

Under the Hood

Ed Smith, CIO

COX
AUTOMOTIVE™

A History of Innovation and Change



COX
ENTERPRISES

1898 - 2016



\$1.3B
*Annual
CAPG Spend*



33,000+
TEAM
MEMBERS



FACILITATING
\$46B
In Transactions
Annually



Physical Locations in
24 Countries
Serving
90+
Countries

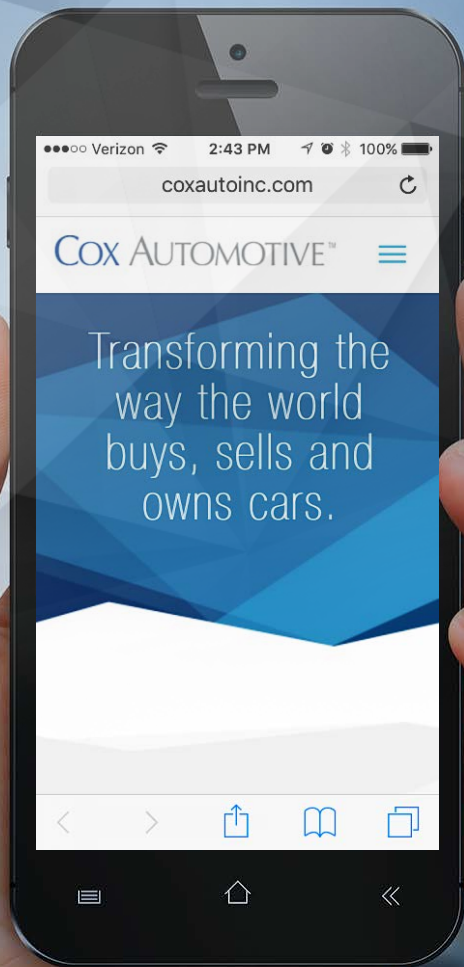


36M+
UNIQUE VISITORS
monthly on
Autotrader.com
and KBB.com



TOUCHING
3 of 4
CARS SOLD
In U.S. & Canada


PLACEHOLDER FOR COX AUTOMOTIVE BRAND VIDEO



Autotrader 

 Kelley Blue Book
KBB.COM
The Trusted Resource

 Manheim

Dealertrack 

//Ready
Logistics

DEAL SHIELD™

MOTORS
Search Smart. Buy Right. **.co.uk**

HomeNet
AUTOMOTIVE

DEALER.COM

Mahindra
First Choice
India's no.1 Multibrand Certified Used Car Company

BitAuto 易车

 Dealer-Auction.com

NEXTGEAR
CAPITAL


 **AUTOST.** 汽车街
autostreets.com

∞xtime

vAuto
LIVE MARKET VIEW

R M S
AUTOMOTIVE


MOLICAR

Modix 

incadea 

精真估
JINGZHENGU

» CentralDispatch

Dealer Solutions
Means Performance.

AiM
Alliance Inspection Management

VinSolutions
Make every connection count.

COX AUTOMOTIVE™



INVENTORY
SOLUTIONS



RETAIL
SOLUTIONS



MEDIA
SOLUTIONS




FINANCIAL
SOLUTIONS




INTERNATIONAL



Dealertrack 

//Ready
Logistics

vAuto
LIVE MARKET VIEW

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CAPITAL

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Kelley Blue Book
KBB.COM
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JINGZHENGU

RMS
AUTOMOTIVE

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RMS
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Modix 

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Under the Hood



Operating Model



Agility



Data

Operating Model

The Pit Crew





4,000

TEAM
MEMBERS



41

DATA
CENTERS



22

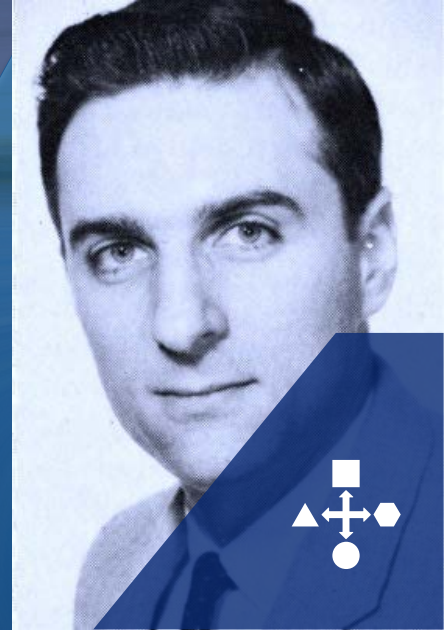
DEVELOPMENT
CENTERS

Relentlessly Simplify Your Operating Model

“Any organization that designs a system will inevitably produce a design whose structure is a copy of the organization's communication structure.”

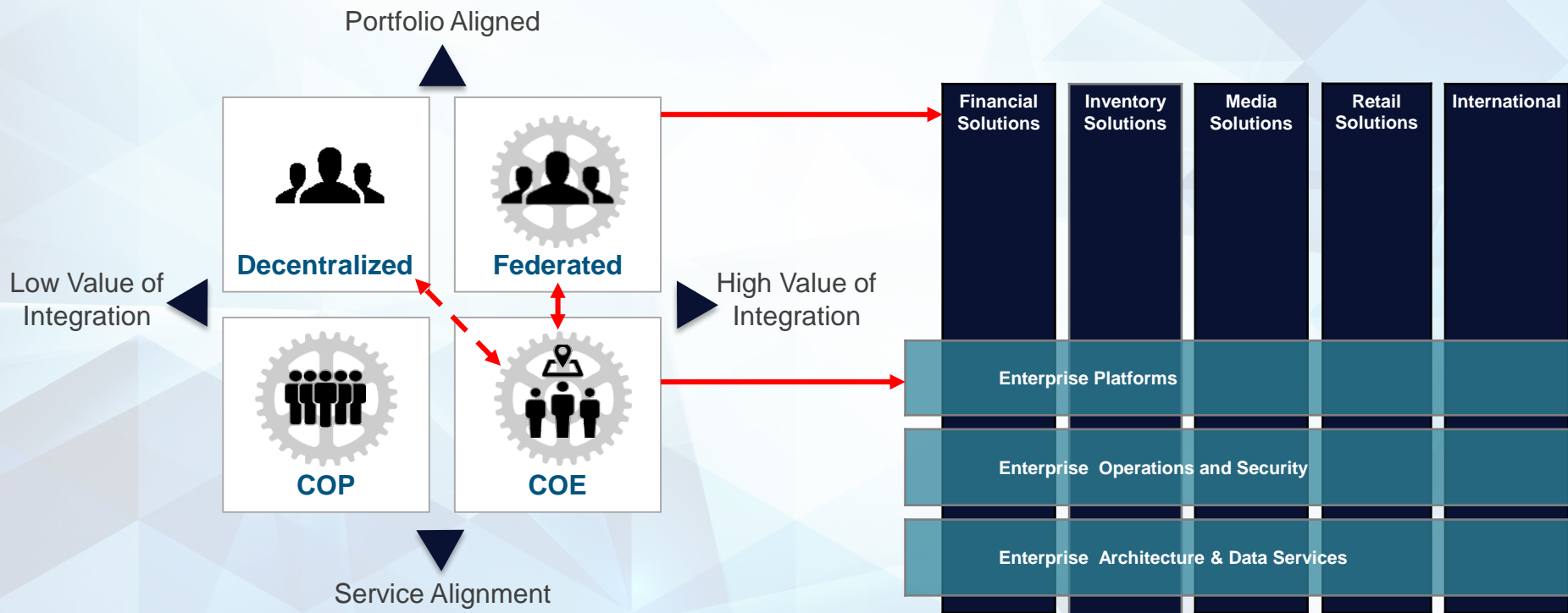
- M. Conway, 1967

COX
AUTOMOTIVE™



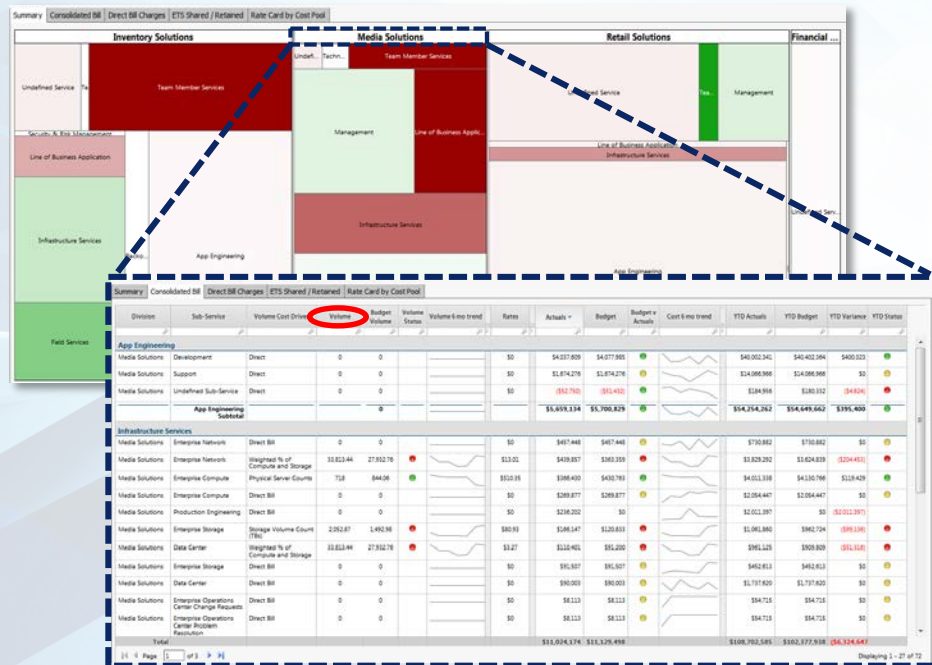


You Get What You Organize For

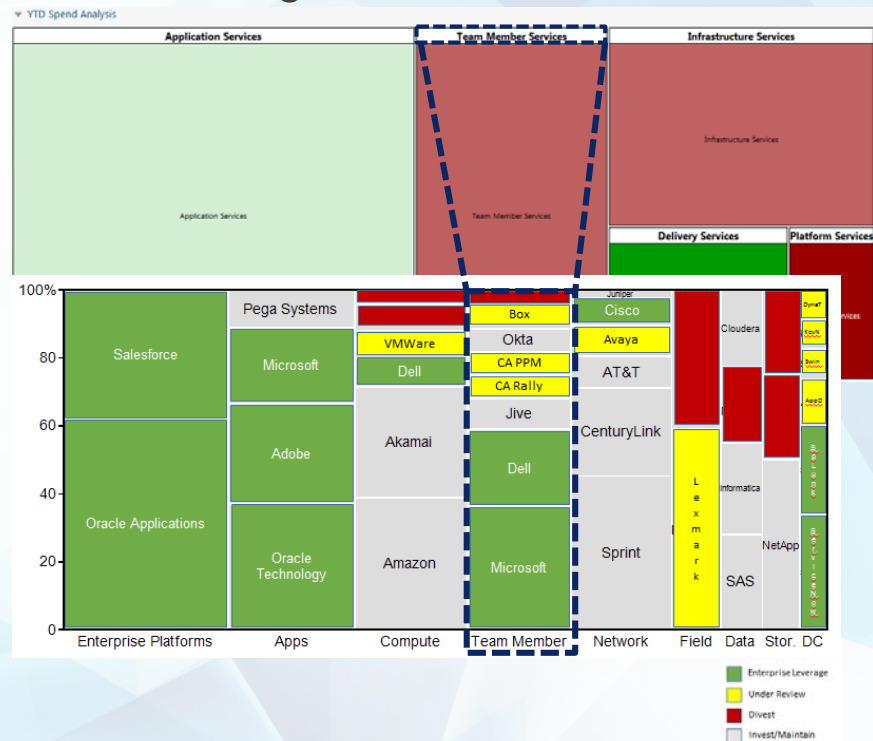


Optimize Your Budget Agility and Speed

Portfolio Gauge: \$1.3B



Service Gauge: \$1.3B





Agility

The Pit Stop





350

AGILE
TEAMS



325

MONTHLY
RELEASES

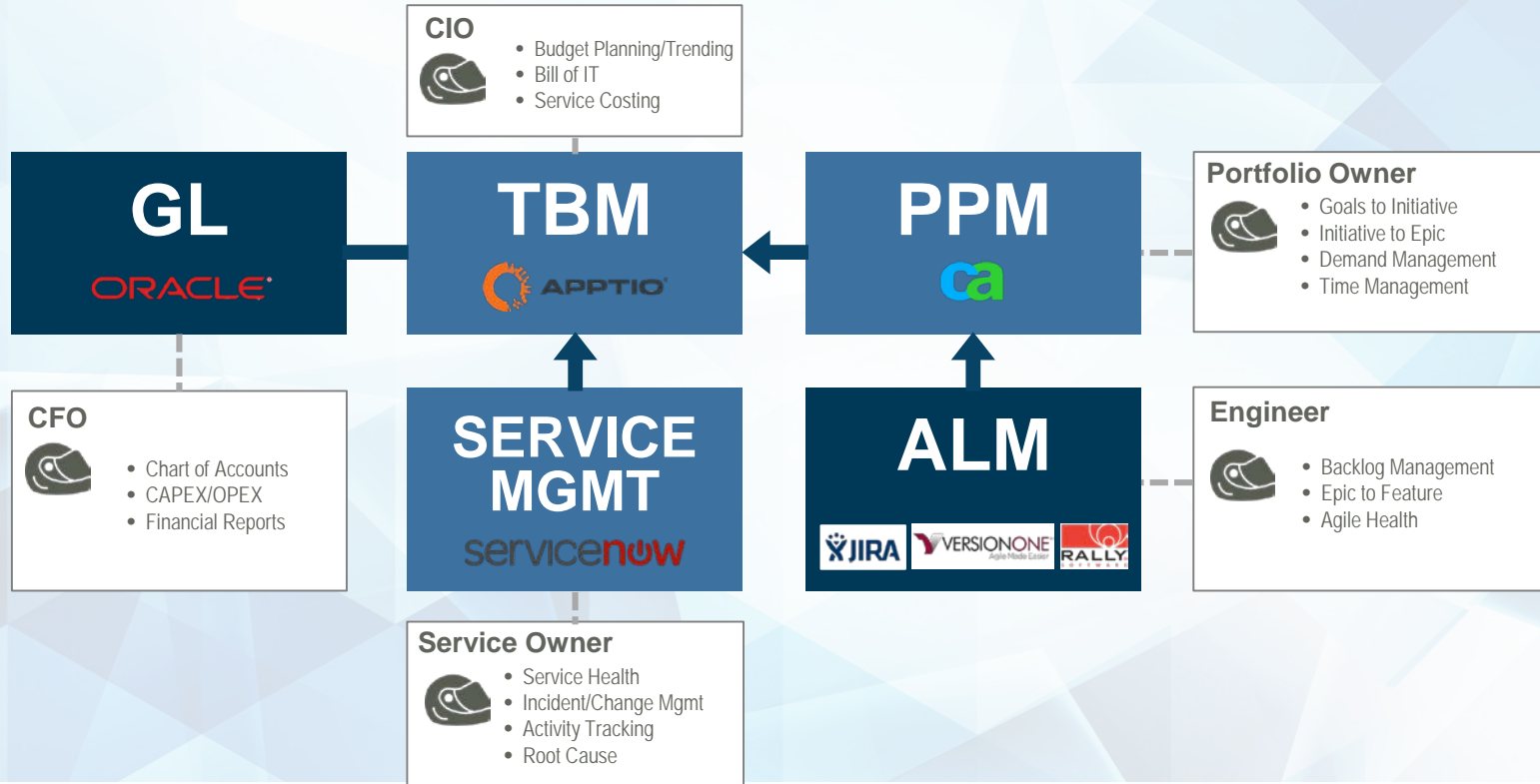


45

DAY
CYCLE TIME



Tools Drive Technique





Portfolio View with Bill Details



Summary Consolidated Bill Direct Bill Charges ETS Shared / Retained Rate Card by Cost Pool +										
Service	Volume Cost Driver	Volume	Budget Volume	Volume Status	Volume 6 mo trend	Actuals	Budget	Budget v Actuals	Cost 6 mo trend	YTD Actuals
▶ Technology Services	Direct Bill	0	0			\$95,752	\$95,752	●		\$696,838
▶ Team Member Services		23,823	23,012.61	●		\$607,520	\$514,583	●		\$5,337,254
▶ Line of Business Application		3,168	3,168			\$1,668,387	\$910,230	●		\$13,631,057
▼ Infrastructure Services		71,640.62	58,710.16	●		\$1,844,428	\$1,569,495	●		\$15,258,370
▶ Data Center		34,365.63	28,037.44	●		\$455,678	\$435,016	●		\$2,498,342
▶ Enterprise Compute		722	859.11	●		\$666,379	\$736,355	●		\$5,429,478
▶ Enterprise Network		34,365.63	28,037.44	●		\$131,582	\$49,263	●		\$3,662,869
▶ Enterprise Operations Center Change Requests		230	314.33	●		\$73,570	\$97,572	●		\$442,764
▶ Enterprise Operations Center Problem Resolution		7	5.33	●		\$43,427	\$35,019	●		\$192,903
▶ Enterprise Storage		1,950.35	1,456.49	●		\$256,242	\$216,272	●		\$1,256,819
▶ Production Engineering	Direct Bill	0	0			\$217,552	\$0			\$1,775,195



010101
101010
010101

Data

The Fuel





50

SSO CLOUD
APPLICATIONS



3,000

EC2
INSTANCES

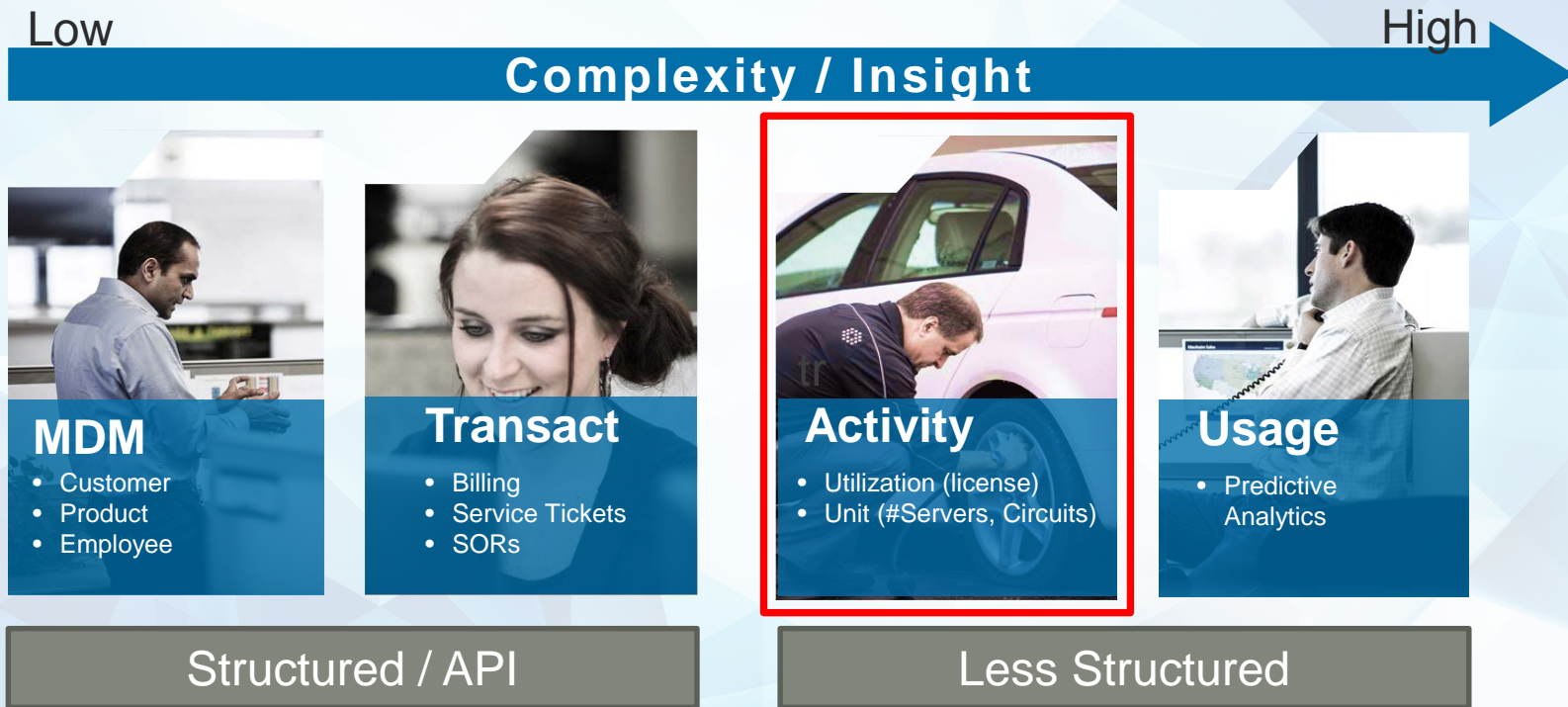


47,000

SERVICE
TICKETS



Chase Transparency and Precision Where it Makes Sense



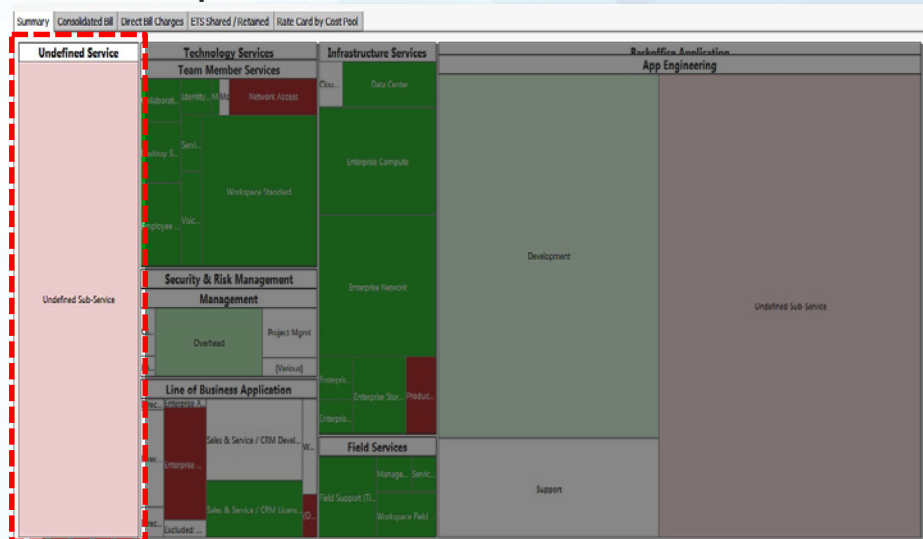


Don't Let Lack of Precision Be Your Blind Spot

Pre-acquisition



Post-acquisition

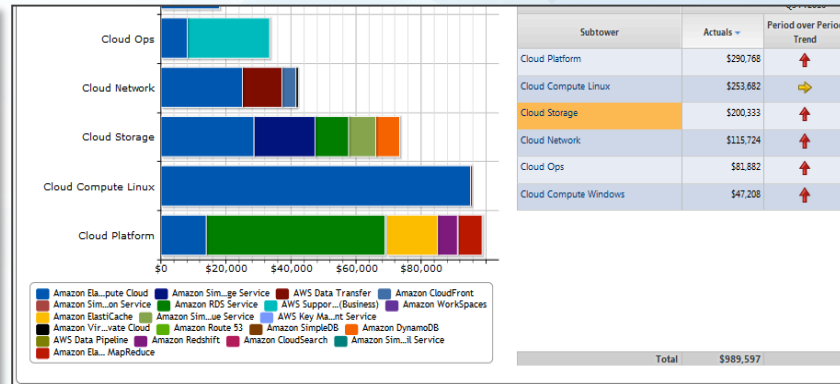


Shifting Focus from CapEx to Utilization

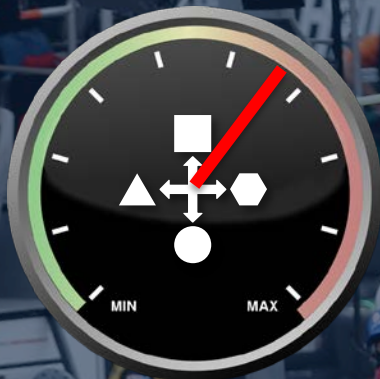
Salesforce License Management

Division	Sub-Service ▲	Volume Cost Driver	Volume	Budget Volume	Volume Status	Volume 6 mo trend
Line of Business Application						
Inventory Solutions	Sales & Service / CRM Licensing	Salesforce License Usage	2,381	2,645	●	
Media Solutions	Sales & Service / CRM Licensing	Salesforce License Usage	2,993	2,961	●	
Corporate Services	Sales & Service / CRM Licensing	Salesforce License Usage	327	329	●	
Retail Solutions	Sales & Service / CRM Licensing	Salesforce License Usage	1,776	1,840	●	
Line of Business Application Subtotal				7,775	●	

Cloud Cost Management



The Crew Chief



Operating Model



Agility



Data

Balancing Speed and Control

Annual Thesis

Quarterly Plan

Monthly Review

Weekly/Daily Checks

GL

ORACLE

CFO



- Chart of Accounts
- CAPEX/OPEX
- Financial Reports

TBM



CIO



- Budget Planning/Trending
- Bill of IT
- Service Costing

PPM



Portfolio Owner



- Goals to Initiative
- Initiative to Epic
- Demand Management
- Time Management

ALM



Engineer



- Backlog Management
- Epic to Feature
- Agile Health

SERVICE
MGMT

servicenow

Service Owner



- Service Health
- Incident/Change Mgmt
- Activity Tracking
- Root Cause

Teams Win Races, Together

salesforce

FAST COMPANY

servicenow



APPTIO



TAG

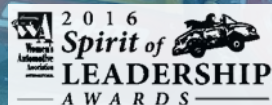
Technology Association
of Government



amazon
web services

bo

PROFILES IN
**DIVERSITY
JOURNAL**



The background is a dynamic, abstract composition. It features a deep blue color palette with various shades of blue and purple. A prominent diagonal stripe, darker in color, runs from the top left towards the bottom right. The right side of the image is filled with intense motion blur, creating a sense of rapid movement and energy, with streaks of light and color that suggest a high-speed environment or a futuristic scene.

Q&A

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