



# NAVIGATING FORKS IN THE ROAD

The Ways of Working Journey at Cox Automotive

Cox  
AUTOMOTIVE



**NAZIA  
ALI**

AVP, ENTERPRISE TECHNOLOGY  
ENABLEMENT



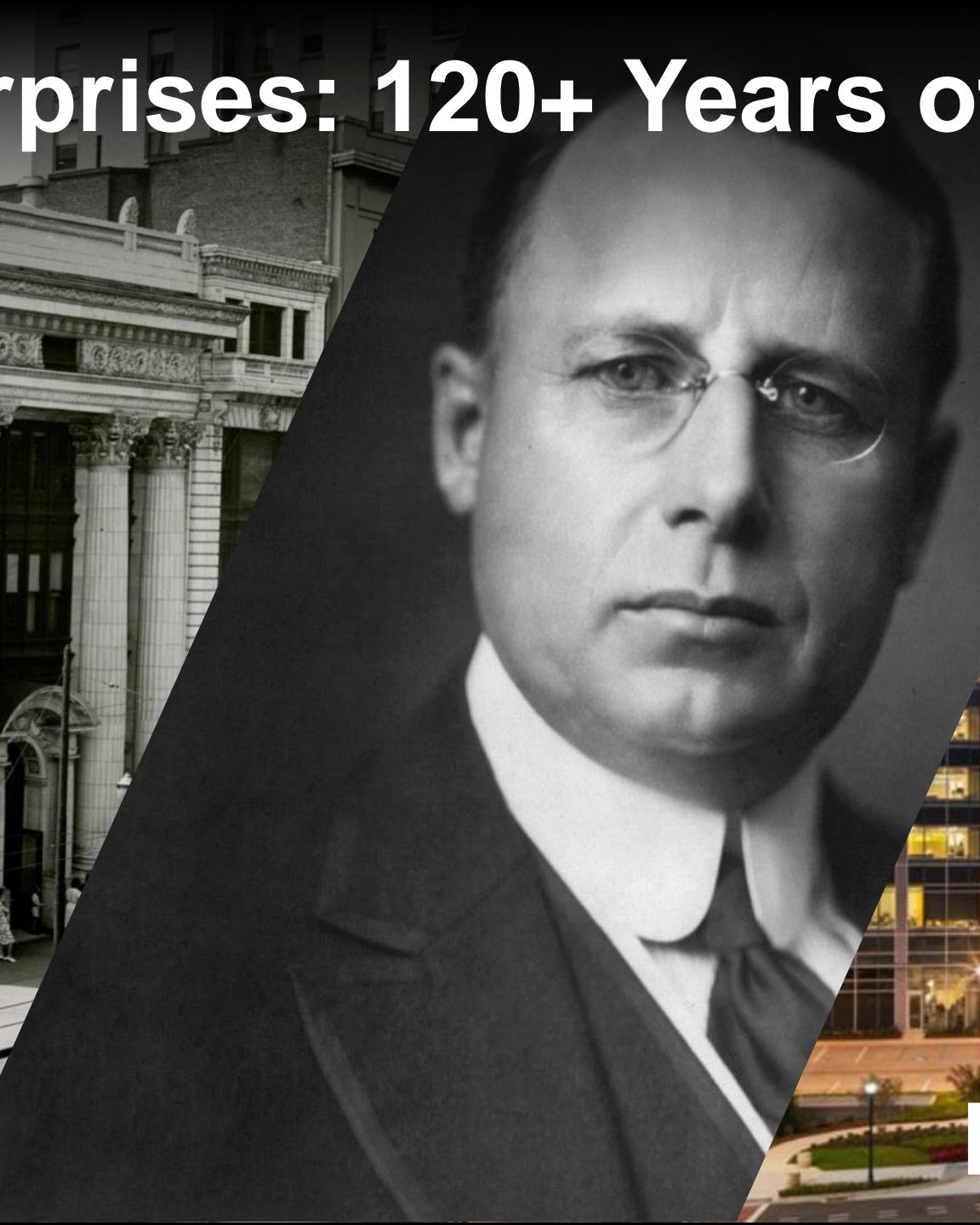
**DAN  
SLOAN**

DIRECTOR, ENTERPRISE TECHNOLOGY  
ENABLEMENT

# Cox Enterprises: 120+ Years of Innovation



1898

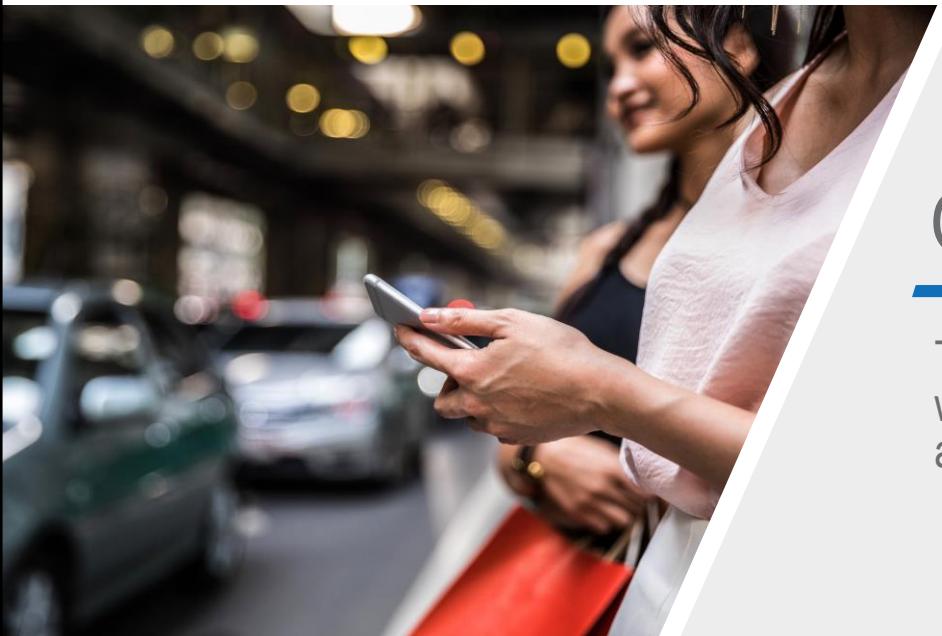
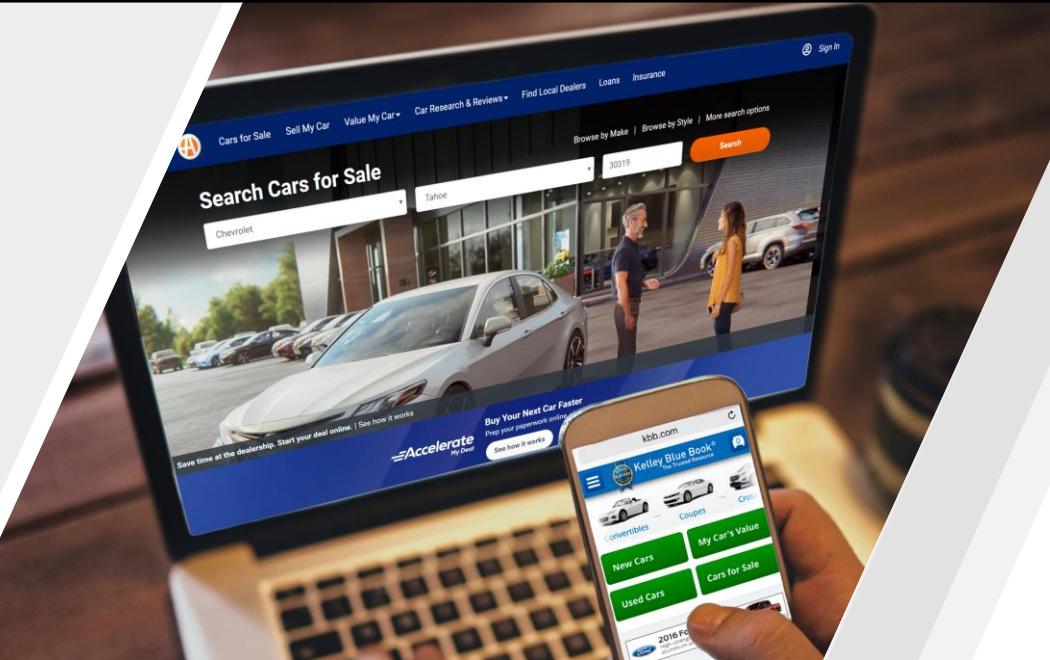


Present



# OUR PURPOSE

Empower clients to thrive in a rapidly changing marketplace



# OUR VISION

Transform the way the world buys, sells, owns and uses cars

Autotrader 

CLUTCH 

DEALER.COM

Dealertrack 

F&I Express 

HOMENET  
AUTOMOTIVE 

Kelley Blue Book 

Manheim 

NEXTGEAR  
CAPITAL. 

PIVET

RideKleen 

vAuto  
LIVE MARKET VIEW 

VinSolutions

xtime 



**67%**

OF ALL  
CAR BUYERS  
Use Autotrader  
or KBB.com

**\$67B+**

VEHICLE VALUES  
SOLD ANNUALLY  
Through Manheim

**15K+**

U.S. FRANCHISE  
DEALER WEBSITES

Operated by Dealer.com

**22,000+**

DEALERS USE THE  
DEALERTRACK F&I  
PLATFORM  
to Connect Online Deals  
to Showroom Sales

**Cox**  
AUTOMOTIVE

Our Company

**~ 34,000**

EMPLOYEES

**10**

COUNTRIES

---

**PRODUCT  
GROUP**

---

**ENTERPRISE  
TECHNOLOGY**

---

# ENTERPRISE TECHNOLOGY

## BUSINESS PLATFORMS

7  
Salesforce orgs  
2M  
contacts

9000  
Salesforce users  
**150K+**  
opportunities  
created/month

5  
billing  
systems  
vehicle sales of  
90K  
per week  
\$2B  
weekly receipts/payments

## OPERATIONS

17K+  
changes per year  
99.8%  
successful change rate

## INFRASTRUCTURE

17  
data centers

4,100+ physical servers  
24,000+ virtual machines

## TEAMS

500+  
product engineering  
teams  
10  
portfolios

## SECURITY

570+  
web apps / web  
services scanned  
45K+  
unique IP  
addresses  
scanned  
63K+  
endpoints  
protected  
61K+  
email threats  
blocked in 2020

## PEOPLE

1,000  
Enterprise Technology team members  
**> 200,000**  
MS Teams interactions daily across Cox Auto

# 2015: OUR STARTING POINT...

“DELIVER”

INFLEXIBILITY

LACK OF TRANSPARENCY

MISALIGNMENT



# 2016-2018: WE NEEDED TO...

MAKE THE WORK VISIBLE

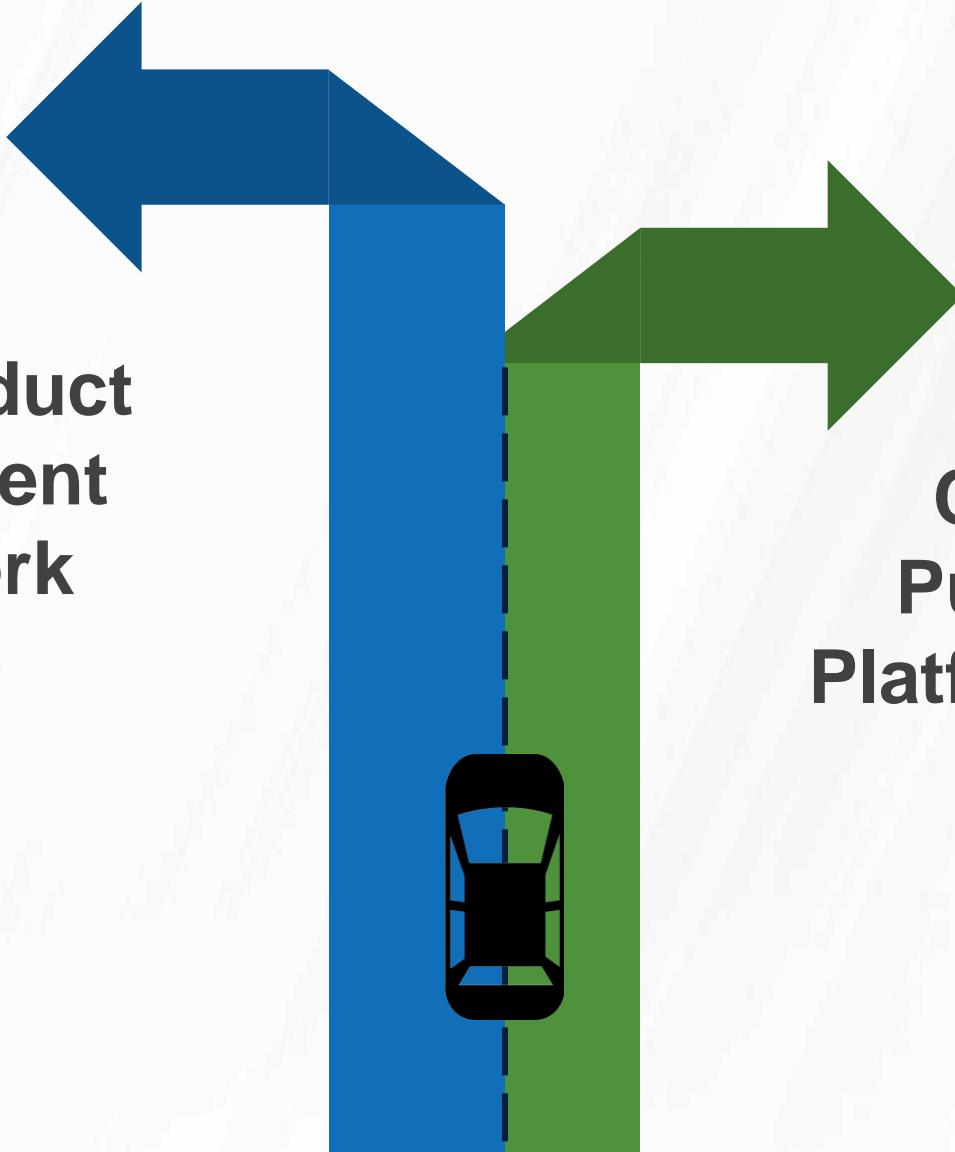
ENABLE ALIGNMENT AT SCALE

DRIVE CLEAR PRIORITIZATION



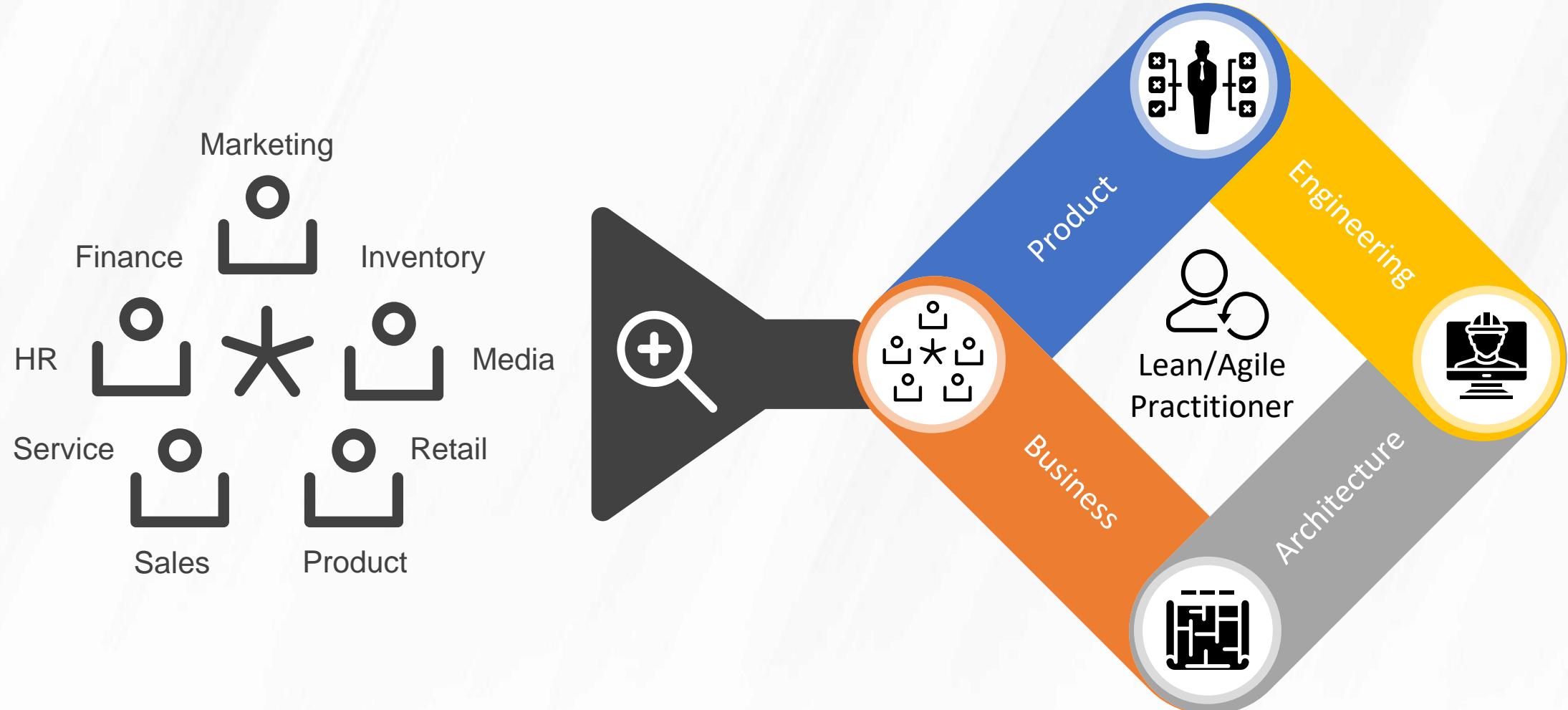


**Adopt Product  
Development  
Framework**



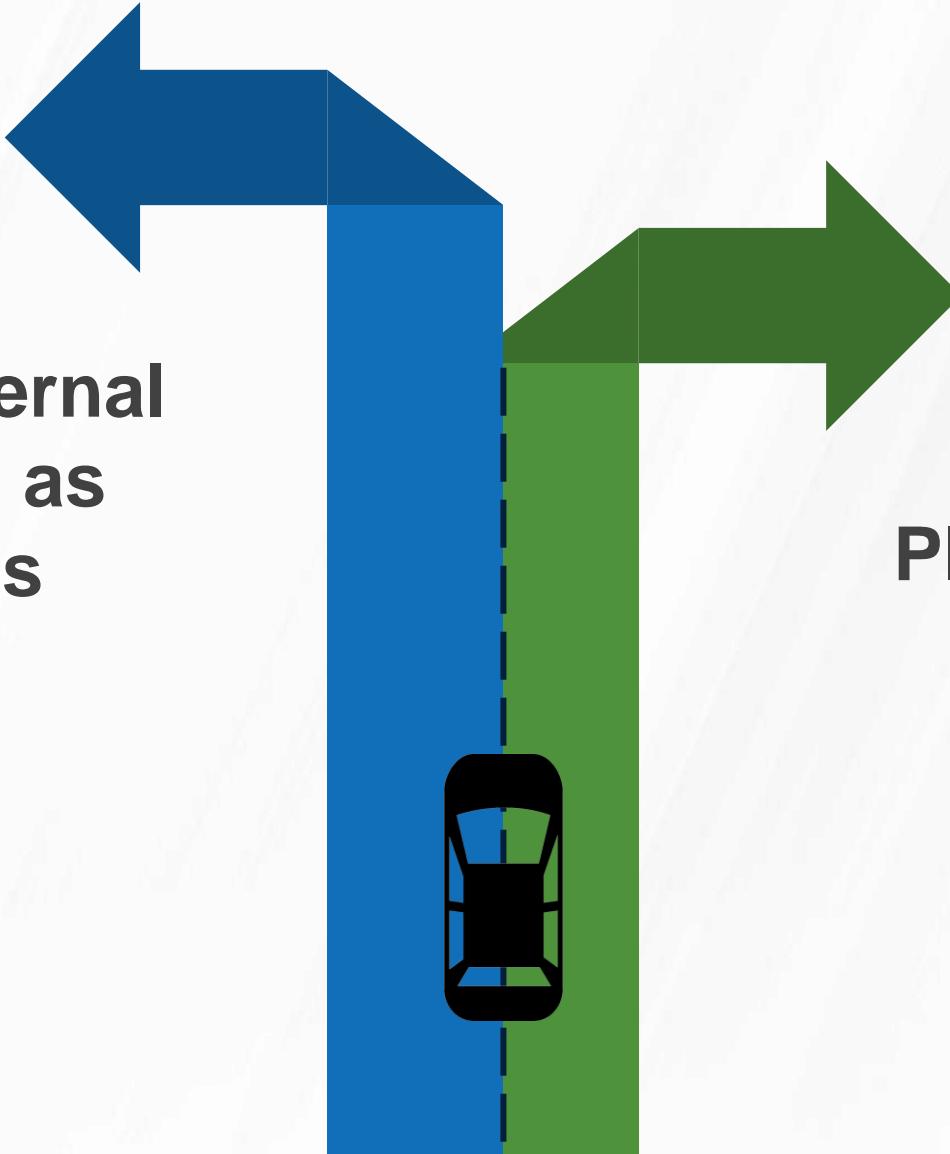
**Create Fit-For-  
Purpose Internal  
Platforms Framework**

# Leadership Core Team Construct



**Manage Internal  
Platforms as  
Products**

**Plan and Manage  
Projects**



# 2018

## COX AUTOMOTIVE VISION

Transforming the WAY the  
world buys, sells, owns  
and uses cars





# 2018-2019: WE NEEDED TO...

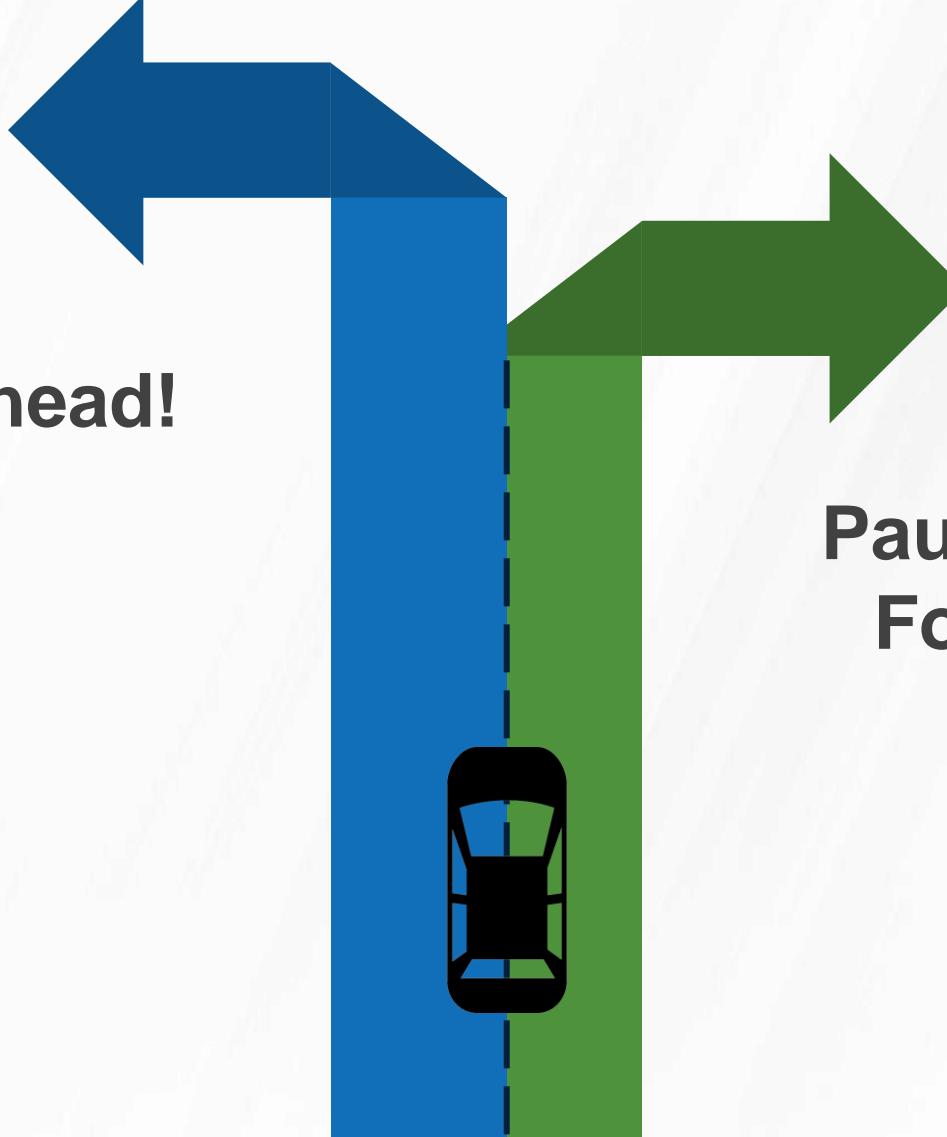
ADAPT FREQUENTLY

SIMPLIFY THE SYSTEM OF WORK

ENABLE CAPABILITIES AT SCALE



Cox  
AUTOMOTIVE™

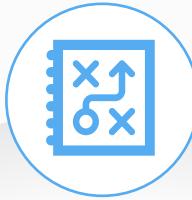


**Charge Ahead!**

**Pause and Set  
Foundation**



Strategy as Learning



Focus on  
Outcomes



# ENTERPRISE TECHNOLOGY

Our Route Forward  
2019-20

Inspire Engineering  
Excellence



Amplify Voice





## *Enterprise Technology Enables and Scales Cox Automotive's Business Capabilities*





STRATEGY

# Your Strategy Should Be a Hypothesis You Constantly Adjust

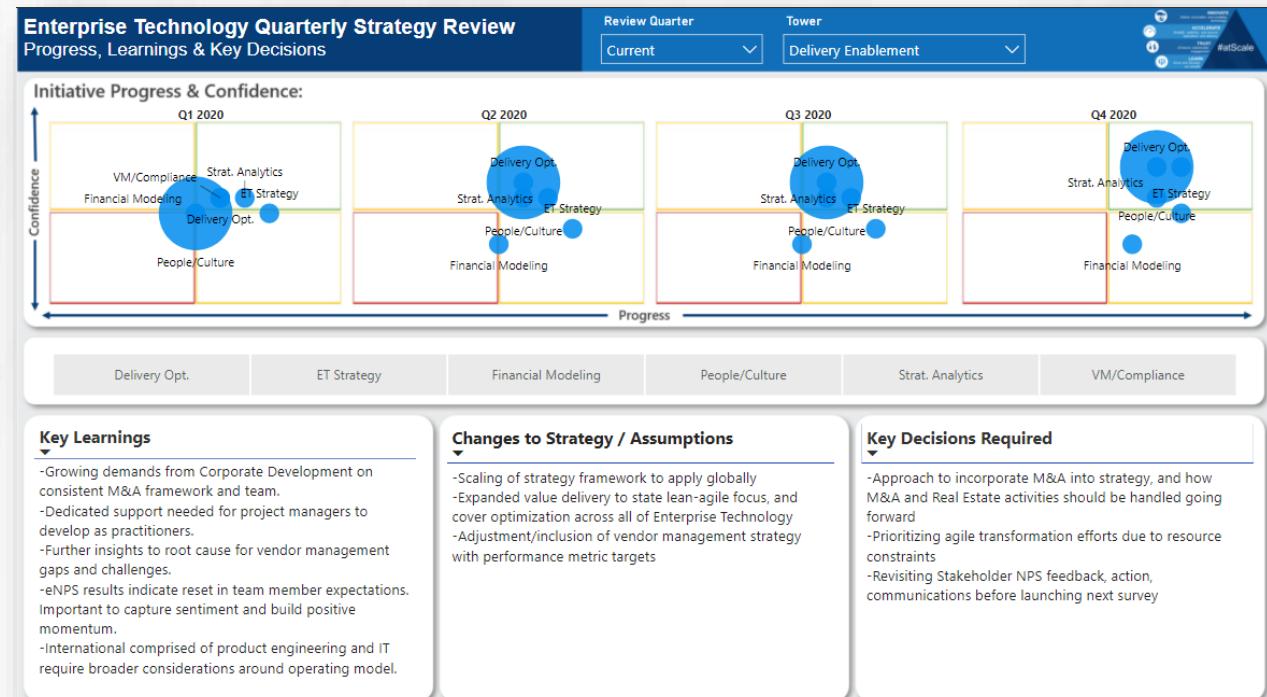
by Amy C. Edmondson and Paul J. Verdin

November 09, 2017

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Jonathan Knowles/Getty Images



Strategy as Learning



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Empower our Teams



Amplify Voice





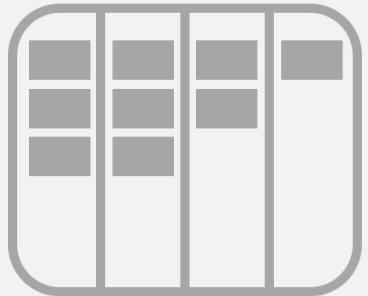
## INNOVATE



## ACCELERATE



Flow Metrics  
#AtScale



## TRUST

Stakeholder Net Promotor Score

Thought Leader

Operating Efficiencies

MTTR

Successful Change Rate

New Vulnerabilities MTTR



PERFORMANCE MEASUREMENT

### Don't Let Metrics Undermine Your Business

by Michael Harris and Bill Tayler

From the September–October 2019 Issue



#atScale

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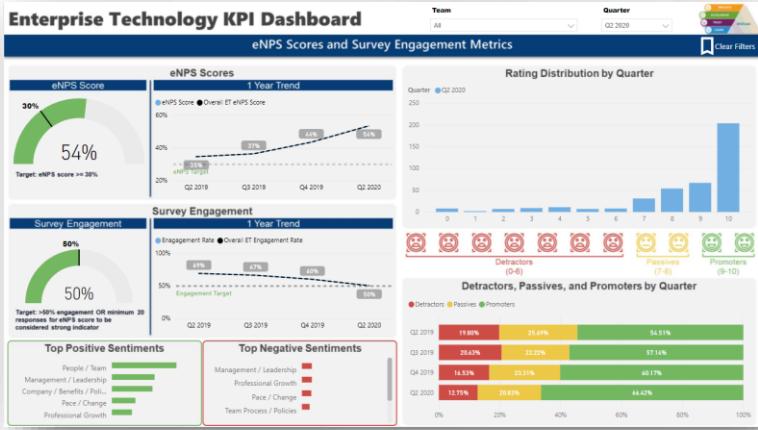
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Empower our Teams



**Communication & Engagement with Services**

Provide stakeholders with a clear and easy way to engage our team members across the full portfolio of services provided by Enterprise Technology

**Stakeholder Visibility to ET Strategy & Roadmap**

Collaborate with our stakeholder community to ensure there is transparency to what Enterprise Technology is working on and adjustments to priorities

**Speed of Delivery**

Minimize impact to stakeholder productivity by improving Enterprise Technology's timeliness and cross team collaboration in response to business requests

**User Experience**

Improve stakeholder experience and system performance by enhancing tools and platforms based on direct, end user engagement and feedback

## sNPS Improvement Commitments – Finance and Billing (example)

Sentiment Category	Stakeholder Function(s)	Actionable Commitment(s) & Expected Outcome(s)	Support Needed	Intended Timeframe	Status
Collaboration with stakeholders Identify category from analysis					

### Delivery Enablement: eNPS Commitment Plan

Improvement Opportunities	Actionable Commitment	Desired Outcomes	Owner	Timeframe	Key Steps / Status
Ways of Working (Process, Workload)	Align Software Ticketing Ownership and Implement Quarterly Entitlement Review (Adobe, MSDN)	<ul style="list-style-type: none"> <li>Significantly reduce ticket queue</li> <li>Improve ticket relevance to our scope</li> <li>Ensure compliance with entitlements</li> </ul>	Brian Wolk Support <ul style="list-style-type: none"> <li>Sam M.</li> <li>Scott Broka</li> <li>Robert E.</li> </ul>	Q4	<ul style="list-style-type: none"> <li>Coordinate TMS agreement to assume ticketing ownership</li> <li>Facilitate current-state WF update for ticket assignment group</li> <li>Establish required partnerships to ensure compliance and quarterly entitlement reviews</li> </ul>
Centralize budget and manage pool of licenses for JetBrains	<ul style="list-style-type: none"> <li>Reduce ticket queue size</li> <li>Faster ticket processing time</li> <li>Leadership provides air cover</li> </ul>	Dennis Carter Support <ul style="list-style-type: none"> <li>Dave P.</li> <li>Scott Broka</li> <li>Sam M.</li> </ul>	Q4	<ul style="list-style-type: none"> <li>Obtain FP&amp;A approval to centrally fund licenses</li> <li>Work with SCM to negotiate a consolidated agreement</li> <li>Work with SAM Team on process to ensure compliance</li> </ul>	
Improve interactions with AP	<ul style="list-style-type: none"> <li>Improve role clarity between DE-AP</li> <li>Leadership provides air cover</li> </ul>	Brian Wolk Support <ul style="list-style-type: none"> <li>Scott Broka</li> <li>Suraj Kadam</li> </ul>	Q4	<ul style="list-style-type: none"> <li>Begin engagement with AP in Q4. Changes may flow to Q1</li> <li>Facilitate current-state process review between DE and AP</li> <li>Define targeted improvements and implementation plan to pilot/measure improvement effects</li> </ul>	

Multiple org-wide initiatives executed to improve the team member and stakeholder experience

**Professional Development Placemat for Team Members**

**Recognition & Appreciation Network**

**Team Member Open Space Event**

**Strategy Transparency Events**

**Flex Policy Guidelines for TMs and Leaders**

**Creative Communication Campaign: Videos & Podcasts**

**ET Senior Leader Access with Office Hours**

Evolution of the surveys, analysis, and approach to improve insights and quality of actions



Rolling 1-year Trend analysis initiated



Sentiment analysis categories adjusted and standardized



Provided stakeholders the ability to provide service specific commentary



Increased accountability through eNPS and sNPS commitment plans



Established protocol to communicate progress to complex stakeholder network

Strategy as Learning



Focus on  
Outcomes



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Our Route Forward  
2019-20

Inspire Engineering  
Excellence



Empower Our Teams



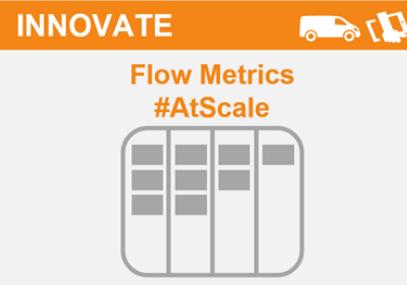
Amplify Voice





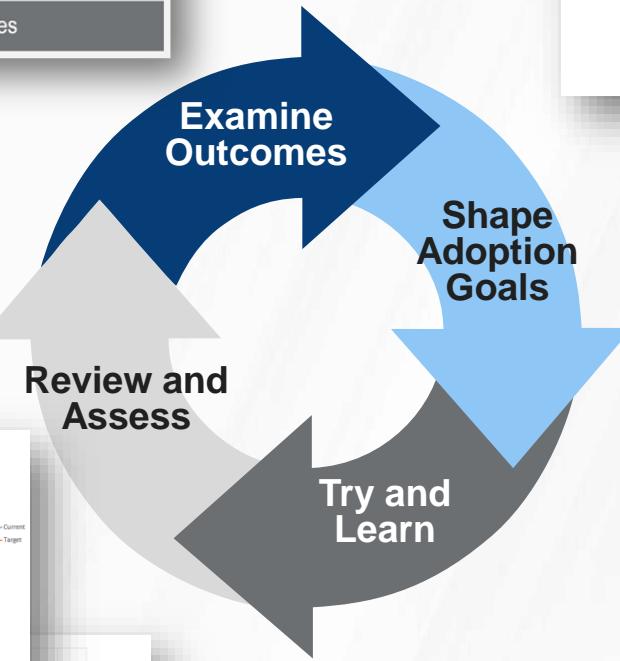
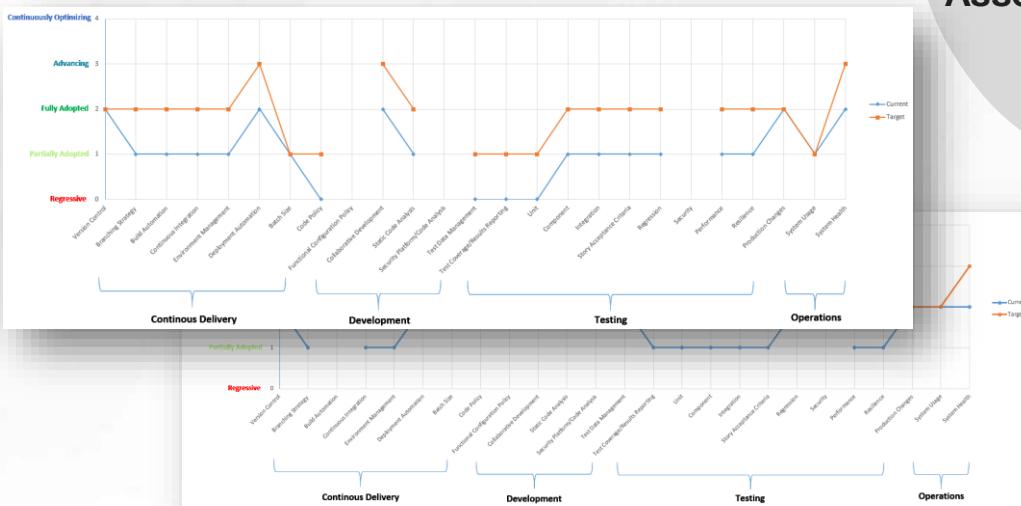
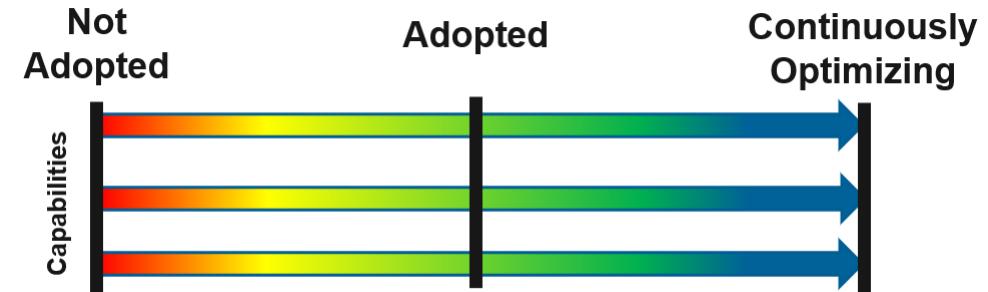
# Engineering Excellence Framework





**ACCELERATE**

Operating Efficiencies	MTTR
	Successful Change Rate
	New Vulnerabilities MTTR
	Legacy Vulnerabilities



Capability	Continuous Delivery	
	Current	Target
Version Control	H	H
Branching Strategy	H	H
Build Automation	N/A	H
Continuous Integration	H	M
Environment Management	H	H
Deployment Automation	H	M
Batch Size	L	L
Code Policy	L	L
Functional Configuration Policy	L	M
Collaborative Development	L	M
Static Code Analysis	M	M
Security Code Analysis	M	M
Test Data Management	M	H
Test Coverage/Results Reporting	M	M
Unit	M	H
Component	M	M
Integration	H	H
Story Acceptance Criteria	M	L
Regression	M	H
Security	M	M
Performance	H	M
Resilience	M	M
Production Changes	L	M
System Usage	L	L
System Health	H	L

Strategy as Learning



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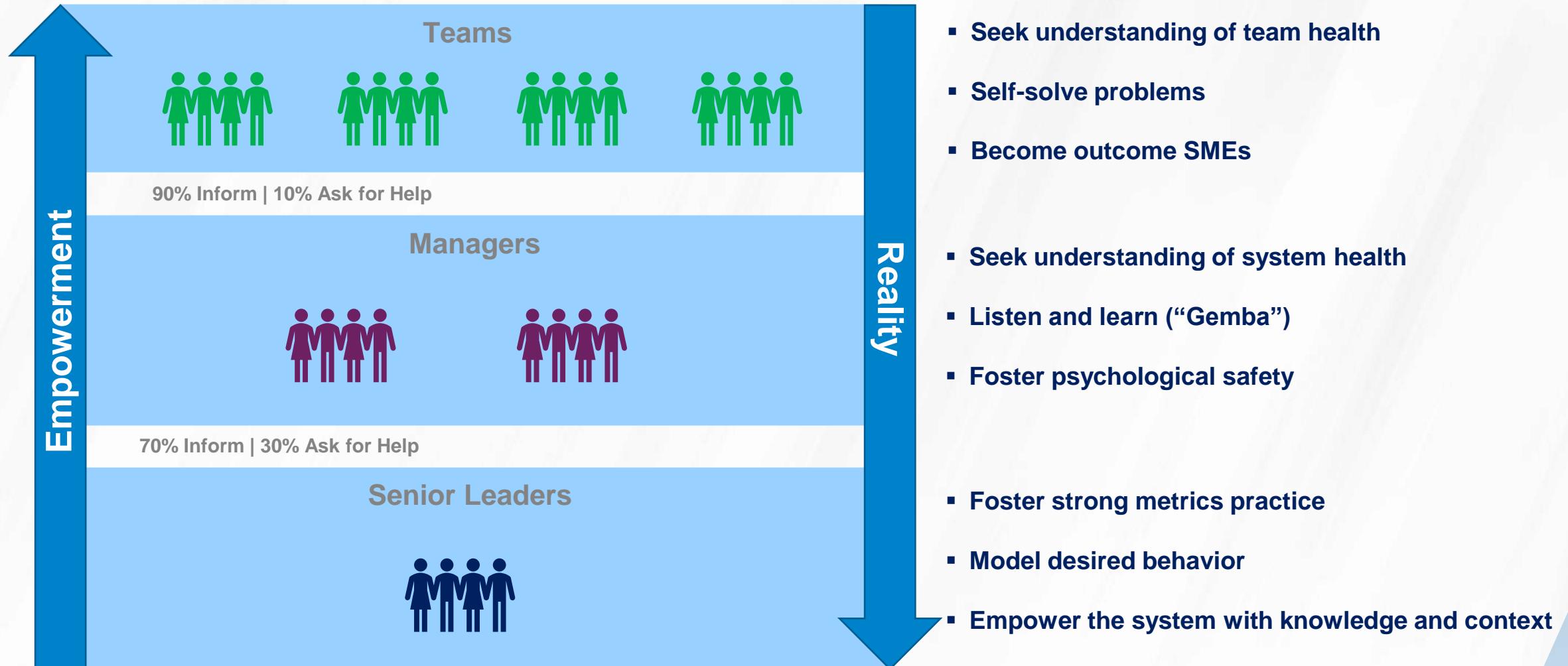
Empower our Teams



“An agile mindset means not being prescriptive on the how, but rather empowering teams to achieve the desired outcomes. , ,



# Team Empowerment #AtScale



Transparency for  
our Stakeholders



Early Wins with  
Deployment  
Frequency and  
Quality



Strategy Re-alignment  
through Pandemic



Improvement in  
Stakeholder and Team  
Member Experience



Team  
Ownership  
and Action

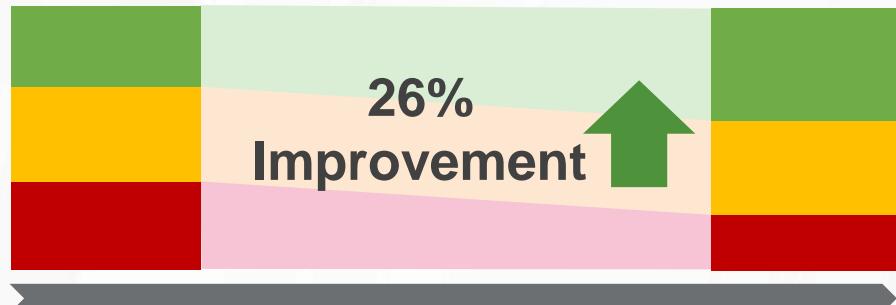
Our Route Forward  
2019-20

# ENTERPRISE TECHNOLOGY

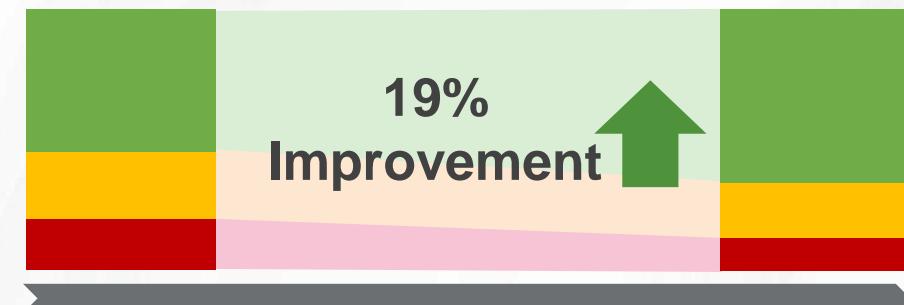
# What we've gained in one year



## Stakeholder NPS



## Employee NPS



Promoters      Passives      Detractors



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ENTERPRISE TECHNOLOGY

## WHAT'S AHEAD

- Living through the Phoenix Project
- Outcomes dashboard 4.0
  - Flow efficiency
  - Engineering excellence rollout
  - Leader experience

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## ADVICE

- *If it's not disruptive, you're not doing it right!*
- Balance context with consistency
- An atmosphere of learning is always a work in progress

# Our thoughts as we start each day....



## Our People

Ensure our team members are safe, healthy, and have the support they need to work effectively in any circumstance.



## Our Team

Support each other and unite in our commitment to lead effectively and with a positive attitude.

## Our Customers & Stakeholders

Be reliable, available and adjust to changing business needs. Focus on their key priorities.



## Our Business Priority

Keep moving forward. Position ourselves for future acceleration. Change is the only constant.



- Enterprise Technology Leadership Team



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**AUTOMOTIVE™**