

Retail Integration

How To Learn From Past Mistakes...



...and not repeat them



Accurate, consistent data has become the lifeblood of automotive retail. Whether you are responsible for dealer success, making sure that your company is receiving accurate retail data or managing the IT requirements for these processes, it all comes back to integration of systems. Many PMOs are feeling overwhelmed by the technical demands of deploying new dealer system interfaces at an ever increasing rate.

You've probably been *burned* by past failed initiatives. Using the same principles and plans as the last failed attempt only guarantees another failure. It's time to stop...time to learn, so read on.

3 Common Reasons Why Integrations Fail



- 1) You Confused Projects And Programs
- 2) You Chose The Wrong Team
- 3) You Used The Wrong Tools

“It’s the best possible time to be alive, when almost everything you thought you knew is WRONG.”

Tom Stoppard

The 1st Mistake:

Confusing Integration Projects With Programs

A project is a collaborative enterprise that is designed to achieve a particular objective. Projects are often linear and sequential.

Phase 1: The Project Specifications & Interfaces

Objective:

The development of clearly defined specifications and interfaces to facilitate a particular business objective.

Programs are a planned, coordinated group of activities, and processes, often involving a series of activities that occur concurrently.

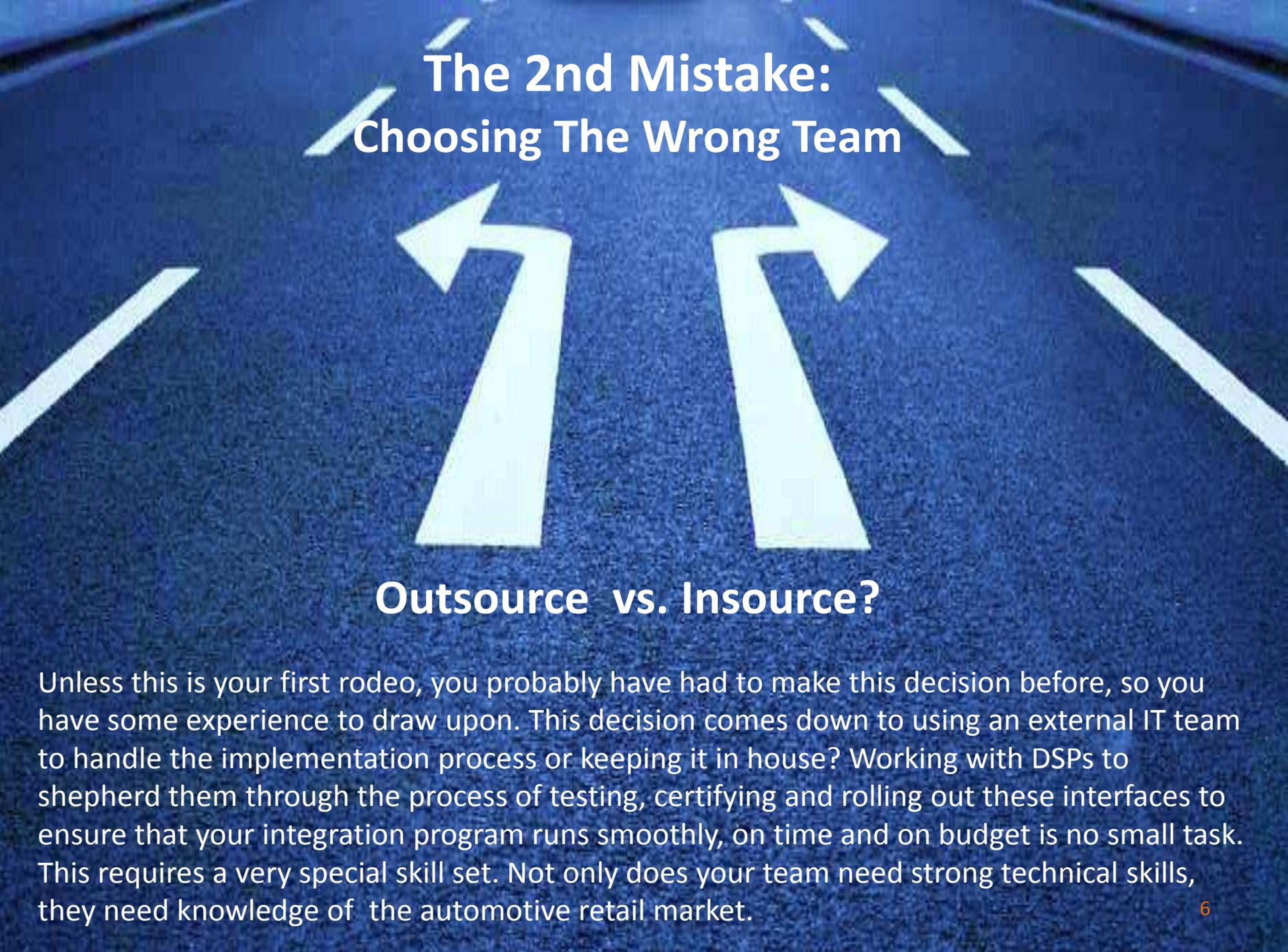
Phase 2: The Program DSPs, Certifications, Rollout

Objective:

Working with DSPs to test, certify and rapidly implement those interfaces.

Why This Is Important:

- **Integration Projects VS. Programs Require Different Skill Sets**
- **Projects Usually Have A Clearly Defined Beginning And End**
- **Programs Can Be More Cyclical**



The 2nd Mistake: Choosing The Wrong Team

Outsource vs. Insource?

Unless this is your first rodeo, you probably have had to make this decision before, so you have some experience to draw upon. This decision comes down to using an external IT team to handle the implementation process or keeping it in house? Working with DSPs to shepherd them through the process of testing, certifying and rolling out these interfaces to ensure that your integration program runs smoothly, on time and on budget is no small task. This requires a very special skill set. Not only does your team need strong technical skills, they need knowledge of the automotive retail market.

The Benefits of Outsourcing

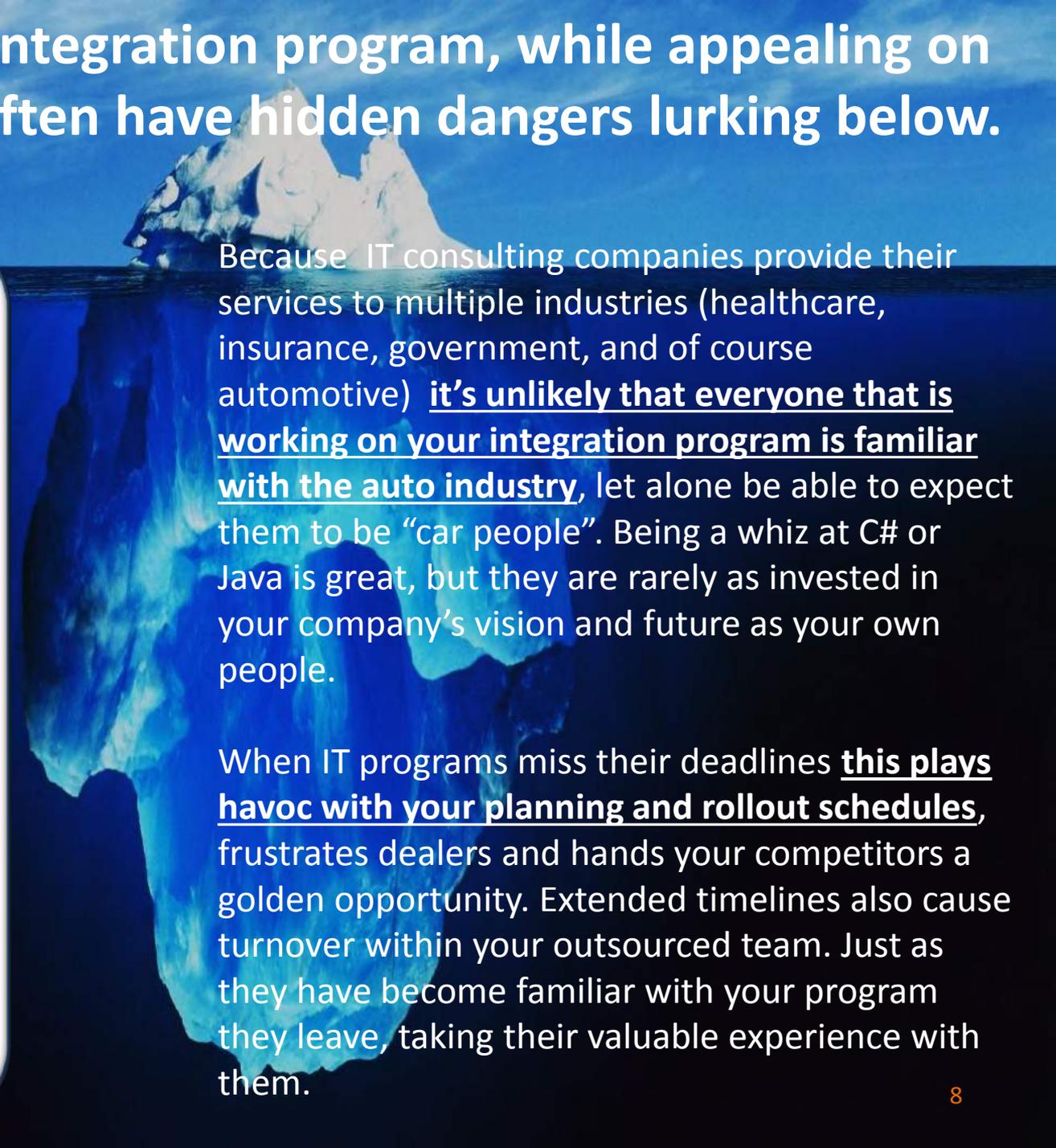
Outsourced implementation programs can be attractive for several reasons. If you choose an outside IT vendor, it's at least in part due to familiarity. They may be a preferred vendor and have probably worked on previous integration programs. This gives them familiarity with the interfaces and your back end systems. Choosing a known quantity can look safe from a risk perspective, as we are biologically programmed to avoid risk.

Handing off the project to someone else also means that the day to day issues are no longer your problem, relieving you of some of the burden. This can be especially true if your internal team has the business expertise, but lacks strong technical skills in certain aspects of the program. Lastly, most outsourced programs are fix bid priced, reducing the financial uncertainty.

Pros:

- **Strong Technical Expertise**
- **Familiarity With Your Systems**
- **Requires Less Day To Day Management**
- **Fixed Bid Pricing**

Outsourcing the integration program, while appealing on the surface, can often have hidden dangers lurking below.

An iceberg floating in the ocean. The tip of the iceberg is visible above the water surface, while the much larger, jagged mass of the iceberg is submerged below the surface. The background is a clear blue sky and dark blue water.

Cons:

- **Lack of specific industry knowledge**
- **“Hired Guns”, not committed to your company’s vision**
- **Lack of responsiveness to issues**
- **Disruption caused by turnover within IT organization**
- **Cost + scenario**

Because IT consulting companies provide their services to multiple industries (healthcare, insurance, government, and of course automotive) it’s unlikely that everyone that is working on your integration program is familiar with the auto industry, let alone be able to expect them to be “car people”. Being a whiz at C# or Java is great, but they are rarely as invested in your company’s vision and future as your own people.

When IT programs miss their deadlines this plays havoc with your planning and rollout schedules, frustrates dealers and hands your competitors a golden opportunity. Extended timelines also cause turnover within your outsourced team. Just as they have become familiar with your program they leave, taking their valuable experience with them.

The Benefits of Insourcing

If you have enough technical resources, then keeping your program in-house may make sense. Your team does contain significant SMEs, and they are definitely “car people”. They probably have worked on other integration programs and understand where the challenges lie. Being regularly involved in integrations can help your employees develop a more holistic view of your company and its objectives. The possibility of them moving on in the middle of a program is less when compared to IT consultants, thus ensuring greater continuity. There could also be significant cost savings by using your own IT resources.

Insourcing also gives you greater, un-biased visibility of your program, which means fewer surprises. And if you find that changes are needed, internal teams can usually make and adapt to changes faster than external organizations.

Pros:

- **Employees committed to your company’s vision**
- **Your employees already understand your business and how it works**
- **Internal knowledge growth and retention**
- **Possible cost savings**
- **Increased program visibility**

When Not To Insource

Cons:

- **Your employees may lack the necessary IT experience**
- **Team members may be diverted from other important programs or projects**
- **Program management burdens (daily problems, answering constant IT team questions)**
- **No backup resources if problems arise**

Insourcing can be a poor choice if your IT team does not possess significant experience with the ins and outs of integration programs. They may also not have access to the latest software tools to expedite the processes.

Another consideration is that by assuming the burden of a large integration program, you can overwhelm your IT resources, leaving them unavailable for other high priority projects. As a project manager, you should also consider how you will be impacted. Will you have the time or expertise to give the integration program the attention that it deserves?

The 3rd Mistake: You Used The Wrong Integration Tools

Okay, now that you've decided whether to outsource or insource, how will your team handle the DSP process? This is the place where most integrations begin to go off the rails.

Here's where the danger lies. Both external or internal teams rely on similar methods to manage the implementation phase, and these methods are woefully inadequate to meet the needs of modern retail integrations. While the interface landscape has been in a continual state of transformation for years, integration tools and processes have changed little in the past 20 years. This is the real reason why integrations programs often flounder, dragging on past deadline after deadline, all the while sucking in more budget.

Problems:

- **Reliance upon manual, repetitive, error prone tasks**
- **Lack of automated integration apps**
- **QA problems are not identified early enough**
- **No collaborative, real time environment for OEMs and DSPs**
- **Program managers lack visibility and control**

A New, Proven Approach For Integration Programs



Imagine...

- **Rolling out new interfaces faster than ever before**
- **A truly customized, no compromise integration solution**
- **Access to a team of integration veterans to provide strategic advice**
- **Real time status of your project, always**
- **Controlling costs and staying ahead of deadlines**

How Did We Do It?

Motive Retail developed the first **Integration Automation** platform. We combined this technology with our years of industry experience, accumulated by partnering with companies such as Ford, VW, BMW and Daimler. The result is an end to uncertainties, delayed programs and cost overruns.

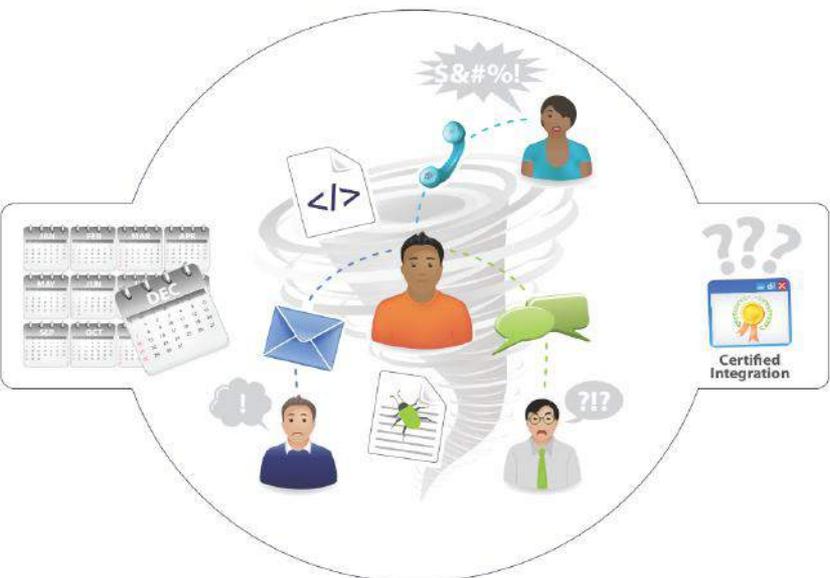


With Motive Integrator™:

- Repetitive, error prone tasks are now automated
- Every step in the process is QA'd and problems immediately flagged
- DSP and OEM teams can collaborate in real time
- Contains all of the apps necessary for testing, certification and rollout

Outdated, Manual Integration

Modern, Automated Integration



Motive Integrator™, is a complete, “one stop shop” for retail integration projects and programs. This easy to use web-based platform with multi-language support, functions as a single, complete source, for the tools and documentation necessary for rapid roll-out of retail integration points.

Motive Integrator™ provides an on demand, holistic overview of the entire integration process from conception to completion. Your projects stay on schedule, deadlines are met, costs are controlled, and any roadblocks immediately identified and removed.

Remember The Pain Of Having To Decide Between Insourcing And Outsourcing?

We've removed that dilemma and replaced it with the flexibility to completely customize the way that your project is managed.

Do you have a strong IT team and want to keep everything in house?

Then use Motive Integrator™ as a SaaS solution. We get your team rapidly on boarded and connected to our platform, they now **have access to integration specific applications that no outside IT team has**. They can complete your project faster than you ever thought possible and the results will change the way that you view integration programs.

Don't have the resources or experience to run your own integration?

Or maybe you need help with interface and specification development. Then you can choose our Integration FastTrak™ program. Think of it as managed services on steroids. We partner with you to develop the perfect solution to your integration needs and then we use our Motive Integrator™ platform and our integration experts to rapidly bring your certified integration to market.

SaaS Solution



Managed Integration FastTrak™ Program



Impressed? Well, it gets better. What if your needs fall somewhere in between these two options, or, your requirements change over time? Did we mention how easy we are to work with? We know that every integration program is unique. So when we partner together, we'll give you everything that you need and nothing that you don't. And if you need to scale up or down or require more or less support, we make that easy and hassle free.

Motive Retail

“Any System, Any Time, Any Where”



Ready to take your integration strategy to the next level?

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