battery packs and can be adapted to provide a platform for a range of EVs with different layouts, wheelbase lengths and battery sizes. Crucially, it also helps Lotus stay true to the mantra of its founder Colin Chapman: "Simplify, then add lightness."

Whether Lotus's reputation for building dynamic, lightweight vehicles will still hold true when it comes to producing lifestyle-orientated cars remains to be seen, however.

In what is the most significant departure from its sports car traditions, Lotus's EV fleet will include two new SUVs, due to arrive in 2022 and 2025, and a sports saloon scheduled for 2024, all of them to be manufactured at the Wuhan technology centre.

All this might be a step too far for diehard Lotus fans, but Lotus Cars Managing Director Matt Windle insists the new vehicles will continue to draw on the company's historic design principles.

"The aesthetics have to be right," he said. "It has to be desirable. It has to drive like a Lotus, even if there's more weight and it's bigger. There's no reason why you can't have best handling and dynamics."



Onto

When it comes to electric vehicles, it can feel as if the world is evolving at lightning speed – too quickly for some consumers.

Anxiety about range, charge and cost are well documented, but there is also whole new culture to adapt to, a new driving vocabulary to learn and a bewildering (and ever-changing) mass of technical information to absorb.

Step forward Onto – an organisation at the cutting edge of the electric revolution that is looking to soothe the stress of sustainable driving by bringing forward a simple all-electric subscription service.

Established in 2017, Onto's founders, Rob Jolly and Dannan O'Meachair, recognised a gap in the market based on the difficulty of 'converting' customers from ICE vehicles to EVs.

Jolly had noticed the conversion problem while working in the Corporate Strategy department of Jaguar Land Rover and the pair set about trying to "accelerate EV adoption to make driving affordable, flexible and sustainable".

Four years on, Onto is now the largest 100% electric vehicle subscription service provider in the UK and the largest pure-play EV subscription provider in Europe.

And the recipe for Onto's success? Adaptability.

This is no mean feat given rapid transformation taking place in the automotive and mobility industry and the curveball that was thrown by the COVID-19 pandemic. But Onto has worked hard to hone its strategy to bring forward a service that ticks a great deal of boxes for their target market.

Avoiding complicated contracts? Tick. No scary deposit? Tick. Free access to charging with some of the world's biggest charging partners? Tick. Simple fees and overall ease with UK-wide home delivery? Tick again. It is a matter of adhering to many consumer demands yet making the whole process effectively effortless.

In terms of pricing, monthly payments start from £339 – beginning with a Volkswagen e-up! – with a range of options scaling up to more premium luxury brands.

Significantly, the commitment to consumers is just a single month for each vehicle, removing any commitment anxiety consumers may feel when transitioning to all-electric.

In 2020, Onto for Business was also launched to cater for the commercial market. Providing companies with flexible car subscription solutions for employees, Onto identified an idea to bring zero emission cars to the forefront, where employers and employees alike could capitalise on tax savings due to the Benefit-In-Kind tax exemption.

Onto's success has not escaped the watchful eyes of investors looking for opportunities in the green mobility market. In July 2021, the company secured investment of \$175 million to continue its transformation of the traditional car ownership model.

“Onto is looking to soothe the stress of sustainable driving by bringing forward a simple all-electric subscription service”

According to Jolly and O'Meachair, the funding will allow the company to further expand operations in the UK and allow more customers to enter the EV world without being tied to long contract or facing unaffordable up-front costs.

One of Onto's latest schemes is a partnership with Agile Streets, a BEIS-funded consortium that is trialling EV smart chargers in four locations across the UK. Participants in the trial will be offered discounts on Onto subscriptions.

Onto has also underlined its commitment to reducing its carbon footprint as a company by teaming up with Dropless – a waterless car cleaning service boasting 20 million litres of water saved.

Expect more strategic partnerships in the future as Onto continues its expansion in the green marketplace.





Pivotal - Subscription by Jaguar and Land Rover

Some analysts predict the Mobility as a Service (MaaS) market could be worth as much as \$52 billion by 2027 – not so much MaaS market as MasS market.

Small wonder, therefore, that Jaguar Land Rover has joined the growing number of mobility companies in developing its own MaaS offering, in JLR's case through its growing car subscription platform, Pivotal.

Car subscriptions, the automotive equivalent of Spotify, Netflix and ClassPass, are said to be the fastest-growing segment of the car market as more and more drivers steer away from traditional ways of car buying and leasing. 'Usership' is fast becoming a viable option alongside ownership.

18% of drivers prefer 'no-commitment' subscriptions to owning their own vehicle, while Frost & Sullivan forecast that subscription models will account for 10% of all new car 'sales' in the United States and Europe by 2025 – approximately 16 million vehicles.

So, what's the big attraction? In the case of Pivotal - which is the only way to drive Land Rover and Jaguar vehicles on subscription - it is all about simplicity and the chance to experience the latest models on flexible terms.

Simplicity is at the very heart of Pivotal's model since the monthly cost is inclusive of insurance for two drivers, tax, servicing and roadside assistance, getting rid of tiresome admin for time-poor customers. All you need to do is add fuel (or plug in in the case of the all-electric Jaguar I-PACE).

Flexibility is also baked into the Pivotal offering because the minimum commitment is just 90 days, after which customers are free to pause, cancel or update to a fresh vehicle at no extra charge.

At a time when pandemic lockdowns have become part of normal life, such flexibility is a major consideration for drivers choosing their next vehicle.

Pivotal customers – or members as they are known - can look forward to a fresh vehicle every six months, giving them access to the latest tech and the option of trying out a variety of high-end vehicles across the Jaguar and Land Rover ranges.

At Pivotal, subscription packages come in four tiers. The Blue tier lets you drive a Land Rover Discovery Sport, Jaguar F-PACE or Range Rover Evoque; the Indigo option gives you a Range Rover Velar, Land Rover Discovery or Jaguar I-PACE; the Violet option adds the Range Rover Sport and the Land Rover Defender 110; and the top-tier Ultraviolet package offers the Range Rover.

Generally speaking, car subscriptions right across the market may look more expensive than buying, financing or leasing an equivalent model at first glance, but subscribers benefit from the convenience of not having to arrange road tax and insurance fees separately.

Pivotal's packages start at £850 a month for the Blue tier, rising to £1,800 for the top Ultraviolet tier. In addition, there is a one-off joining fee of £550 but Pivotal's growing number of members see the value in being able to drive the latest Jaguar and Land Rover models without being locked into a long-term financial commitment. And businesses can also take advantage of the service with a salary sacrifice scheme offered as an option.

JLR is not the only manufacturer to offer a subscription model in the UK, with Volvo providing a similar service through its 'Care by Volvo' arm and Hyundai Motor recently launching its Mocean service in the UK following a successful roll-out in Spain.

With the ecosystem of subscription providers expanding to include online marketplaces and MaaS start-ups, it can only be a matter of time before other OEMs come on board.

“Car subscriptions, the automotive equivalent of Spotify, Netflix and ClassPass, are said to be the fastest-growing segment of the car market”



Radius Law

Turning the traditional legal service model on its head is not a new concept for Radius Law – yet it appears to remain one step ahead of the curve as it traverses the ever-evolving automotive landscape.

Aside from other areas of expertise, Radius Law has a specialist focus on the automotive sector and boasts one of the largest automotive law teams in the UK.

Entering the law space as a virtual commercial firm back in 2013 – meaning its lawyers operate as remote specialists and thus without physical infrastructure – Radius Law was formed after founder Iain Larkins saw an opportunity to shake up the traditional law firm model.

Larkins is a former Mercedes-Benz UK Group General Counsel and Head of Compliance and was responsible for most of the group's UK business, including wholesale, retail and financial services.

After 14 years with the company, Iain wanted to offer his commercial advice and legal expertise in a straightforward manner without the 'jargon' as well as stripping out non-value-added costs. He also wanted fees to be agreed in advance rather than the traditional approach where costs are as long as a piece of string.



Iain Larkins, Founder of Radius Law



“The traditional model of each party having its own lawyer to battle with the other is expensive. It also often creates confusion”

Fast-forward eight years and Radius is the only law firm endorsed by the Motor Ombudsman data protection services. It works with automotive giants such as Toyota, Suzuki and Volvo to provide legal and commercial advice and channels the knowledge and experience of ex-general counsels of big brands such as Porsche, Mercedes-Benz, Renault and Vauxhall.

Utilising knowledge and feedback secured from clients at the forefront of internal legal challenges, Larkins envisaged a solution to change the game when it comes to agreeing contracts.

This effectively upended the centuries-old, adversarial model of each party having their own lawyer and led to the creation of a revolutionary new model of agreeing contracts called 'Radius Collaborate'.

In effect, the Radius Collaborate service provides one lawyer for both parties, who acts as a neutral mediator. This lawyer explains what needs to be documented, facilitates discussions and documents what is agreed.

The emphasis is on ensuring not only

transparency and clarity but also ease, efficiency and the appropriate amount of complexity, removing unnecessary components without skimping on the required legal detail.

Larkins said: “The traditional model of each party having its own lawyer to battle with the other is expensive. It also often creates confusion and sometimes leads to damaging business relationships before they have even begun.

“By simplifying the process, making it more collaborative and transparent, you avoid the tussle of lawyers arguing endless legal detail and large legal fees. In terms of pricing in this respect, this deliberately reflects the cost of using one lawyer to act for both parties. The fee is discussed up-front with the client and wherever possible, we'll provide a fixed fee.”

The Radius Collaborate model may arouse scepticism among legal traditionalists but it would not have come into being if Radius Law's most integral stakeholders had not asked for a simpler, pain-free option.

“This is where our genuine understanding

and cross-sectional knowledge can help our clients”, explained Larkins. “Part of our plan to innovate how we provide legal service included putting our time into all areas of the industry that we can touch.

“We do this by speaking at webinars such as for the Auto Retail Network, working with industry trade associations like the SMMT and anything else where we can listen to, and help, our clients.

“Radius Law's ultimate objective is to deliver practical, pragmatic, commercial and expert legal solutions and Radius Collaborate is another step towards providing just that.”



Roadster

Roadster are firm believers that to modernise car buying, they need to make it easier to sell.

In a world in which trying to simplify everything often does just the opposite due to complicated CRMs and unintentionally broken customer journeys, Roadster has fully grasped the concept of modernising the entire process to make it seamless and simple.

It could be argued that many car-buying platforms are doing just the same, yet when you are trusted by industry giants such as Audi, Hyundai, Mazda, Toyota and Mercedes-Benz, Maserati and Porsche, to name a few, you must be getting some things right.

Roadster's arrival in the industry in 2013 broke barriers with even the biggest brands, shaking up the sales traditional process.

The simplicity and sophistication of this model did not go unnoticed. Roadster were bought by American multinational corporation CDK Global, the world's largest provider of automotive dealership solutions, in the summer of 2021 to build on changing consumer behaviours in the wake of the global pandemic.



In line with the acquisition, Roadster's business model has now evolved to work more directly with dealerships, providing them with digital retail tools directly through its 'Express' products. In effect, a customer can choose their model, unlock instant pricing and receive a firm online offer from the dealership for trade-in.

Changing consumer trends are very much the driving force behind the model, with people no longer afraid of purchasing pricey items online having had little alternative during lockdowns.

At the time of the acquisition, Brian Krzanich, CDK Global's president and CEO, said: "To meet their (consumer) expectations, the automotive industry requires integrations of the right technology, data and infrastructure to better connect its online and in-store experiences."

It seems like a match made in heaven, therefore, for Roadster and CDK Global to marry up their processes – yet there is more to it than meets the eye.

In layman's terms, this is a 'win-win' situation for both the consumer and the dealership. The solution helps automotive dealers not only contend with digital-first used vehicle marketplaces that have expanded rapidly but enables dealers to sell new and used vehicles completely online, while also giving consumers the option to begin and end the vehicle-buying process in-store if this is preferable.

Given that the automotive and mobility world is set to be flipped upside down with new agency models coming into play in the future, Roadster is in an ideal place to take advantage.

What Roadster also offers is a simple solution to bad data – the curse of many dealerships where the duplication of customer records combined with mismatched pricing can lead to poor customer experiences and ultimately loss of business.

Touchpoints need to be slick, and data needs to flow seamlessly from digital retailing to CRM, F&I and DMS systems. It is more than just the consumer journey. This underpins Roadster's mission to embrace digital retailing and make it more efficient on the backend for the dealership. For Roadster, it's all about process... and ensuring the process works for everyone involved.

“Changing consumer trends are very much the driving force behind the model, with people no longer afraid of purchasing pricey items online”

Stellantis

Formed in January 2021, Stellantis is now the sixth-largest automaker worldwide. What this means for the sector is only now beginning to unfold.

The industry-shaking merger between Fiat Chrysler Automobiles (FCA) and French auto giant Groupe PSA signalled the birth of a new automotive superpower, and one that is not afraid to disrupt the industry as we know it.

While the name Stellantis may still not have impacted the broader public consciousness, its portfolio of manufacturers could hardly be more high-profile.

Among its collection of globally renowned brands are Abarth, Alfa-Romeo, Chrysler, Citroen, Dodge, DS Automobiles, Fiat, Jeep, Lancia, Maserati, Mopar, Opel, Peugeot, Ram, Vauxhall, Free2Move and Leasys. It is a line-up that brings massive global reach and commercial power, not to mention vast economies of scale in all aspects of the business.

To underline the group's strength in the marketplace, Stellantis reported Q3 2021 net revenue of €32.6 billion. It explained that this success was a result of significant commercial actions and new product launches which mitigated the continued impact of semiconductor shortages – actions which may not have previously been possible without the joint strength of FCA and PSA.

Not an organisation to stand still, Stellantis has wasted no time in making moves to shake up the industry. In May, just four months after the merger, Stellantis began a transformation process by terminating its distribution contracts and, at the same time, consulting its networks on the future distribution model.

Effectively, where dealers used to be the end point of a traditional linear buying journey, Stellantis sees its future role as part of a set of inter-connected touchpoints that the customer can decide to activate at any time.

A future is being mapped out where they will become agents acting on the OEM's behalf, with sales conducted directly between the OEM and the customer both online and in person.

Within this scenario, the dealership becomes more of a 'centre' for customers to retain the ability to have a sales consultation, complete test drives and collect their vehicle when it is ready. But Stellantis will have the opportunity to set more of a consistent pricing strategy, thus reducing competition between dealers.

For all of this to happen however, there will have to be a serious shake-up of a current model that has existed for years.

It is no secret that Mercedes-Benz and Volkswagen have also said they will be moving to this model, and every OEM is now looking to follow suit. Currently, most brands operate through franchised models, selling cars to dealers and dealers selling them on to customers. The process will ultimately become more brand-owned.

“Not an organisation to stand still, Stellantis has wasted no time in making moves to shake up the industry”

The change has its attraction for dealers, though there is also fear of change and loss of control over price. There are also many unanswered questions surrounding how it will work, particularly the handling fee. Stellantis is in consultation with its network partners to determine the eventual agreement terms.

While some of Stellantis' franchisees have hopes for a future partnership with the OEM, others have not been shy about airing their frustrations, with one retail group boss criticising the consultation process in an AM Online article: "This isn't a consultation," he said. "A consultation is where there's some element of discussion, of give and take."

Like it or not, the reality is that the role of dealers is going to alter significantly across the sector. Stellantis may be leading the way, but others will surely follow.



Toyota Motor Corporation



In May this year, a Toyota Mirai broke the world record for distance driven without refuelling when it came to a halt in central France some 1,003km from where it started in southern Paris.

The fuel was green hydrogen and, with prices sky-rocketing for petrol and diesel later in the year, it has reignited the debate over whether fuel cell vehicles (FCEVs) could provide a viable solution for zero-emission, long-distance driving at a time when most car manufacturers only have eyes for BEVs.

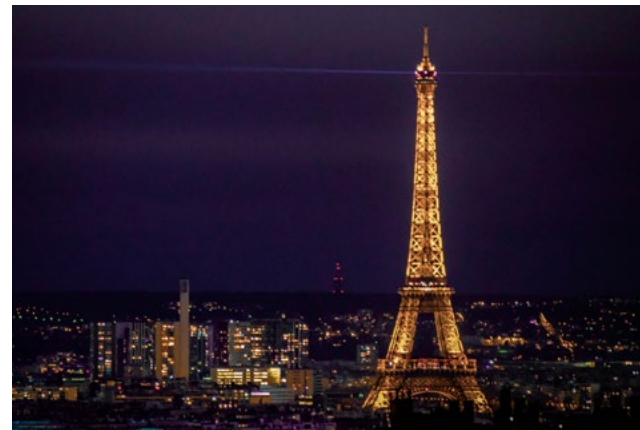
Toyota certainly thinks so, and the Japanese car maker has a track record of following its own path to the future. In 1997, its first-generation Prius was the world's first mass-produced hybrid passenger vehicle and more than one million models of the vehicle have since been sold in Europe alone.

Such pioneering spirit resurfaced in 2014 when the company launched the Mirai – which is Japanese for 'future' – as the world's first mass-produced hydrogen-powered car and continued when its second-generation Mirai was released this year – bigger and more luxurious than its predecessor and with a smaller, lighter and more powerful fuel cell.

The certified range of the new model is 650km (400 miles) but could be even longer based on the world-record 1,003km that was achieved by careful 'eco-driving'. And with a refuelling time of just five minutes at the hydrogen pump, the Mirai offers a tantalising vision of convenient, long-range and clean mobility to compete with battery-powered propulsion.

But if only things were quite so simple. While Toyota firmly believes FCEVs will form part of the long-term future, others do not share its confidence. The only other FCEVs currently being manufactured is the Hyundai NEXO after Honda announced in August that it was ending production of the Honda Clarity Fuel Cell.

Daimler is continuing to develop fuel cells for heavy-duty vehicles while BMW has developed a fuel cell prototype based on its X5 SUV and plans to build a test fleet of 100 cars next year.



Apart from that, the FCEV cupboard is pretty bare. Most manufacturers are backing a different horse and the massive levels of investment being poured into electrification leaves little left over for alternative technologies.

By bringing fuel cell vehicles to market however, this will help to expand the demand for hydrogen, helping build the infrastructure and make it more commercially viable. Hydrogen also has the ability to be used in a wide variety of different purposes included heavy trucks, industrial vehicles, generators, trains and marine applications.

Renewable or 'green' hydrogen, created through the electrolysis of water using renewable energy, is gaining traction but is significantly more expensive to produce than the grey alternative.

The lack of any unified appetite for FCEVs across the industry makes it even harder for hydrogen cars to break through because the refuelling infrastructure is simply not there.

While EV charge points are proliferating, there are currently only 11 hydrogen filling stations in the UK, mostly in Greater

London and the South East, which means FCEVs are not an option for vast majority of consumers. Tellingly, Toyota has had to focus its Mirai sales strategy on California, where hydrogen fuel is more widely available.

That's not to say that things won't change. Researchers are continuing to look at lowering fuel cell costs, while the British chemical giant Ineos recently announced a \$2.3 billion investment in new green hydrogen plants. Significantly, it is also revealed that its automotive arm was developing a hydrogen-powered version of its Grenadier off-roader.

Automotive may be going down an Electric Avenue right now, but there are roads that still lead to hydrogen.



“The massive levels of investment being poured into electrification leaves little left over for alternative technologies”



This publication wouldn't have been possible without the organisations changing the automotive and mobility game for a more customer-centric, sustainable future.

A huge thank you goes out to ABB, Cox Automotive, Ford, JATO, LEVC, Lotus, Onto, Pivotal Subscription by Jaguar Land Rover, Radius Law, Roadster, Stellantis and Toyota. We are proud to be part of an industry that involves your innovative expertise, and we look forward to seeing what the future holds.

To find out more, please visit: www.ennisco.com

Ennis & Co

The Orchard, Sunnyside View
Stockbridge Road, Kings Somborne
Stockbridge, SO20 6PH
Web: ennisco.com
Office: 01962 392150

Stay connected:



ENNIS & CO