



The Outcome



90% REDUCTION IN DEALER SUPPORT TICKETS

Improved the dealer experience by reducing technical issues and support needs following migration across three program areas.



\$10M+ REDUCTION IN YEAR ONE COSTS

Delivered significant savings while avoiding additional headcount and maintaining service quality.



1,200 DEALERS MIGRATED

Transitioned dealers to an internally managed data platform with zero disruption to operations.



EXPANDED INTERNAL CAPABILITIES

Improved data quality, support responsiveness, and long-term flexibility through greater ownership of critical business functions.

Building Internal Capability to Drive Sustainable Growth

THE OPPORTUNITY

A major automotive OEM had become increasingly dependent on third-party vendors to manage critical program functions, limiting internal ownership of key capabilities, data, and customer-facing experiences. Leadership wanted to challenge its traditional outsourcing model and determine which functions could deliver greater value if brought in-house.

The client partnered with Two Roads to identify strategic insourcing opportunities that could reduce costs, strengthen operational control, and build the internal capabilities needed to support long-term growth. With vendors deeply embedded across business, technical, and dealer-facing operations, the organization also needed a structured, repeatable approach for evaluating opportunities and managing complex transitions without disrupting service.

THE APPROACH

Two Roads evaluated critical business functions across cost, operational risk, customer impact, and organizational capability to determine where insourcing could create the greatest value. The team developed a repeatable decision framework based on strategic importance, internal capability, and total cost of ownership, along with executive business cases to quantify value and align stakeholders around sourcing decisions.

Two Roads then translated the strategy into a phased roadmap that balanced immediate business needs with the long-term goal of building internal expertise and ownership. The initial technology management transition was completed in approximately nine months, with additional program and vendor management functions progressing through the framework.

Rather than stopping at recommendations, Two Roads supported implementation through vendor coordination, transition planning, stakeholder communication, and governance across multiple program areas. The resulting framework continues to guide future insourcing decisions, enabling the organization to apply lessons from each transition and accelerate subsequent efforts.

INDUSTRY

Automotive

SERVICES

Technology Modernization
Operating Model Optimization