

Setting up to disrupt: Evolving as a market leader

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Product Lead at Auto Trader

**12th
biggest UK
website**

Page views, ComScore CY2017



585,000

Vehicles listed per day
(average)

2x
more
influential
for new car
buyers
than nearest
competitor

Annual Car Buying Report 2016

55m
monthly
cross-platform
visits

ComScore –Nov 17

4x
more
Auto
searches
than
Google

2.5x

Engagement compared
with all other portals
COMBINED

95
Adviews
per second

678

Million minutes spent
in Jan
vs. 138 on Gumtree

5 years ago...

1. Executive idea
2. Write business case
3. Pass to engineers to build
4. Sell to customers

No Service 15:56 68%

Back to results Auto Trader Premium

Auto Trader market value

Asking price	Retail price valuation
£7,490	£7,539

2 Price history changes

This car is priced **£49 below** our valuation

8 Matching cars on Auto Trader

How this car sits within our market

Lowest price	Highest price
£6,990	£12,990
115,000 miles	9,900 miles

This Car


Popularity of this car

Advert live	Viewed
95 days	3503 times
	Saved
	2 times

£7,490 Audi A4 1.8T FSI 4dr 1 OWNER - FSH

- 2009 (09)
- Manual
- Saloon
- 1800cc
- 100,000 miles
- Petrol

Gallery Tech spec Reviews



Brilliant Red, 1 Company Owner From New, VAT QUALIFYING, Motorway Miles, Maintained regardless Of Cost With FSH & Faultless to Drive! NEW SHAPE A4 1.8 T TURBO SALOON. Options Over Standard Equipment Include: Front S Line Sport Seats, Cruise Control, Front Centre Armrest, Bury Bluetooth With iPhone Cradle & More! Desirable Colour, Full Bookpack & 2xKeys. LONG MOT MAY 2014. Stunning Example, First To View & Drive Will Buy! HPI CLEAR, FULL DEALER FACILITIES, FINANCE, PART EXCHANGE, Credit & Debit Cards Accepted, AVIVA DRIVEAWAY INSURANCE. View 7 Days Test Drive

Northwest Car Centre Ltd
Tel (0151) 6786161 or (07974) 378686
185 miles from current location [View map](#)

[Email seller](#) [Visit website](#)

2 years later we became agile....

Dealer

TRIBES

Consumer

Dealer intel

Valuations

Advertising stock

Sourcing stock

SQUADS

Search

SEO

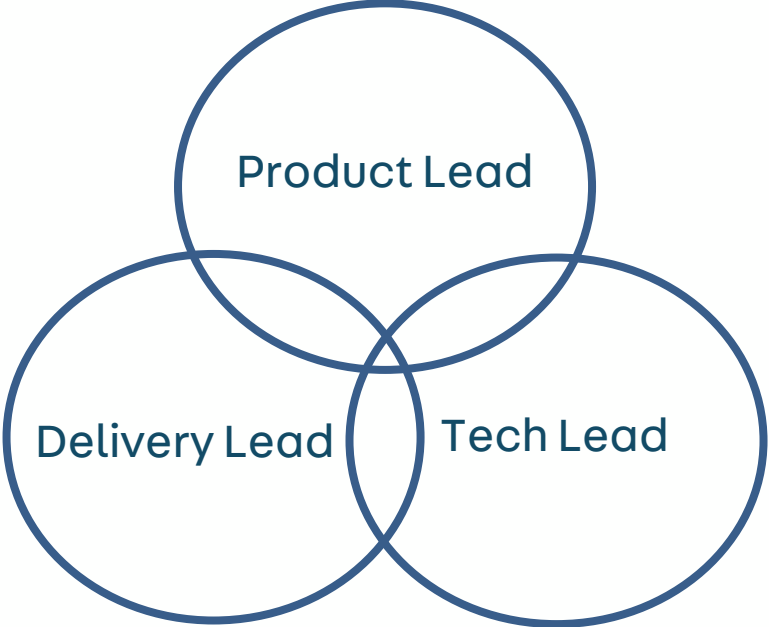
Landing pages

Motoring products

Squad set up

Cross-squad UX designers, analysts, marketing

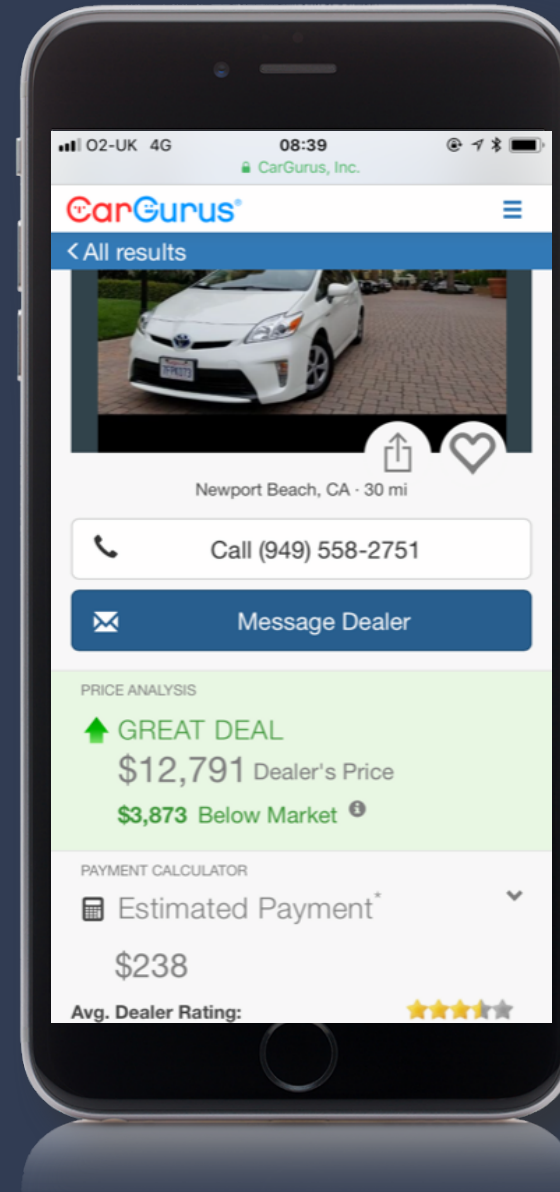
Senior Stakeholders



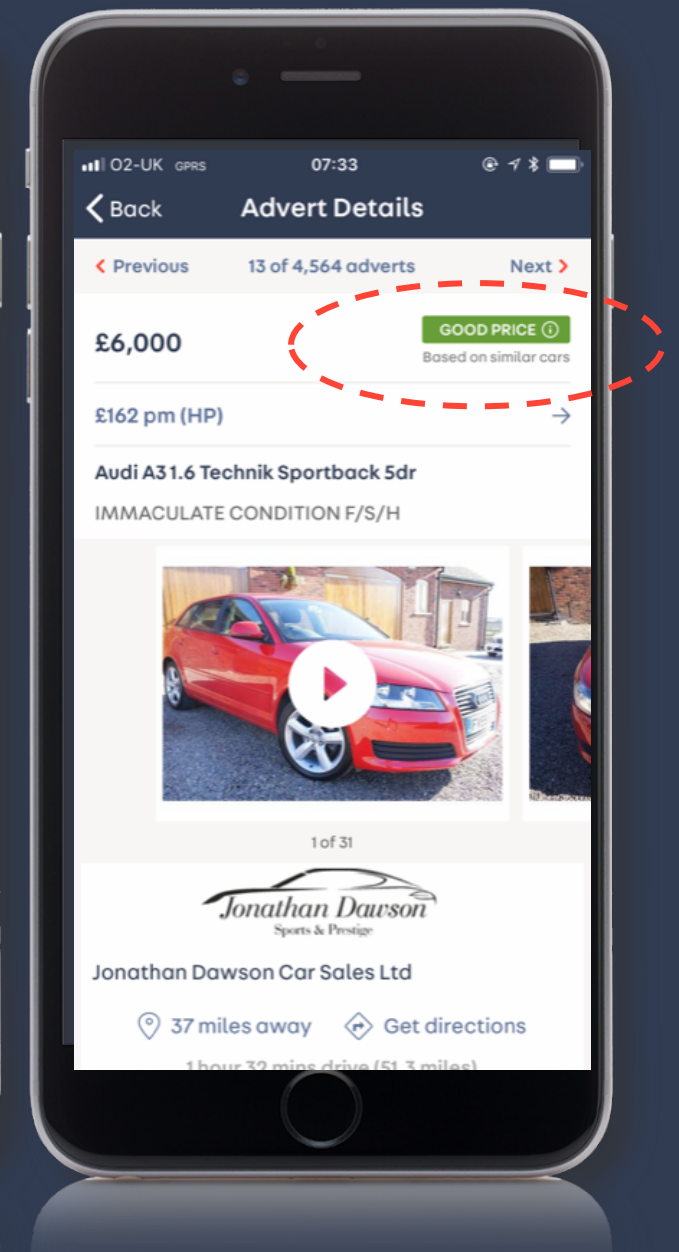
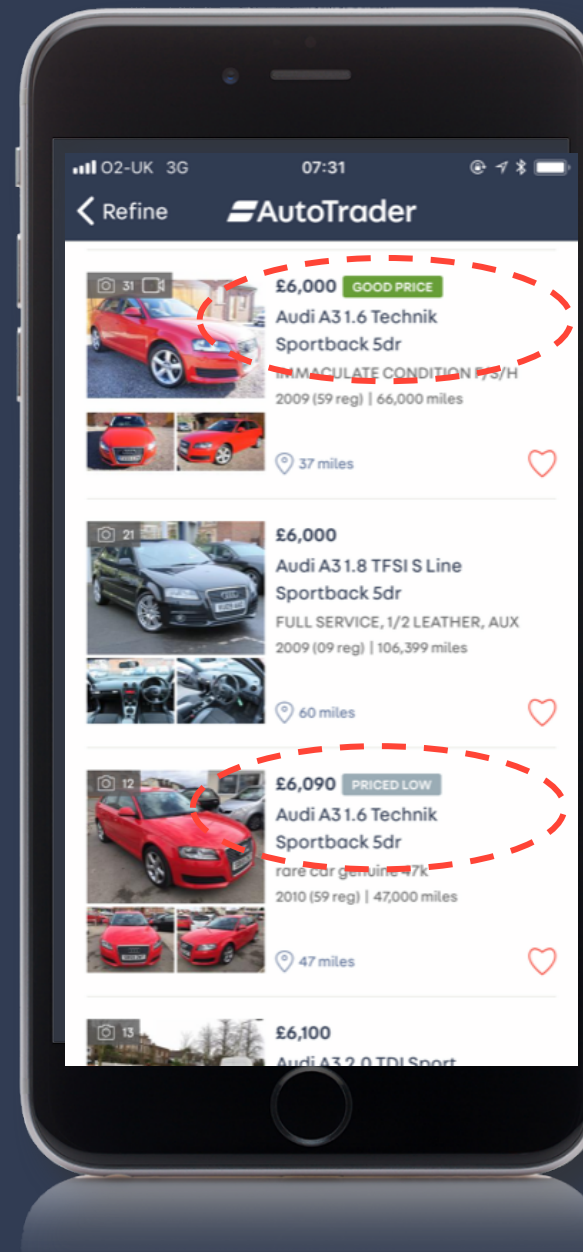
Dedicated engineers

In came **CarGurus**[®]
to challenge our P&T set
up...

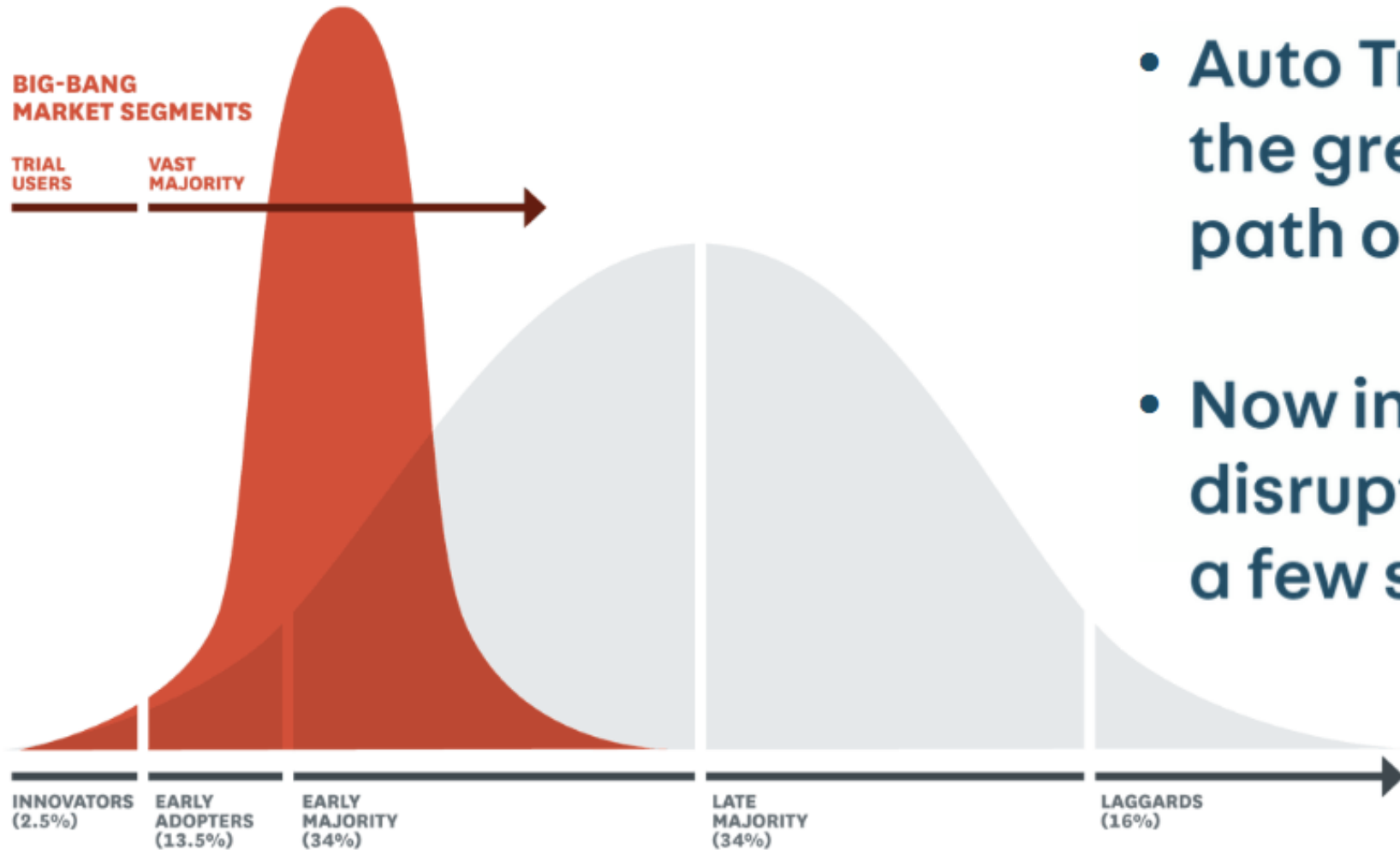
- From the makers of
TripAdvisor
- Fast
- Well funded
- Unique consumer
proposition



So we reacted and
minimised the threat...

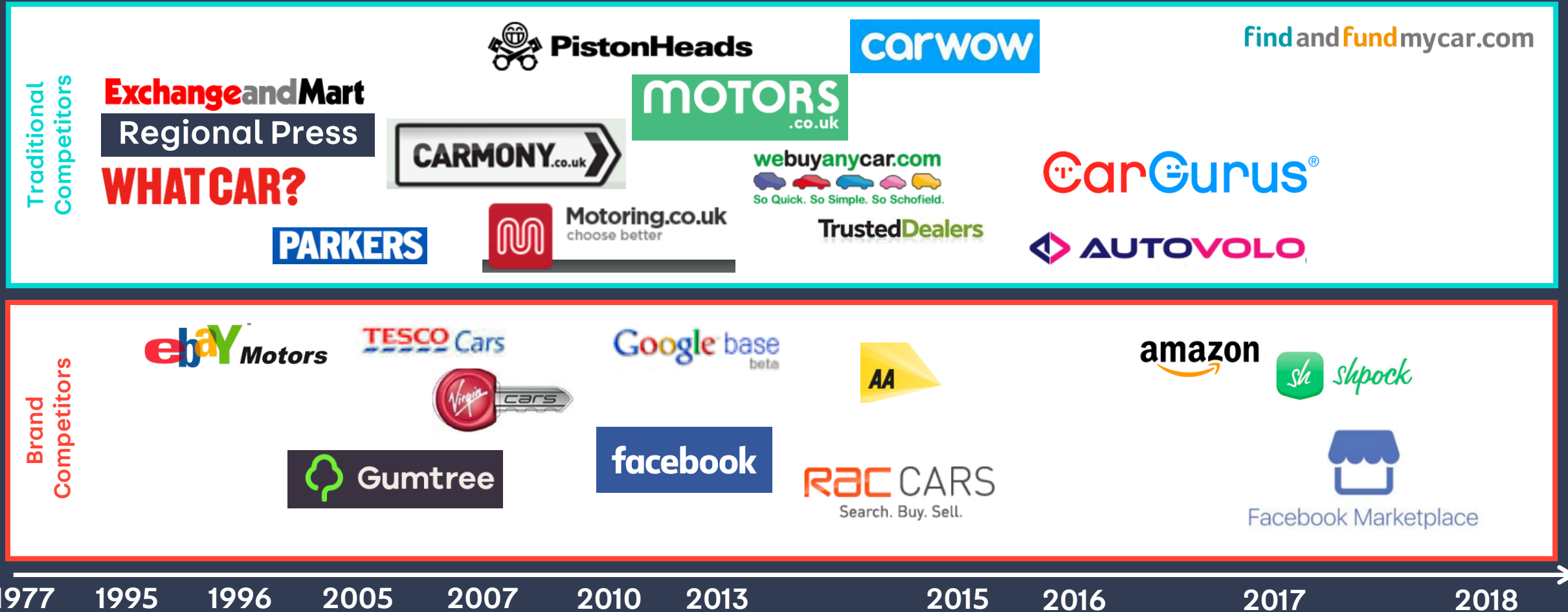


Disruption is now big bang



- Auto Trader followed the grey curve over the path of a decade
- Now industries get disrupted in months and a few short years.

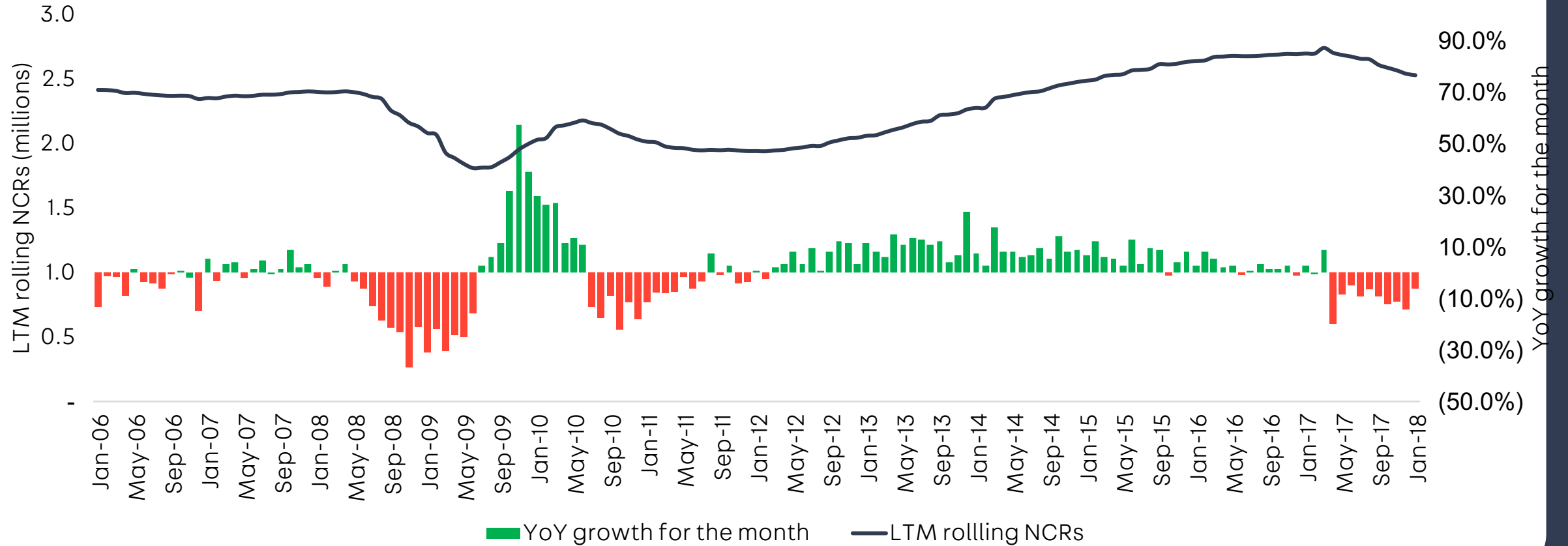
We are continually challenged by new entrants and big brands



The market is tough...

New car registrations

Last 12 month rolling total



Was our set up bold enough?

- Products launched much quicker
- Daily releases
- Space to test, learn, fail fast
- Blend of skillsets
- Dual-located (London and Manchester)
- Flexible
- Focus on continuous improvement
- Customer-obsessed

- Top down vs. squad roadmaps
- Roadmaps hard to break
- Different styles of each squad = difficult for stakeholders
- Some squads were doing very small incremental changes over bold moves
- Different seniority of teams
- Reality = very few things failed

**We have now evolved our structure
organised to deliver big
initiatives...**

There are new principles to follow...

KEY PRINCIPLE		
Auto Trader Success	OVER	Tribe / Squad Roadmap Delivery
WHAT? PRINCIPLES		
Significant Outcomes	OVER	Incremental Improvements
Teams organised around big priorities	OVER	Continually Improve Everything
Consumer experience	OVER	Satisfy all our customers
HOW? PRINCIPLES		
Seek, Do and Learn	OVER	Over-Test and Mitigate Risk
Anticipate Frequent Change	OVER	Continue in Comfort Zone
Empower & Trust	OVER	Process & Control

**What do you think the challenges
are going to be?**

**How would you try to succeed in
this new set up?**

Thank you & questions