



MAGAZINE

INSTITUTE OF THE MOTOR INDUSTRY

APRIL 2017 £5.60

FATAL DISTRACTION
THE TWO SIDES OF THE IN-CAR
TECHNOLOGY SAFETY DEBATE

THE FLEET FROM THE CHAFF
KEY TRENDS IN FLEET
MANAGEMENT FOR 2017

THOU SHALT PASS
DEVELOPMENTS IN PASS-THRU
DIAGNOSTIC TECHNOLOGIES



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On the birth of the electric London taxi



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FROM THE CEO

CHANGING THE MODEL



Steve Nash looks at the challenges for automotive businesses seeking to attract and retain talented staff

There is understandably much debate going on around our industry about what many regard as the most significant technical changes we will have seen for perhaps 100 years and the far reaching effects these will have. But these are not the only changes we face.

Bring any group of industry employers together and it won't be long before the discussion turns to the challenges of attracting and retaining talent. Of course this isn't just an automotive industry challenge, it goes across the whole of industry and commerce. In fact the Confederation of British Industry's former CEO John Cridland described it as a "life and death struggle for talent" that is affecting every business.

This situation is compounded by the changing wants, needs and expectations of a new generation of prospective employees and it's not surprising that many employers are looking beyond traditional models to find solutions to attract and retain the talented people their businesses need. Actual examples include higher fixed salaries for new sales staff, considerably increased holiday allowances (standard five weeks leading to an achievable upper limit of seven weeks over time!), flexible working, guaranteed 12 months' maternity leave, critical illness cover for all staff, and many more approaches that would not have been seen in the automotive retail sector in the quite recent past. But this is a pragmatic acceptance that employing millennials, in particular, requires new approaches.

There is lots of research to show that this generation is driven by different values to its forebears. It is perhaps less 'coin operated' and

more interested in a whole value package offered by an employer. It is also more inclined to look at the value a current job adds to longer term aspirations than just what it means here and now – in part due to the millennials' desire to pursue multiple careers during their working lives. So, support for training and qualifications may be a key factor, as well as the provision of time to pursue outside interests.

The added challenge for employers is that many existing staff are quite wedded to the old models. A lot of salespeople, for example, are used to the low pay/high commission model and fear that a higher

basic salary would actually rob them of some earning potential. So employers are often faced with the challenge of operating different employment terms for different groups of employees. Nevertheless, those that have made these accommodations are seeing results.

The technical changes I referred to earlier will, in themselves, necessitate different business

models. As such, in many ways, a more flexible approach to employment can have the dual benefit of making an employer more attractive to younger employees (in particular the 18-30 year olds) and more adaptable to the inevitable changes to the business model that are to come.

I'm not suggesting that the things I have mentioned are in any way widespread across the sector at present. But in a highly competitive market the early adopters tend to lead the trends, forcing others to follow or lose out. So I foresee quite a few changes to the retail employment model over the next few years and a lot of opportunities for those who are fortunate enough to join our exciting industry.

“Bring any group of industry employers together and it won't be long before the discussion turns to the challenges of attracting and retaining talent”

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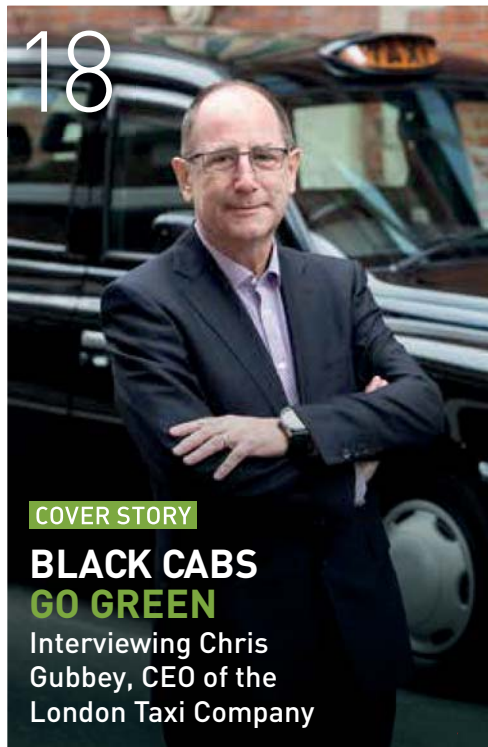
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INSTITUTE OF THE MOTOR INDUSTRY

FROM THE EDITOR

DON'T BE FOOLED BY THE 'SHINY AND NEW'



On why in-car technology works against road safety and has, in the main, little practical use

Last month came an announcement that the penalty for getting caught using your mobile while driving is becoming more punitive: a whopping six points and £200 fine. You would have to seek a contrarian from the most belligerent of moulds to argue with this measure – and that contrarian I am not.

However, I can't help but feel that the legislation highlights two rather conflicting ideologies. One is the drive to increase road safety; the other is the drive to transmute the very nature of the motor car from being a machine for transportation into a peripatetic gaming console.

This is not to say that I am against all aspects of in-car technology. I simply query how much is designed with the good of the motorist and road user in mind and how much with a Machiavellian eye on our 'magpie' mentality! We humans are obsessed by all things 'shiny and new', an obsession which leads to behaviours that, on any level of analysis, don't make much sense. Arthur Way alludes to this in his column (pages 8-9) when he describes "the somewhat eccentric spectacle of midnight showroom parties at the beginning of March and September for customers to pick up new cars".

The rather contrived nature of much in-car technology struck me when I recently attended a speech software demonstration. As I sat in the demonstrator vehicle, with a starry-eyed employee evangelically and incessantly declaiming upon the technology's "astonishing usability" and "intuitive capabilities" etc., an overwhelming sense of disengagement descended upon my being. The technology demonstrated was, unquestionably, magnificent; of the 'jaw-dropping, surely it belongs to a sci-fi movie' sort. Yet was it really useful? Does it really matter that my seat can give me a bracing massage at a casual command? Is it integral to my wellbeing that I can request the complete choral works of Thomas Tallis in the blink of an eye? Will life have meaning anew if I can 'verbally text' someone

to make sure they record The Chase and give me extra asparagus for dinner? I think you can guess the answer (although missing The Chase is always rather upsetting).

Manufacturers of in-car technology products will argue that they are satisfying a demand, not creating one, and that the more nuanced and sophisticated their products become, the more this demand can be satisfied with as little disruption to driver concentration as possible. Indeed, a speech software company would argue that by opening up the full functionality of a vehicle to audio command it is actively contributing to road safety and discouraging the use of distracting items like mobile phones. I see it differently. We should be encouraging drivers to simply drive, not to be constantly on the phone, or thinking about anything other than the road ahead of them – at least until vehicles become fully autonomous.

I am sure many of you have seen the advert from a certain vehicle manufacturer light-heartedly showing how its cars can take pictures. I hope I am not alone in voicing my condemnation of this 'innovation'. It certainly isn't sufficient just to have a tiny disclaimer at the end of the ad saying pics should only be taken with the cars when they are parked; this is akin to gifting a compulsive gambler a holiday to Vegas on the proviso they don't visit any casinos – and represents a cynical attempt by the VM to prioritise sales over lives.

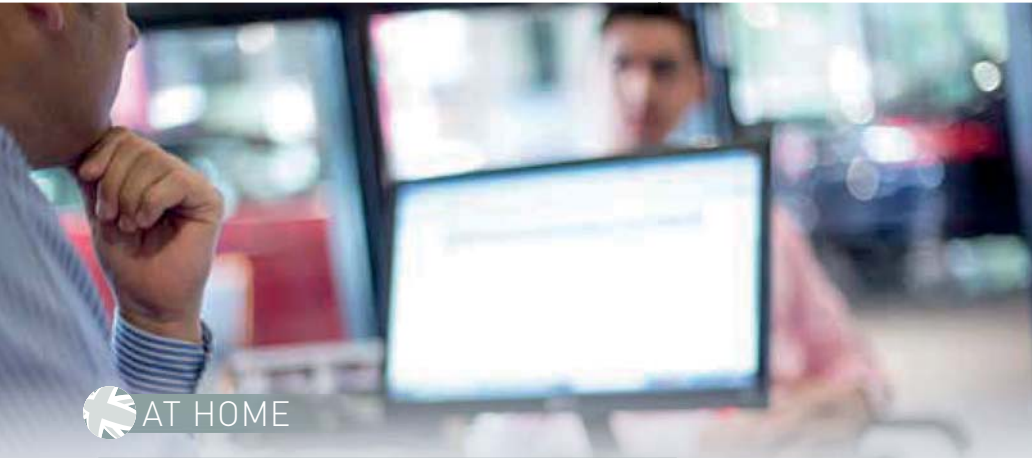
That's my opinion. On page 42 both sides of the debate are given and, of course, I would love to know where you stand – just don't let me know through a voice activated text message sent while driving!

Tim Kiek, IMI Magazine Editor

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YOUR VIEW

To join the debate on any of the issues raised in the magazine, you can email me at timk@theimi.org.uk, tweet me @IMleditor or join the IMI's LinkedIn group discussion page. I look forward to hearing from you.



SAVING FAITH

On findings which make the IMI F&I Accreditation all the more vital

Research from the IMI has found that F&I products are added to 60% of all car purchases. However, 45% of drivers surveyed said they felt pressured by a salesman to purchase add-ons when they last bought a car.

The Financial Conduct Authority (FCA) has implemented changes to the Consumer Credit Act which aims to stop drivers being mis-sold finance and insurance products – yet a hefty 42% of car buyers said they had avoided dealerships due to a lack of trust.

According to the research this mis-trust could be avoided, with 64% saying buying a car would be easier if the people they were buying from were members of a regulated body. Over half said they would feel more comfortable making financial decisions relating to a car purchase if additional measures were in place to ensure they weren't overcharged.

SELF-IMPROVEMENT

Of the findings Sabina Hegarty, Managing Director at automotive training provider Calibre Group Solutions, commented: "It's clear from the research that perception of our industry continues to be a barrier for customers. The only way to change this is to 'improve from within' by developing and upskilling our people to ensure the advice they give is fair, transparent, consistent, and in the best interest of the customer.

"Savvy shoppers of today are looking for more than just a good price. Knowing that staff in a particular retailer carry additional and

'voluntary' IMI F&I Accreditation might be what sets them apart from their competitors and could make the difference between winning a new customer or not. F&I specialists need to actively improve their approach, leading to better customer satisfaction and ultimately resulting in greater consumer confidence. It certainly won't happen by itself."

The new IMI F&I Accreditation guarantees customers are dealing with an individual who has signed an ethical code of conduct and is working in line with FCA and IMI regulations.

CONSUMERS AND F&I THE KEY FINDINGS

- 60% bought F&I products or services when buying a car
- 45% felt pressured to buy add-ons/additional extras
- 42% avoided a car dealership due to lack of trust
- 33% felt they had been over-charged when purchasing a car and/or insurance
- 53% said they would feel more comfortable if measures were in place to not be overcharged
- 75% felt they couldn't trust a car salesman
- 37% were more likely to take out F&I products/services if the dealership was accredited by an industry body

HOW TO...

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1. Log in to theimi.org.uk at the top of the page
2. Click on the 'CPD icon' in the pop-up page
3. Click on the 'Log CPD' button
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CPD STAR OF THE MONTH

Tony Marshall MIMI, MotorEngineer, Allianz Insurance

"As an engineer at Allianz I need to be professional and keep up-to-date with new and emerging technologies, and my CPD demonstrates this commitment. Through work I have access to e-learning courses, conferences, team meetings and our annual regulatory training, all of which form part of my CPD. Computers hadn't entered the workplace when I started as a mechanic so if I can do my CPD online anyone can."





AT HOME

A PARLIAMENTARY HEARING

Steve Nash takes the IMI's electric vehicle technician licensing campaign to Westminster

In a clear sign that the IMI's campaign calling for technicians working on electric vehicles to be licensed is not falling on deaf ears, last month IMI CEO Steve Nash was called to parliament to give evidence to the committee of MPs and ministers scrutinising the Vehicle Technology and Aviation Bill.

Steve explained the differences between electric-propelled vehicles and those powered by petrol and diesel engines. He also made it absolutely clear as to why the IMI is demanding the imposition of a licence: in short, to prevent unqualified technicians from working on potentially lethal high voltage systems.

The MPs on the committee were surprised to hear that the motor industry was largely unregulated and so were seemingly receptive to Steve's proposal for £30mn of funding to be made available for training the whole industry in the transition to electric vehicles.

Speaking after the event an optimistic Steve Nash commented: "The MPs were clearly interested in hearing our evidence in the committee. I'm hopeful that it will lead to further debate and possibly an amendment to the bill to cover a licence scheme and some financial support for training."



INTERNATIONAL

FOR SHE'S A JOLLY GOOD FELLOW

IMI recognition for South African automotive industry stalwart

As the IMI continues to work closely with The Retail Motor Industry Organisation (RMI) in South Africa to establish a benchmark for international training standards across the region, it has built a strong relationship with many leading South African automotive experts, including Jeanne Esterhuizen, CEO of Technicolour.

In recognition of this relationship Jeanne has been made an Honorary Fellow of the IMI – and is understandably thrilled. "To be the first female from the international automotive sector and only the third woman to ever receive an IMI Fellowship means the world to me. I believe it's in the nurturing nature of women to work selflessly in any environment in order to make a difference in the life of young people. Experience has taught me it is possible to unlock remarkable potential in any student if the environment and platform in the workplace is used correctly. The level of success in any business depends on the level of skills that the employees have, so this is the most important part of business growth."



CHANGING THE GRADES

At two EGMs on 7 February at Fanshaws, members passed the resolutions to remove the grade of licentiate member, introduce Professional Standards and also introduce young professional and business members. The first businesses to enjoy the benefits of this new membership category will be the IMI Approved Centres.

Changes to the board's composition and governance were also agreed, and the Articles of Association were amended to add a new clause so that the IMI meets HMRC rules on "mutual

trading", as proposed by our auditors.

Of the changes IMI COO Lesley Woolley commented: "With the industry evolving at such a rapid pace it is important that the IMI, as its professional body, isn't afraid to evolve either. These new resolutions underpin the IMI's increasing sphere of influence and prove that we welcome every individual and every business in the industry committed to continuing professional development and the implementation of more rigorous professional standards."



Details on these changes can be found at theimi.org.uk/centremembers and the minutes of the meetings can be found at theimi.org.uk/egm



ANALYSIS



GENEVA MOTOR SHOW

THE GENEVA TREAT

It's incongruous that a country almost completely devoid of an automotive sector – and with annual new car demand not much higher than 300,000 units – should host the global motor industry's 'must attend' European motor show and, at the same time, attract such a high attendance among the general public. Maybe it's the springtime or the pleasant surroundings of lakes and mountains compared with the more grimy environs of comparable events in other countries, but Geneva is always a delight and invariably provides strong pointers to the sector's future development with regard to products and technologies.

This year the initial talking points were hijacked by confirmation just before preview day of PSA's purchase of GM's European operations and whether this foreshadowed a further round of industry consolidation – with added piquancy provided by rumours that GM and Fiat Chrysler were exploring link-up possibilities. As always, though, attention soon turned to the cars as the covers came off a dazzling array of over 150 completely new models, concept vehicles and facelifts.

"Amidst the glitz it was impossible to escape from the twin 'hot topics' of driverless cars and electric vehicles"

Amidst the glitz it was impossible to escape from the twin 'hot topics' of driverless cars and electric vehicles. With regard to the former it's now clear that technology has advanced to the point where autonomous vehicles can enter the mainstream within months but will be held back by a range of factors including legislation, insurance and, not least, consumer resistance. This last stems from concerns over safety and especially – and perhaps surprisingly in the context of congested roads – loss of driver enjoyment. A recent survey suggested that around 50% of motorists are uninterested in driverless cars for that reason and there was plenty of evidence among the stands that manufacturers are continuing to place a heavy emphasis on the driving experience.

In the case of electric vehicles, Geneva 2017 demonstrated without the merest doubt that the industry has committed too much investment to turn back now. This was expressed most explicitly by Honda whose 'electric vision' foresees that two-thirds of its European sales by 2025 will feature some version of an electric powertrain.

NEW CAR SALES

FIZZ TURNING FLAT?

After the new car market's marginal dip of 0.3% in February, manufacturers and their franchised dealers were anticipating with much glee the probability of a mammoth, if not record topping, level of demand in March. The '17-plate' change, combined with the introduction of new vehicle excise duty (VED) rates at the beginning of April, provided the ideal backdrop for robust sales.

It's less certain, though, that the market will be quite so fizzing during the remainder of the year – the September plate change excepted. Clearly the impending VED changes energised some consumers to buy earlier rather than later with the result that demand during the second quarter could be somewhat lacklustre. Also, the strength of demand last year means that there will be challenging comparatives to match during coming months.

Under these circumstances there's a growing feeling within the retail motor trade that sales are becoming overly skewed towards the first quarter. Of course, this is the inevitable consequence of the current system of year identifier number plates and the bizarre desire of many consumers to be seen in the latest form – culminating in the somewhat eccentric spectacle of midnight showroom parties at the beginning of March and September for customers to pick up new cars.

Even so, there's no widespread desire to make changes. It's recognised that the March and September plate changes provide an effective stimulus to the market – and at least the twice yearly arrangement is far more manageable than the previous yearly practice which took place initially in January and then August which wrecked the Christmas and summer holidays for everyone in the retail motor trade.



£270mn pledged by government for investment in 'disruptive technologies'

THE BUDGET

BLUNDER OVERSHADOWS POSITIVE TIDINGS



For obvious reasons it's unlikely that Chancellor Philip Hammond will be able to look back at his recent budget without wincing. The epic booboo concerning proposed increases of NIC contributions from the self-employed was hastily quashed but left a lingering sense of a government without the political antennae to connect with complete harmony to industry and commerce – and this despite Hammond's declared aim of making Britain 'the best place to set up and grow a business'.

This is all the more a let-down because, for the most part, the latest fiscal and other budgetary measures have been well received by the motor industry. There's relief that businesses have been spared the burden of additional taxes, together with satisfaction over planned reductions in the corporation tax rate to 17% by 2020. Of more specific relevance to the automotive sector, the government's allocation of

£270mn for R&D into 'disruptive technologies', including driverless and electric cars, will go far in handing the UK a commanding position in the products and markets of the future. Equally encouraging, the budget was kind to the industry's customers who should enjoy steady or rising personal disposable incomes due to higher personal allowances and a continuing freeze on fuel duty.

Looking ahead, the autumn budget will contain measures affecting the tax treatment of diesel cars. These have been delayed to accommodate the findings of a review, scheduled to be released within the next couple of months, into the means to improve air quality. The ongoing uncertainty is likely to impair the diesel car market (which is already slipping markedly) as well as worry existing owners. The industry will be hoping for a diesel scrappage scheme – which could provide a fillip at just the right time to avoid a market downturn.

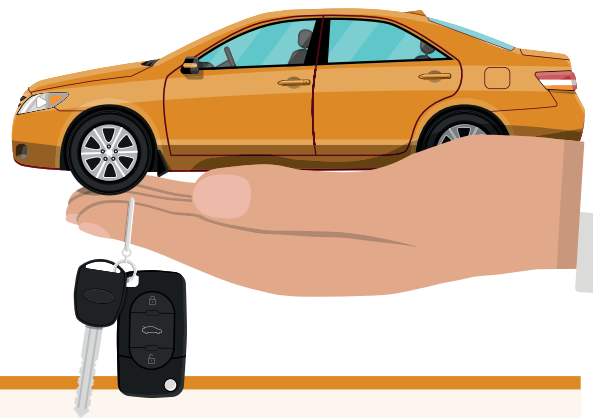
FINANCE

IGNORANCE IS BLISS

Among other findings, the latest market report from Auto Trader indicates that a weighty 57% of private consumers who acquired a new car during the past six months intend to keep it for no more than three years. This reflects in large part the popularity of PCPs which are estimated to account for 90% or so of private buyer point-of-sale finance deals which typically have a three-year term. This implies that the majority of private buyers have no intention of acquiring the vehicle after the expiry of the PCP contract, but instead intend to start a new one.

This is positive news for both manufacturers and dealers, since it means that a sizeable part of the private buyer segment is replicating the routines of the fleet and business market by renewing on a regular basis. Manufacturers have the bonus of repeat business while dealers maintain a solid base of new car sales and have a source of respectable used car stock.

Consumers seem happy too with periodic access to new vehicles for affordable monthly payments, and blissfully unaware that they are financing the 50% or so depreciation that a car suffers during the first three years of its life without ever actually owning it.



IGA

COMPENSATION FOR INCOMPETENCE

Motorists who have their cars serviced and repaired by one of the 2,800 members of the Independent Garage Association's (IGA) Trust My Garage (TMG) programme will be comforted by the introduction of a scheme, effective from the start of March, whereby the IGA guarantees payment of up to £1,000 if

the quality of work carried out, as determined by the TMG's Alternative Dispute Resolution provider, falls short. This is payable in the event that the dispute is found in the customer's favour and the garage is unable to meet its obligation or ceases to trade.

The IGA's initiative is commendable and

should provide additional armoury in the ongoing battle with franchised dealers. As vehicle distribution becomes more and more concentrated in large groups with substantial financial firepower and reputations to protect, consumers have solid reasons to believe that fairness will characterise relationships with franchised dealers and compensation paid in the event of quarrels. Now that same level of reassurance is on offer in independent garages.



INDUSTRY ROUND-UP

VIDEO

SMART MOVE BY DINGBRO

Following a successful trial in 2016, Scotland's largest independent motor factoring group, Dingbro, has partnered with Smart Garage Solutions to provide its network of 1,000 garage workshops with access to the latest software and technology to create, review and send HD quality personalised customer videos.

The My Service Trust product, developed by Yorkshire-based Smart Garage Solutions, is used by garage technicians to highlight any urgent or advisory work that needs carrying out on a vehicle following a service or MOT. The product enables technicians to show the legitimacy of repair work and break down technical boundaries.

Ben Smith, Director of Smart Garage Solutions, said: "We are absolutely delighted to be partnering up with Dingbro, providing the network of garages it supplies with enhanced customer service through the use of personalised customer videos. We are also confident My Service Trust will lead to increased parts sales for Dingbro and look forward to working with Duncan and the team, supplementing the range of expertise and support that is available to garages across Scotland."



AUTOMECHANIKA BIRMINGHAM 2017

OFF TO A BUYER

It has been announced that SMMT's Meet the Buyer will return to Automechanika Birmingham this June for the second year running. The event is designed to encourage inward investment by bringing together purchasers from vehicle manufacturers and Tier 1 suppliers and matching them with component makers of all sizes in hundreds of one-to-one meetings.

Mike Hawes, SMMT Chief Executive, said: "UK Automotive has just enjoyed a record year for car exports with demand

for UK-made cars growing 10.3% in 2016. This demonstrates Britain's strengths as one of the best places to make vehicles and components – and new opportunities exist to grow the industry further by reshoring manufacturing to the UK and taking our thriving aftermarket to emerging markets. Rarely has there been a more important time for suppliers to come together under one roof and explore how to grasp these opportunities – and Meet the Buyer provides that platform."

For all the latest Automechanika news, including its recently announced aftermarket seminar programme, go to: automechanika-birmingham.com

CORRECTION

The eagle-eyed amongst you may have noticed the erroneous information contained in the table showing the new VED rates as of April 2017 in the article on page 24 of last month's issue.

This error occurred when transposing the information supplied from the word document to the table as it appeared on the page and the transgression was subsequently not spotted. Apologies to the NFDA, which supplied the correct information, and please find the table as it should have appeared printed on the right.



NEW TAX/VED RATES FROM APRIL 2017

New tax band	CO ₂	First tax	Std VED
A	0	£0	£0
B	1-50	£10	£140
C	51-75	£25	£140
D	76-90	£100	£140
E	91-100	£120	£140
F	101-110	£140	£140
G	111-130	£160	£140
H	131-150	£200	£140
I	151-170	£500	£140
J	171-190	£800	£140
K	191-225	£1,200	£140
L	226-255	£1,700	£140
M	Over 255	£2,000	£140

ONE CAR TO RULE THEM ALL

The Peugeot 3008 SUV has been named the 2017 'Car of the Year' at the Geneva Motor Show by a judging panel comprising 58 European journalists.

The all-new 3008 SUV impressed the judging panel with its combination of style, interior design and performance. This prestigious trophy joins the 20 other prizes the 3008 SUV has already won since its launch at the start of 2017.

Jean-Philippe Imparato, CEO of the Peugeot brand, commented: "I am particularly proud and very pleased that the 3008 has won the 2017 'Car of the Year' prize. This trophy is the culmination of five years of incredible work by the brand's teams and our group."



APPOINTMENTS

► **FAB Recycling** is pleased to announce the appointment of **Steve Thompson**, Managing Director of Industry Insights, as a new board member. A well-known and respected bodyshop professional, Steve brings a wealth of collision repair industry knowledge and experience to the award-winning FAB business and commented: "FAB's approach to sourcing vehicles, breaking, cataloguing parts, storage and distribution is first class when compared to similar distribution models in any market. I am now very pleased to join the board as Non-Executive Director and I am looking forward to assisting in driving forward FAB's future growth strategy."

► With a growing demand for its fleet and driver risk management solutions, **DriveTech** has announced a number of appointments to accelerate growth in its Corporate Fleet business. These appointments number: **Simon Hunt** – Head of National Sales; **Tracey Bass** – Sector Manager (Supermarkets); **Zoe Mitchell** – Sector Manager (Partners and Not for Profit); **Alex Glazier** – Sector Manager (Utilities, Rail & Blue Light); **Craig McCall** – Sector Manager (Bus and Coach).

► **Electric vehicle charging specialist InstaVolt** has strengthened its senior team with the appointment of **Adrian Keen** as Chief Financial Officer. Commenting on his appointment, Adrian said: "I'm delighted to join the team at InstaVolt and look forward to playing a role in its ongoing growth. The company has a fantastic vision – to help reduce carbon emissions by supporting the electrification of the UK's transport system – and a strong and experienced team at its core."



IN BRIEF

► **Autocar and Courland Automotive** have opened the Next Generation Award 2017 programme to all UK resident young adults aged 17-25. The competition invites entrants to submit an original idea or innovation that would improve the UK automotive business in one of five categories: mobility, connectivity, sustainability, customer experience or marketing and communication. For more information please visit: autocar.co.uk/nextgenerationaward

► **Valeo UK** is proud to announce that it has been officially certified by the Top Employers Institute for its exceptional employee offerings for the fourth year in a row after being awarded the exclusive Top Employers Europe 2017 Certification. The annual international research undertaken by the Top Employers Institute recognises leading employers around the world highlighting those that provide excellent employee conditions, nurture and develop talent throughout all levels of the organisation, and that strive to continuously optimise employment practices.

► Vehicle remarketing specialist **G3 Remarketing** has invested in training from the National Association of Motor Auctions (NAMA) for all of its vehicle inspection staff. The NAMA training scheme sets out to enhance buyers' trust in the condition and grade of a vehicle at auction – whether online or in person.

► **Close Brothers Motor Finance** recently celebrated its 25th anniversary of its Sheffield branch. The motor finance firm, headquartered in Doncaster, is one of the largest employers in the Yorkshire region. Despite tough economic conditions over the years the firm has continued its success, working with over 2076 dealers and helping to finance 65,000 cars worth nearly £440m pounds over the course of 25 years.

► **Sytner Group** is celebrating topping The Sunday Times poll of the Best Big Companies to Work For in the UK, as voted by employees. Its Director of HR Melvin Rogers commented: "This is a fantastic result and a credit to the entire team at Sytner. I continue to be impressed by our colleagues' desire to outperform the competition, produce great results and deliver world class service to our customers."



FRONTLINE

GM NETWORK TO BE CUT?

Debating the implications of PSA's recent takeover of GM for the latter's UK network

If there is such a thing as a standard formula for one car maker buying another, then perhaps it is this: the company doing the buying is looking to both improve sales (and profits) while at the same time reduce costs.

History has shown there are two basic ways that this can be done. One is you buy a manufacturer or brand that will sell in different markets to your existing range – this market could be different in geographical terms or demographic. The other is you focus on cost savings, which means you can utilise existing capacity and skills to build cars under your acquired brand in a more profitable way. Obviously a blend of both also works.

When you look at the €1.3bn takeover of Vauxhall/Opel by Peugeot Citroen (plus €0.9bn for GM's European finance division) it's the latter model that seems to make most sense.



Carlos Tavares shakes hands on the GM takeover with its CEO Mary Barra

A simple comparison of products and the markets they occupy shows a great deal of overlap. PSA, through its brands Peugeot, Citroen and DS, already covers the sectors and markets in which Opel and Vauxhall's products sell.

In overly simple terms, for future generations of Vauxhalls (or Opels) it would be feasible to build these cars off a PSA platform. Or vice versa. So perhaps the next Corsa could be built off the same platform as the next 208.

Of course, PSA and GM Europe were already working together like this. The upcoming Vauxhall Crossland and Grandland share much of their underpinnings with the newly launched Peugeot 3008 and 5008.

SHARING THE STAGE

Volkswagen works this principle of platform sharing very successfully.

Just look at the current VW Golf, Seat Leon, Skoda Octavia and Audi A3.

However, with the VW Group, the clarity between brands, their values and the type of customer they appeal to is marked. Yet there is a factor beyond marrying up product and seeing what the overlap is, and that's the person driving this merger:

PSA Chairman Carlos Tavares.

He is a man who should not be underestimated and is clearly gifted when it comes to both running carmakers and also understanding car buyers.

From a worrying financial position only a few years ago, Tavares has turned the PSA Group around. Most recently, under the

The PSA/GM range

PEUGEOT	↑	DS	OPEL
108	C1		Viva
		DS3	Adam
208	C3		Corsa
2008	Cactus		Mokka
	C3 Picasso		Meriva
308	C4	DS4	Astra
3008	C4 Picasso	DS4 Crossback	Crossland
5008			Grandland
	Grand C4 Picasso		Zafira
508		DS5	Insignia
Bipper	Berlingo Multispace		
Partner	Dispatch Combi		
Traveller	Space Tourer		
RCZ			Cascada

'Push to Pass' plan, he has seen a growth in sales and the operating margin for the automotive division of PSA, with both recording positive figures for the past three years.

In the latest set of financials, issued in February, that margin was up to 6% versus 5% in 2015. While vehicle sales were up 5.8% to 3.15mn in 2016.

THE EFFICIENCY EQUATION

Speaking when the results for 2016 were revealed, Tavares said: "These results demonstrate our ability to consistently deliver an excellent performance in an adverse environment." He's not wrong either.

Besides product efficiencies, would a merged PSA and Vauxhall Opel also see network efficiencies?

Tavares also has form here too. He was Chief Operating Officer of Renault when in the UK the brand dramatically cut its network numbers from around 220 to 155 sites.

The cuts weren't popular at the time, but the network is now reaping the rewards with much improved sales per outlet – and a much stronger return on them to boot.

MAKING THE CUT

Speaking to me after the UK cuts and about returning the network to profitability, Tavares said: "Some practices [forced registrations] are basically very unhealthy and very peculiar to a region [Europe]. Yes we have learnt from the lessons we have seen here in the UK. If you don't have full respect for the brand, if you can't put 100% of your effort into making great cars, and if you don't implement discipline in the way you manage your discounting – you cannot win.

"And, as you know, our region [Europe] is famous for its lack of discipline in many of these areas. I can tell you it's a hard job for any of the managing directors in this region to stick to this decision, but each time you do it, you win. There is no doubt about that.

"The transition period is always very difficult and always very painful, but once you are at a point where you have rebuilt the business model, then from there any growth is profitable growth. And then it becomes a very enthusiastic and energising experience for the leadership team."

It is, perhaps, this statement that is of most use to those in the Vauxhall network and at the manufacturing plants. The transition could be painful, but for those that make it through, the future should be profitable.

ON THE FRONTLINE

GRAEME POTTS, CHIEF EXECUTIVE, EDEN MOTOR GROUP (720 STAFF, 125,000 NEW AND USED CARS)

How long in your current job?
Nine years.

What was your first job?
Graduate management trainee, Marks and Spencer.

How do you approach recruitment, and do you struggle to get 'quality' people for your business?
We look for personality and 'chemistry' with our business and a match with our six 'Eden People Values' ahead of technical capabilities. We don't generally struggle, but we have to be discriminating and prepared to put 'mileage' in to get the best.

If you were a VM what would you do to make the lives of retailers easier?
Be straightforward and motivational, with openness about the balance of good and not such good news. Try to engender a 'sense of team' and major on the vast majority of things where there is a commonality of interest.

What one piece of advice about selling cars would you give to a new starter?

Major on building a relationship with the customer at the first stage and listen to them – talk last.



HOW TO SELL IT: MAZDA MX-5 RF



IMPORTANT BECAUSE...

The MX-5 has always been one of Mazda's strongest sellers. With the latest generation, rather than simply designing a folding hard top, the RF version is more like a targa with a central roof section that automatically folds away. This means it's much more distinct from the soft-top.



WHY WOULD SOMEONE BUY IT...

The MX-5 RF offers much better sound insulation and security because of the hard top. This makes it a much more 'everyday' car than the regular MX-5, whilst still containing all the excitement of a two-seat convertible.



ON THE ROAD...

The MX-5 RF is one of the best value fun sports cars you can buy. And not only is the rear-wheel drive car exciting to drive, it's also easy to drive. The steering is light and precise while the ride is compliant over bumps but stiff enough to make the car agile while cornering.



BEST TO GLOSS OVER...

Whilst the roof doesn't add a lot of extra weight (about 45kg) over the fabric roof there is a greater impact on performance in the 130bhp 1.5 than in the 160bhp 2.0 so it may be worth steering buyers to the more powerful car.



WHO WOULD BUY IT...

Both the soft-top MX-5 and the MX-5 RF will be bought by those with the disposable income to buy a toy. This typically means buyers are older and split evenly between men and women. Almost all will be retail purchasers. However, the RF's hard top roof does lend additional practicality so may include a small number of user-choosers.



ALSO ON THE LIST...

The most obvious rival is the Fiat 124 Spider which is based on the same underpinnings as the MX-5, although this is, so far, only available as a full convertible. The Audi TT, BMW Z4 or the Mercedes SLC would also be classed as rivals, but are more expensive.



PRICE AND FINANCE...

The list price for the MX-5 RF starts from £22,195, but the Sport Nav with the 2.0-litre engine starts from £25,695. Mazda is currently offering a three year, 27,000 mile PCP deal for the quicker car of less than £400 a month with a £5000 deposit and an interest rate of 5.9%.



UPSELL OPPORTUNITIES...

With the additional weight, buyers should be opting for the more powerful 2.0-litre engine for maximum fun. And true driving enthusiasts should be looking to the Sport model which features a limited slip differential and uprated dampers.





MOTORCYCLES

THE NO-JOY RIDE

Asking if autonomous technology renders riding motorcycles joyless

Even with current news coverage understandably centering on politics, both here and abroad, the court case concerning Tesla and the autonomous car crash, which resulted in a fatality, has still received significant airtime. As, of course, has news of the various trials starting with other manufacturers who are in the final stages of developing 'self-driving' cars.

Most of the coverage still centres on the issue of who is responsible in the event of things going wrong. Little seems to revolve around the fact that eventually new 'drivers' will not have any skills at all, meaning taking control in the event of a systems failure will not be an option anyway!

Whilst the motorcycle world may be a long way behind the four-wheeled industry, technology is gradually taking over and, as a result, we get a de-skilling of owners and riders – all in the laudable name of safety.

Over the past two years we have highlighted the superb Bosch electronics package used by KTM to almost eradicate crashes. We have looked in depth at the supremely advanced systems used on the Yamaha R1M designed to prevent, as far as possible, riders parting company with their steed and meeting the tarmac in a brutal and painful manner. And, just recently, we looked at the BMW 'Motorrad Vision Next 100': a motorcycle, but not one as we know it now. Driven by an electric motor it has a flexing frame and active tyres which adapt to the terrain, and a self-levelling system which BMW claims makes the bike impossible to crash – unless the human in charge really does something stupid, of course!

Certainly when you read through the rest of the specifications it will be

an amazing machine capable of dealing with many of the hazards and problems that beset the single track user and perhaps allow them to ride without protective clothing, although that would be a step too far for many.

THE NEXT GENERATION

Amongst the press information on the futuristic machine was the mention of gyros to help balance the machine and enhance stability, in a similar fashion to the Yamaha system and those used on the Segway personal mobility scooter.

However, at the beginning of this year, at the Consumer Electronics Association exhibition in Las Vegas (interestingly rather than at a motorcycle event), Honda went one stage further with the launch of a motorcycle that does not fall over and can actually drive itself. The manufacturer has come up with 'Riding Assist', a technology that doesn't rely on heavy gyroscopes to balance itself like its competitors but instead uses technology derived from the balancing systems in its 'Asimo' robot and its 'Uni-Cub' electric mobility scooter developed at its Silicon Valley R&D center.

NOT DRAWING ON THE GYRO

In basic terms Riding Assist allows the motorcycle to balance itself in slow speeds without the use of gyroscopes. Instead it replicates real life by raking out the motorcycle's front forks and then moving the front wheel back and forth – just like cyclists do to balance themselves at extremely slow speeds.

Honda achieves this by using an electronic steer-by-wire system that disengages the handlebars from the front forks at speeds below 3mph, allowing the on-board computer to



take control of the forks and front wheel. Sensors detect lean angles and then swing the wheel from side to side thousands of times per second.

At the same time the computer adjusts the angles of the front forks, lowering the bike's centre of gravity to improve stability. As a result, as the USA launch demonstrated, the motorcycle stays upright all on its own and is capable of recovering from serious angles of lean. It is hard to detect any movement and appears to sit perfectly upright when stationary.

The handlebars and the forks have separate motors to move them while disconnected in steer-by-wire mode, and so the rider retains control for low-speed maneuvering. The system is speed sensitive, so above 3mph the forks are once again locked in place returning the motorcycle to conventional steering.

HELP ME HONDA

Honda sees the technology as being useful for a novice rider, or one of the vertically challenged brigade whose machine is just a bit too tall or heavy for them. "Most riders can manage their bikes just fine," says Lee Edmunds, from Honda's motorcycle division. "This is for those who want to relax a little bit and not stress out about falling over if they're older or a little shorter in stature, or if the bike is

"In basic terms Riding Assist allows the motorcycle to balance itself in slow speeds without the use of gyroscopes"

2.61% increase in total worldwide Japanese manufactured PTW exports in 2016

heavier. It takes away that anxiety.”

Another couple of quotes from the launch are perhaps more interesting and give an insight into a similar thought process to BMW. Honda spokesperson Sage Marie said the motorcycle could be equipped with self-driving capability. So a rider could get off the bike curbside at a restaurant, for example, then go inside while the bike finds its own parking!

“Since our founding, Honda has focused on creating technologies that help people,” said Yoshiyuki Matsumoto, President & CEO of Honda R&D Co., Ltd. “Our goal is to showcase a future technology path that results in a redefined mobility experience.”

TRIED AND TESTED

Whilst both concept machines may be some distance from production, much of the technology is already a long way down the trial and development route, as Honda has demonstrated.

We currently have legislation requiring PTWs over 250cc to have anti-lock brakes, we have traction control and cruise control, anti-wheelie systems and many more systems that are seen on more and more machines. In essence, we have some of the safest bikes ever seen since motorcycles first appeared at the beginning of the 20th century.

However, in those pioneering days, riders had to understand how their machines worked, basically because they had to fix them on a regular/daily basis. Roads were pretty basic and suspension was rudimentary (as was lighting) when it appeared and riders developed survival and riding skills.

WHERE'S THE FUN?

Now we have sophisticated machines capable of outperforming even some of the best road riders, many of whom have no idea of the physics and handling issues on a modern machine,

“In essence, we have some of the safest bikes ever seen since motorcycles first appeared at the beginning of the 20th century”

or for that matter how it actually works. Service intervals have got longer and longer and many dealers and technicians rely on computers to diagnose faults, let alone a rider working things out prior to the service schedule.

As result they do not develop any survival skills because virtually nothing goes wrong, but when it does it tends to be a serious incident! The technology is aimed at making the riding safer and that is to be welcomed and applauded. But, if we get to the point whereby technology is riding the bike for us, why bother? You might just as well be a passenger in an autonomous car or on public transport, because at least you will not get cold and wet and you can do some work when on the move or answer the phone without worrying you will lose concentration! Put simply, the whole joy and exhilaration that comes from riding a motorcycle will be gone!

RECORD-BREAKER

The three day Carole Nash MCN London Motorcycle Show in mid-February saw a record-breaking crowd of 39,811 flock to London's ExCeL Centre to celebrate the best of two wheels. With 22 manufacturers, biking celebs, rare exhibits and exclusive offers, the 2017 Show was the biggest yet – despite the motorcycle industry's NEC Show taking place just two months prior.



Registration woes

It is estimated that as many as 50 buyers of MV Agusta motorcycles may be riding around on bikes they don't actually own in the UK and are therefore uninsured after a buyer found the number plate on his new bike was fake and the bike was not actually registered and belonged to an Italian finance company. The problem has arisen because the dealer, who has now ceased trading, did not pass on the customer's payment to MV Agusta or inform the company of the sale. This means that no certificate of conformity – essential to register the machines – was issued!

IN BRIEF

► **Oxford Products** has appointed Simon Belton as Marketing Manager. Previously Belton has enjoyed a career at Kawasaki, Yamaha and KTM and in his new role he will be responsible for all marketing communications for Oxford – both in the UK and abroad.

► According to data published by the **European Association of Motorcycle Manufacturers (ACEM)** registrations of motorcycles and mopeds in the EU increased by 9.1% in 2016 compared to the previous year.

► **The National Motorcycle Dealers Association** signed up nine new members during January at the Motorcycle Trade Expo held at Stoneleigh Park.

► **Harley-Davidson** has announced the appointment of Troy Alstead and Allan Golston to the company's board of directors. Alstead is retired from Starbucks Corporation where he most recently served as Chief Operating Officer, and Golston is the President of the US programme for the Bill & Melinda Gates Foundation.





COMMERCIAL VEHICLES

I GOT CHILLS

On the different technologies being used to transport chilled and frozen goods



Haul chilled or frozen food around the country and there is every chance the truck you are using will be fitted with a diesel-driven refrigeration unit. However, growing hostility towards diesel among big city authorities is prompting some refrigerated transport operators to contemplate alternative low or zero emission fridge technologies – and there is no shortage of businesses willing to offer them.

Among these businesses number Leicestershire-based Jackson Coachworks. One of the oldest-established temperature-controlled body builders in the country, it has promoted the advantages of zero-emission eutectic refrigeration packages for many years says Managing Director Peter Jackson. It produces them in Britain under the 'eistechnik' banner and typically installs them in trucks grossing at up to 18 tonnes.

An eistechnik unit employs beams filled with a non-toxic gel which are installed in the truck's insulated body. The system is plugged into mains while the truck is parked overnight and freezes the gel to the required temperature. When it is unplugged and the truck starts its delivery run, the gel thaws. Cold air is released and the cargo stays cool.

"As well as generating no emissions or noise, a eutectic system's maintenance costs are

approximately two-thirds lower than those of a diesel unit," says Jackson. "It's ideal for multi-drop work involving 40 to 50 deliveries on a summer's day and can cope with frozen as well as chilled loads.

"Remember that according to a recent survey a diesel-powered transport refrigeration unit can create as much as 15 tonnes of CO₂ emissions every year as well as up to 70dB of noise," he adds.

There is a weight penalty to pay admits Jackson and possibly a front-end cost penalty too compared with a diesel unit. Such concerns need to be balanced against the durability and longevity of eutectics, however. "We know of systems that are ten years old and still working quite happily," he contends.

NITRO-POWER

eistechnik is by no means the only alternative to diesel. Croydon-based Dearman has developed an engine driven by the expansion of zero-emission liquid nitrogen. It is being used to drive a Hubbard refrigeration unit fitted to an insulated body mounted on a Mercedes-Benz Antos now on trial with Sainsbury's.

Going this route can chop a vehicle's overall NOx emissions by upwards of 70% and its particulate emissions by over 90%, the company says.

"We should hopefully have the system fitted to 15 vehicles by the end of the summer, all of which will be run by blue-chip operators, rising to 30 by the end of the year," says Commercial Director David Sanders. "The Sainsbury's truck is proving to be reliable, with no unplanned maintenance required."

THE HYDRAULIC SOLUTION

An approach to transport refrigeration that has been established in Scandinavia for over 40 years, but is new to the UK, is one that has been developed by Hultsteins of Sweden.

It relies on a hydraulic pump driven by the truck's engine which delivers constant power to the fridge unit no matter how quickly the engine is turning over. CO₂ emissions are down by at least 98% compared with diesel units contends UK Sales and Operations Manager Simon Wood, while maintenance expenditure is down by 50%, he claims.

While hydraulic systems are slightly lighter than their diesel rivals, they are pricier too, Wood concedes. Yet he argues that a combination of lower fuel consumption and service and repair costs, and less downtime, should result in an annual operational saving of up to £3,000. He also reckons fleets should see their money back in no more than five years.

85%

of goods in the UK are moved by road according to the Road Haulage Association

Aware that a possible objection to adopting unfamiliar technology can be concern over aftersales back-up, Hultsteins has arranged for Scania dealers to provide support. "It was clear that no-one was prepared to consider our product seriously until we had a service network that could cover it," says Wood. "We're now close to getting one of the supermarkets to take it on trial later this year."

BRANCHING OUT

Manufacturers long known for their association with diesel-driven units are embracing alternative sources of power too. Carrier Transicold has been offering a package similar to Hultsteins since it acquired Dutch manufacturer TRS in January 2016 and has also developed a fridge engine that can run on compressed natural gas.

Thermo King, its key competitor, has worked with sister company Frigoblock to come up with a fridge package for a semi-trailer that can be driven electrically off the tractor unit's alternator. It has also installed a refrigeration system developed in conjunction with International Refrigeration Cooling in a semi-trailer that can be powered by kinetic energy from one of the trailer's axles.

Fridge makers are cleaning up their diesel products too. Carrier Transicold has come up with a low emissions pack for its Supra refrigeration system which includes a diesel engine said to produce 50% fewer particulates than a standard diesel.

GETTING OUT OF THE RED

Purveyors of alternative fridge technologies are put at a cost disadvantage, says Dearman's David Sanders, because diesel-powered systems on trucks can be run on cheap red diesel which attracts a lower rate of duty than standard white diesel. He argues that this is an anomaly so far as road transport is concerned given mounting worries over diesel and urban air pollution and wants this concession removed. Make the use of white diesel in fridge units mandatory and Dearman will be able to compete with them on a more level playing field.

It should perhaps be noted that many hauliers fuel everything with white diesel anyway to avoid the risk that their trucks will accidentally end up with red diesel in their running tanks. Running a truck on red diesel is likely to result in substantial financial penalties if you are caught by HM Revenue & Customs. Claiming that it was a mistake is unlikely to be accepted as a defence.

IN BRIEF

► An Isuzu truck with a refrigerated body at the front and a separate curtainsider body at the back has gone into service with TCR Food Services. The bodies were built by Jackson Coachworks.

► European truck manufacturers have called for aftermarket devices which can be used to bypass or switch-off emission controls systems that use AdBlue to be banned. Operators who fit them should be fined says ACEA, the European Automobile Manufacturers' Association.

► A further 158 Volkswagen Transporters are going into service with the AA with 24 of them fitted with dual-clutch Direct Shift Gearboxes. The order follows one for some 500 Transporters placed by the AA last year.

► Iveco is to designate 250 of its dealers located close to main transport routes across the UK and mainland Europe as specialist truck stations. Facilities will include comfortable waiting rooms for truck drivers with access to shower facilities they can use while their vehicles are being worked on.

► Scania has opened what it says is Europe's first indoor used truck retail centre. Based in Warrington close to Junction 21 on the M6, it can hold up to 50 vehicles.

► The Freight Transport Association has dismissed claims by the Local Government Association that trucks are responsible for the poor state of Britain's roads as completely inaccurate. "The real issue is the need for increased funding from central government to address the potholes problem nationwide," says FTA Head of Policy Christopher Snelling.

► All new Ford Transits and Transit Customs are being fitted with Side Wind Stabilisation. A technology already adopted by Mercedes, it acts to prevent vehicles being blown into the adjacent lane if they encounter a strong cross-wind.

► Volvo has developed a concept hybrid diesel-electric long-haul truck which promises a cut in fuel usage and CO₂ emissions of around 30%.



BLACK CABS GO GREEN

Ray Massey interviews Chris Gubbey, the ambitious Chief Executive of the London Taxi Company, on his plans to electrify his black cab fleet

The man at the helm of the iconic London Taxi Company (LTC) was in overdrive as he spelled out his plans to beat the Brexit blues by launching a 'green' electric black-cab invasion of mainland Europe.

"It will be a world beater," said Chief Executive Chris Gubbey of the recently opened £300mn factory near Coventry which will build the new pollution-free London taxi – and create 1,000 jobs in the process. The first car plant to open in the UK for a decade, it also boasts its own research and development facility.

As well as targeting the UK capital for sales, the London Taxi Company has also carried out trials in Paris, Berlin, Amsterdam, Barcelona and Oslo ahead of its export drive to Continental Europe. Hong Kong and Singapore have also been targeted in the Far East, with Japan not ruled out for the future.



RAY MASSEY IS MOTORING EDITOR OF THE DAILY MAIL

The new LTC factory in Ansty, near Coventry

Some 600 people have already been taken on to launch the new TX5 electric black cab, with 400 more in the pipeline as production gets underway. The TX5 will be launched to customers in the autumn and a second vehicle – an electric van – is to be built at the site from late 2018, Gubbey also revealed.

A single shift at the factory could produce up to 10,000 electric vehicles a year and a second shift is expected to follow quickly. But the new factory has capacity for three shifts producing 36,000 electric black cabs and vans annually – ten times the current factory's output.

The timing is critical as new environmental rules for the capital mean that all new black cab taxis sold for use in London from January 2018 must be pollution-free and zero-emission.

DISSIPATING DIESEL

Gubbey is clear that diesel has had its day as LTC waves 'goodbye' to the last of its diesel line with the production of 300 valedictory special edition TX4 cabs; a hard-headed commercial decision which goes with the current political and environmental direction of travel.

By 2020 half the 22,500 black cabs in the capital will be electric as the current diesel ones are phased out, predicts Gubbey. Sales to other UK cities which use black cabs, including Coventry itself, will add to the customer-base.

But he stresses that more electric

charging points are also needed so the authorities must also do their bit. He said: "We support the London Mayor's pledge to make tackling air quality in London a top priority – and now we can see taxi drivers want this too. It is down to us to work together with the relevant authorities to ensure the right infrastructure is in place. We believe that London can lead the world in zero emissions urban transport."


The firm's original factory near the centre of Coventry is continuing to build a small number of existing TX4 taxis for more traditional markets. They are also built under licence in China.

EXCITED FOR THE FUTURE

Battle-hardened motor industry veteran Chris Gubbey, 60, who in his 35-year international career has held senior manufacturing posts at Ford, General Motors, Toyota and Vauxhall in the UK, and who has worked extensively in China, Russia and Australia, said he is 'upbeat' about the future and the 'transformational change' of his company which has built black cabs for seven decades. He also said even more investment is planned, on top of the £300mn already committed so far to the project.

Gubbey said Chinese parent company Zhejiang Geely Holding Group was fully behind the move, regardless of Brexit. Geely Chief Executive Li Shufu, who attended the factory opening, has written to UK staff giving his full commitment to the project in wake of Britain's vote to 



A middle-aged man with glasses, wearing a dark pinstriped suit jacket over a light purple shirt, stands with his arms crossed in front of a black taxi. The taxi has a yellow 'TAXI' sign on its roof. The background shows a brick building. The man is looking directly at the camera with a slight smile.

***“We believe that London
can lead the world in zero
emissions urban transport”***



leave the European Union.

Gubbey said: "It will be very important to break into Europe with this cab. It's the only purpose-built taxi in the world. Nobody knows exactly what's going to happen with Brexit – but our Chairman is totally committed and has written to the employees to tell them that."

He said the new TX5 electric cab is recognisably a London cab but has been redesigned from the ground up for the 21st century and shared not a single part with the diesel-engined cab it replaces. The new TX5 has six seats instead of the five at present – three fixed and three drop-down – more space, greater comfort for both the passengers and the driver, wi-fi and charging points, and better ramp facilities for disabled passengers.

It will be able to run more than 70 miles on electric power only – enough, says the firm, for a driver to complete a day's shift – with a 'range-extender' back-up to ease fears that it might run out of juice.

One thing which has irked some commentators is the lack of British steel in the firm's taxis to date. That won't be a problem in future as the new cab is predominantly

lightweight aluminium, manufactured in Wales.


Gubbey, who began as a Ford graduate trainee after gaining a degree in production engineering from Hatfield Polytechnic (now the University of Hertfordshire) said: "The chance to start with a clean sheet of paper has been excellent. It's about a reboot and a rebirth of the London taxi – I think it will be a world-beater."

But he noted: "It's a huge responsibility. The black cab is known throughout the world. It is an international icon. People who visit London from around the globe have seen and used them and so the challenge of both setting up a factory and launching a new vehicle really lit my fire. It ticked every single box."


PRICE DISCRETION


The firm is being tight lipped on pricing but says the much lower running costs will make it cheaper 'overall'. The current taxi costs £43,000 with finance deals running at around £159 per week, which suggests the new cab – running on electricity from the mains rather than diesel – will be around £60,000. And of the electric cab's battery life, Gubbey said

TAXI TRIVIA

 More than 41,000 TX models have been produced over the past 20 years, of which 17,000 are TX4s

 The cabs have been sold to more than 40 countries including Australia, China, France, Germany, Italy, Japan, New Zealand, and even Tonga

 London cabs have appeared in more than 5,000 films and TV shows including various James Bond movies, Doctor Who and Sherlock Holmes

 The Duke of Edinburgh, Sir Laurence Olivier, Stephen Fry and Andrew Lloyd Webber have all had black cabs for personal use. The firm said: "In fact, we're still waiting for Arnold Schwarzenegger to collect his TX4. He put a deposit down about a decade ago but never collected it!"

TIMELINE

The London Taxi Company

A BRIEF HISTORY

1907

Mann and Overton imports the **French Unic cab** into London

1947

Mann and Overton collaborates with Austin to develop a **new chassis – the FX2** – with a longer, stronger wheelbase

1958

Launch of the **FX4 black cab** – destined to become the longest running and most recognisable British motor car of all time

2006

China's **Geely** and Manganese Bronze Holdings establish joint venture company to produce the iconic London Taxi in Shanghai

2009

Geely acquires **20% shareholding** in Manganese Bronze Holdings

2013

Geely acquires assets of Manganese Bronze Holdings from the administrators. **Production of the iconic London Taxi** restarts in September

2017

Opening of new factory at Ansty and launch of **new TX5 electric cab**

1930

William Overton forms a **joint venture with Austin** to modify the Austin Heavy 12/4 which swiftly became the market-leading London Taxi

1948

Mann and Overton forms joint venture with Coventry coach-builders Carbodies to design and build a **new London Taxi, the FX3**. Production begins in Holyhead Road, Coventry

1984

Manganese Bronze acquires Mann and Overton which merges with Carbodies, forming London Taxis International

2008

Manganese Bronze Holdings announces production of first prototype **TX4 London Taxi** at its Chinese joint venture, Shanghai LTI.

2010

London Taxis International is **rebranded as the London Taxi Company**

2015

London Taxi Company **unveils design of new range extended electric taxi** in the presence of China's President Xi during official State visit to the UK



An electric dream: the new TX5

it would be around 15 years before it would need replacing.

But he is clear that it's no good having the most advanced taxi on the planet if there isn't the trained workforce to service and repair it, which is why he places great emphasis on high standards of apprenticeships and has invested in a number of key training and apprenticeship



programmes to develop the engineers and mechanics of the future. This includes piloting the Level 3 Light Vehicle Standard on behalf of the IMI.

The various apprenticeships enable participants to complete a wide range of complex repairs requiring in-depth knowledge to ensure the new taxi is maintained to the highest possible standards.

PARENTAL INFLUENCE

Before taking over the reins at LTC in mid-2016, Gubbey spent a year with parent company Geely in China. Immediately before that he spent three years as Chief Executive of Chinese carmaker Brilliance Auto.

Geely, which previously held a 20% share in LTC, took full control in 2012 when it bought the firm out from receivership after previous owners Manganese Bronze went into administration.

As well as owning Sweden's Volvo and launching a new car brand called 'Lynk&Co', Geely is also supporting British automotive engineering talent as the main sponsor of the British supersonic vehicle project, Bloodhound SSC, which aims to break the current land speed record of 763mph in October 2017. Wing Commander Andy Green, the pilot driver, is expected to arrive on the site of the world record attempt in South Africa in a black cab.



Get used TO USED

Used cars offer great opportunities for dealers and **Spencer Halil** argues finance is the key to unlocking them

The SMMT has warned that new car sales will face headwinds in 2017 due to the uncertainty created by the decision to leave the EU. With a falling pound has come rising prices and while manufacturers will work hard to avoid steep price rises, buying a new car is only going to get more expensive. Add in rising costs for households, and the combined effects mean consumers will increasingly look at used cars when considering their next purchase.

Used cars are already proving popular. Whilst there were record new car sales in 2016, the SMMT also reported record used car sales: 8.2 million used vehicles were sold, up 7.3% on 2015.

Given this growth what are the key factors likely to push used car sales further in 2017? Firstly, there are a record number of cars entering the used car market. Back in 2014 new car sales hit a high and March of that year was the best for registrations since 2005. For the whole of 2014 the SMMT recorded a total of 2,476,435 new car sales.

Of those new cars sold in 2014 the Finance and Leasing Association revealed 76.1% were sold using finance. Indeed, the three-year-term Personal Contract Purchase (PCP) proved to be popular. Now in 2017, these contracts will conclude as consumers move on to new deals on the latest models and the

out-of-contract, three-year old cars return to market.

Secondly, while the purchasing of new cars on finance has been growing, the same is true for used cars. The Finance and Leasing Association reported that for 2016 £884mn worth of used cars were bought on finance, up 9% on the previous year. Perhaps this is not surprising given the high value of some of the three to six-year-old cars.

A STRATEGY TO SUCCEED

With this glut of used stock and consumers looking for alternatives to brand new cars, how can dealers take advantage of the opportunity?

Certainly they will need a clear pre-owned car strategy. They need to know not just which cars to stock and when, but also have the right competitive finance packages available to entice buyers. Once consumers are hooked sales staff need the right approach to conclude the deal. The right approach is dependent on really understanding what customers want and need from dealers.

Firstly, the majority of consumers will want to take a test drive. Auto Trader's Car Buyer of the Future Study 2015 revealed 88% of consumers want to take a test drive before buying, and will often just turn up at a dealership expecting to do so.



SPENCER HALIL IS FINANCIAL SERVICES DIRECTOR AT ALPHERA

Buyers would like to have the chance to start the deal building online so they can see what kind of deal is possible. Only once they have got the kind of deal they are really interested in do they want to be in contact with the dealer.

NICE AND EASY

Convenience is also the watchword when it comes to filling in finance forms with nearly three-quarters of consumers claiming they want to complete the credit application and financing paperwork online. Many believe it would save time at the dealership and lead to less pressure while filling in the forms.

That's why it is essential dealers not only have the right financial products but their provider also consults with them to ensure they engage with their customers efficiently and meaningfully.

The upside for dealers is providing a more convenient and time-efficient way for consumers to engage with them, plus it allows for the provision of a memorable and pleasurable showroom experience.

Stand-out dealerships will have a well-thought-out used car strategy, and know how to successfully engage potential customers. The true sales winners in 2017, however, will be those that also have the right strategic approach to conducting and concluding customers' deals.

"Convenience is also the watchword when it comes to filling in finance forms"

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INDEPENDENT INSIGHT

THERE MUST BE TRUST

John Dicker tells of how a seemingly innocuous event from his childhood has influenced his business philosophy throughout his adult life

A few weeks ago, while busy balancing an alloy wheel, I was just about to stick the final five gram weight on when a technician who had turned up for an MOT looked over my shoulder and asked: "Why do you bother placing the last five grams on, surely it will pick up that amount of weight in stones on its first mile on the road and it's going on the rear of the vehicle – no one will ever know?"

As I turned to give my reply my mind travelled back about 40 years to a shopping trip I went on with my mum to our local town. On arriving at the shopping precinct and pulling into a parking space my mother accidentally clipped the chrome bumper of an already parked car. She gave a gasp, parked the car, and quickly got out to inspect the impacted vehicle. It appeared that luckily the parked car had suffered no damage and she had just lightly brushed the bumper. Despite this my mother then searched for a notebook and pen from her handbag and proceeded to write a note containing her name, address, telephone number and an apology to leave on the other vehicle informing the owner what had happened. As a young boy I asked as to what she was doing. Given there was no damage inflicted she could have just left it and even parked her car elsewhere. "No one saw it, no one will know," I remember saying. "I will know," came my mother's instantaneous reply.

"Only if your work and reputation stands up to exacting scrutiny should you be able to sleep at night and look at yourself in the mirror in the morning"



INDEPENDENT

John Dicker

PROFILE

Owner, Moor Park Garage, Exeter, Somerset

TOPIC

Building trust

That lesson has stuck with me, both in my personal and professional life, and so you can guess what my reply was to the young technician. I explained the importance and value of the trust a paying customer gave us and how we need to repay that trust by providing them with the service they have paid for – in this case for the wheel to be correctly balanced.

These seemingly little things can be the start of a slippery slope leading to far bigger, more damaging things. If you cannot trust yourself, how can you expect your customers to trust you? Only if your work and reputation stands up to exacting scrutiny should you be able to sleep at night and look at yourself in the mirror in the morning.

In a sector populated by stories of customers who have lost faith in its ability to provide professional repairs, the commodity of trust is even more important. Good teaching and training are of course vital in this age of perpetually changing technology – but they count for nothing if we do not command trust. Trust is often given for nothing and in an instant, but it can be lost in an instant and cost us dearly too.

The next time I bumped in to that young technician it was he who was balancing a wheel and I smiled as I noticed him put a five gram weight on the balancer, spin the wheel, and see the final reading come up 0-0!

LEGAL LINK

Tom Draper provides the answers to some recently encountered employment law questions



TOM DRAPER IS HEAD OF EMPLOYMENT LAW AT TAYLOR&EMMET



YOUTH ON THEIR SIDE

As an employer, can I require job applicants to be a certain age due to my vehicle insurance policy?

The Equality Act protects job applicants from being treated less favourably on the basis of their age.

Therefore refusing to employ someone because they are too young or too old will be less favourable treatment on the grounds of age and thus potentially unlawful direct age discrimination.

Age discrimination can, however, be justified. In order to justify age discrimination you will be required to show that you have a legitimate aim and that there was no other more proportionate means of achieving this aim.

Whether you can justify restricting applications to a certain age group will ultimately come down to the facts of the situation. A key factor will be why you are seeking to do this and whether it is as a result of a requirement of your insurance policy or purely to save expense. If you are looking to save money then you will not be able to rely on this alone to justify age discrimination.

If in doubt you should not restrict your recruitment in this way or seek detailed legal advice about whether this type of discrimination can be justified.

MY IMI

Legal and Sales
CPD courses,
page 53

OFF THE RECORD?

I have been off work sick for three months. My employer has asked me to allow it access to my medical records. Can I refuse?

You can refuse to allow your employer access to your medical records but there may be unintended consequences if you do refuse access. Firstly, it will make it more difficult for your employer to assist you back to work and, secondly, this could be a breach of your employment contract.

Your employer is likely to be requesting access to your medical records in order to obtain a medical report on your condition from your GP or an occupational health specialist. Without a report like this it will be difficult for your employer to judge when you are likely to be able to return to work and what it can do to help you return.

If your employer does not have sufficient information about your condition, it may be reasonable for it to terminate your employment on the grounds of capability if there is no prospect of a return to work in the near future. Alternatively, if a medical report gives a positive prognosis this could facilitate your return and prevent your dismissal.

A medical investigation may also reveal that your illness amounts to a disability under the Equality Act which would require your employer to make reasonable adjustments if you are placed at a substantial disadvantage as a result of your disability.

Adjustments may come in the form of specialised equipment or alterations to your working hours. Without being aware that your condition could amount to a disability your employer may not be obliged to make these adjustments which could hamper your return as well.

If there is a clause in your contract of employment which requires you to allow your employer access to your medical records during long term sickness absence it could be a breach of contract to refuse – which your employer could treat as a disciplinary issue.

If there are aspects of your medical records that you do not want your employer to see it is worth talking to your employer as it may be possible to avoid these unintended consequences by restricting access to the aspects of your medical records which are relevant to your current condition.

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A guide to EMPLOYMENT LAW

Dana Ewans provides an overview of employment law in 2017



THE 'GIG' ECONOMY

With the threat of Brexit looming over us all and the loss of zero hours contracts where they are not genuinely justifiable, the latest trend is employing individuals on a job-by-job basis resulting in apparent self-employed status.

The so called 'gig' economy has taken off in the UK during the last 12 months and it is an appealing option to fill many roles in the motor industry, but in recent months this structure has begun to fray at the seams.

Some of you may recall that Uber lost a preliminary hearing in October 2016 when the tribunal found that its drivers were in fact workers and therefore entitled to the rights associated with that status. The tribunal was quite damning of the worldwide 'transportation network' and its operations and structure here



DANA EWANS IS
LEGAL ADVISER
AT JORDANS
CORPORATE LAW

"I believe that what constitutes self-employed status is, and always has been, clear"

in the UK. But Uber is not alone. In light of a second decision on 6 January 2017 against City Sprint, it seems that the tribunal is standing firm in its thoughts.

Ms Dewhurst is a bicycle courier who worked for City Sprint on a self-employed basis. She claimed that she was not genuinely self-employed because she could not 'pick and choose' the work that she accepted. She went on to argue that City Sprint controlled what she did and when and how she did it. The tribunal ruled in Ms Dewhurst's favour meaning that she is entitled to basic rights such as holiday pay and minimum wage. Whilst this is not binding on other claims, there are certainly more to come.

Uber is appealing the decision against it, and City Sprint has called on the government to clarify the terms and conditions of self-employment in light of this and the other recent rulings, stating that there was still widespread confusion

regarding this area of law. Whilst I appreciate that it is my job to understand, I believe that what constitutes self-employed status is, and always has been, clear. Perhaps it is not plain to every man on the street, but it certainly should be to those responsible for staff structuring and hiring within organisations as big as those under scrutiny. It has always been accepted that the tribunals and HMRC will go beyond the contract to establish the actual relationship if this is called in to question, and I believe that this is an appropriate safeguard against 'sham' contracts.

Surely what has happened here is that the employers have simply been called in to question and failed (subject to appeal) to meet the necessary standard? If these individuals are genuinely self-employed, and two tribunals have found otherwise, something is amiss – whether that be contracts, procedures or general management.

EMPLOYMENT LAW

Five to thrive



DISCIPLINARY POLICY

The disciplinary policy is statutory requirement. If implemented fairly and consistently it will ensure that all staff are treated equally should they step out of line. It can also assist staff in understanding what is expected of them in terms of their conduct. This could be particularly important in an environment that throws salesmen, mechanics and office staff in to the same arena.



GRIEVANCE POLICY

Another statutory one. It is important that your staff feel that they can raise concerns and be treated fairly within the workplace. Your grievance policy will let them know how to raise an issue and how they can expect it to be handled.



EQUAL OPPORTUNITIES

It is important for the success of any business that it treats all staff fairly and equally. The duty not to discriminate is constantly scrutinised and this policy will help show that you are complying with your obligations.



CAPABILITY POLICY

When staff performance is not up to standard there is often an underlying reason but, sometimes, those staff simply aren't suited to their role. A capability policy will help managers and their staff identify the issues and improve where possible.



SOCIAL MEDIA POLICY

As the fastest growing marketing tool available to us you cannot underestimate the importance of setting out a social media policy to protect your business. The motor industry is both competitive and driven by reputation so the ability to maximise the use of social media, safe in the knowledge that your business will not be adversely affected, is priceless.

PARENTAL LEAVE AND CHILDCARE

Whilst it has been delayed by the EU referendum, the government has announced plans to extend shared parental leave and pay to working grandparents by 2018. With people working later and later in life, a development like this family-friendly policy could have a huge impact. Implementation of this commitment was originally set for consultation in May 2016 and the government appears to remain fixed on the concept of an extension of shared parental leave and pay to working grandparents. The consultation is expected to also cover options for streamlining the shared parental leave and pay system, including simplifying the eligibility requirements and notification system.

On 16 March 2016 the Childcare Bill 2015-16 was enacted and became the Childcare Act 2016. As a result,

the government proposed increasing the provision of free childcare for eligible working parents of children aged three and four years old to 30 hours a week (for 38 weeks of the year). A welcome change for the ever-increasing number of parents returning to work prior to their children entering full time education, and balancing the cost of childcare against the need to work.

The Department for Education (DfE) consultation on the 30-hour free childcare entitlement sought views on some of the key elements before section 1 of the act comes into force – including how the entitlement will be delivered and how it will meet and be responsive to the needs of working parents.

On 8 March 2017 it was announced as part of the Spring Budget that the 30-hour free entitlement will apply from September 2017.



AUTO TRADER MARKET REPORT

Last month Auto Trader launched its latest Market Report, the biannual review of the UK's new and used car market, consumer buying and selling behaviours, and data and observations taken from activity on Auto Trader. Here the company gives an appraisal of some of the key findings...

81%

OF CURRENT CAR OWNERS INTEND TO CONTINUE OWNING CARS IN THE FUTURE

The UK is clearly made up of car lovers. The current level of car ownership is high with 85% of driving licence holders claiming to own at least one car. But with the introduction of disruptive mobility solutions and the rapid advancements of automotive technology, how will future ownership be affected? Of the circa 5,500 consumers we researched for our Market Report, 81% of current owners told us they intend to continue owning cars in the future. 14% said they were unsure and just 5% said they intended to discontinue owning a car in the future. At a time of turbulence and uncertainty this is very positive news for the automotive industry as it reinforces our assertion that consumers will always want to buy cars.



73%

OF CAR OWNERS IDENTIFY 'INDEPENDENCE' AS KEY MOTIVATION FOR CAR OWNERSHIP

The Market Report revealed that physical ownership and, importantly, exclusive access to a car is integral to motorists for a variety of reasons – and it seems the largest driver may not be an economic calculation but the independence it offers (73%), and our sheer love of driving (33%).

The independence that owning a car has given people over the decades remains unthreatened by any other forms of transport or mobility solution. As a result, almost three quarters of owners agree that 'independence' is the key motivation for ownership today. The other top reasons for consumers choosing to own a car include needing one for shopping and transporting items (69%), to travel to work (47%), and for leisure activities (44%).





75%

OF MOTORISTS LIVING IN THE CENTRE OF LARGE CITIES OWN AT LEAST ONE CAR

The car has been a loyal servant to consumers for almost a century but despite the improvements in public transport and the continued rise of the commuting class, owning a car is still crucially important to UK consumers.

Levels of car ownership amongst motorists varies across the UK. Despite the mix of more accessible forms of public transport in large cities, as well as the emergence of online taxi apps and vehicle sharing services, 75% of motorists living in the centre of large cities own at least one car. Higher levels of car ownership are evident in the suburbs of large cities (85%), smaller towns throughout the UK (86%) and, unsurprisingly, the highest levels are found in villages and rural areas (90%).

46%

OF MOTORISTS LIVING IN THE CENTRE OF LARGE CITIES OWN A CAR BECAUSE THEY ENJOY DRIVING

In the last 10 years there have been a number of new and disruptive models emerge that challenge consumers' conventional attitudes to car ownership. Many offer new economic, social and timesaving benefits, with most also addressing concerns motorists have about the cost of car ownership and effects on the environment, and even frustrations they may have about congestion or parking.

However, none of these models have come close to substituting car ownership or achieving widespread adoption by consumers, even in a large city where driving is more challenging. This is because the very nature of many of these models conflicts with the most important factors for consumers when considering car ownership, whether it be the independence it provides, the convenience, or simply the love of driving.



49%

OF MOTORISTS CLAIM TO NOT BE INTERESTED IN FULLY-AUTONOMOUS VEHICLES

The objective of this Market Report was to not only observe how the concept of car ownership is evolving but to also determine the impact emerging technologies would have on our industry, particularly driverless cars. It revealed that the impact may not be as dramatic as some thought, with almost half (49%) of current car owners claiming they would not be interested in a fully-autonomous vehicle. 30% of motorists said they were undecided, with only 21% claiming they would consider purchasing a fully-autonomous car in the future.

The development of new technologies will undoubtedly present challenges, yet despite this our findings present a positive outlook for UK dealers. Even in a world of fully-autonomous vehicles consumers still see car ownership as central to their future driving.

98%

OF CAR BUYERS WHO BOUGHT ON FINANCE CLAIM TO 'OWN' THEIR CAR

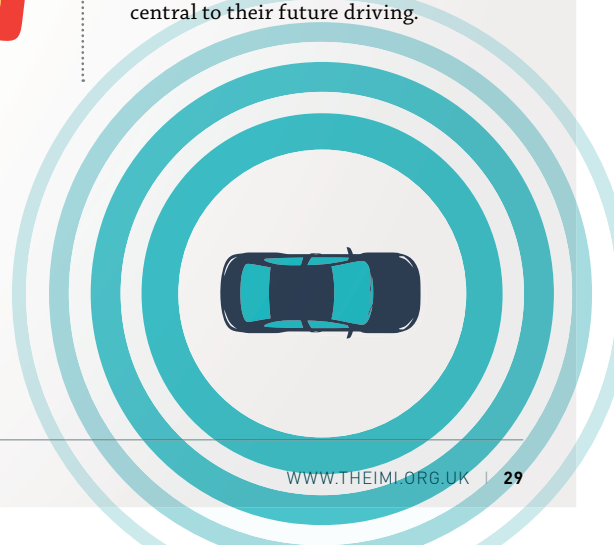
Choosing finance to purchase a car has become so popular that, according to the Finance and Leasing Association (FLA), 87% of private new car registrations were bought on finance in 2016, which increased from 81% in 2015. Used car finance is also experiencing growth: in December 2016 the FLA recorded the forty-fifth consecutive month of growth and a 9% increase overall for 2016 on 2015.

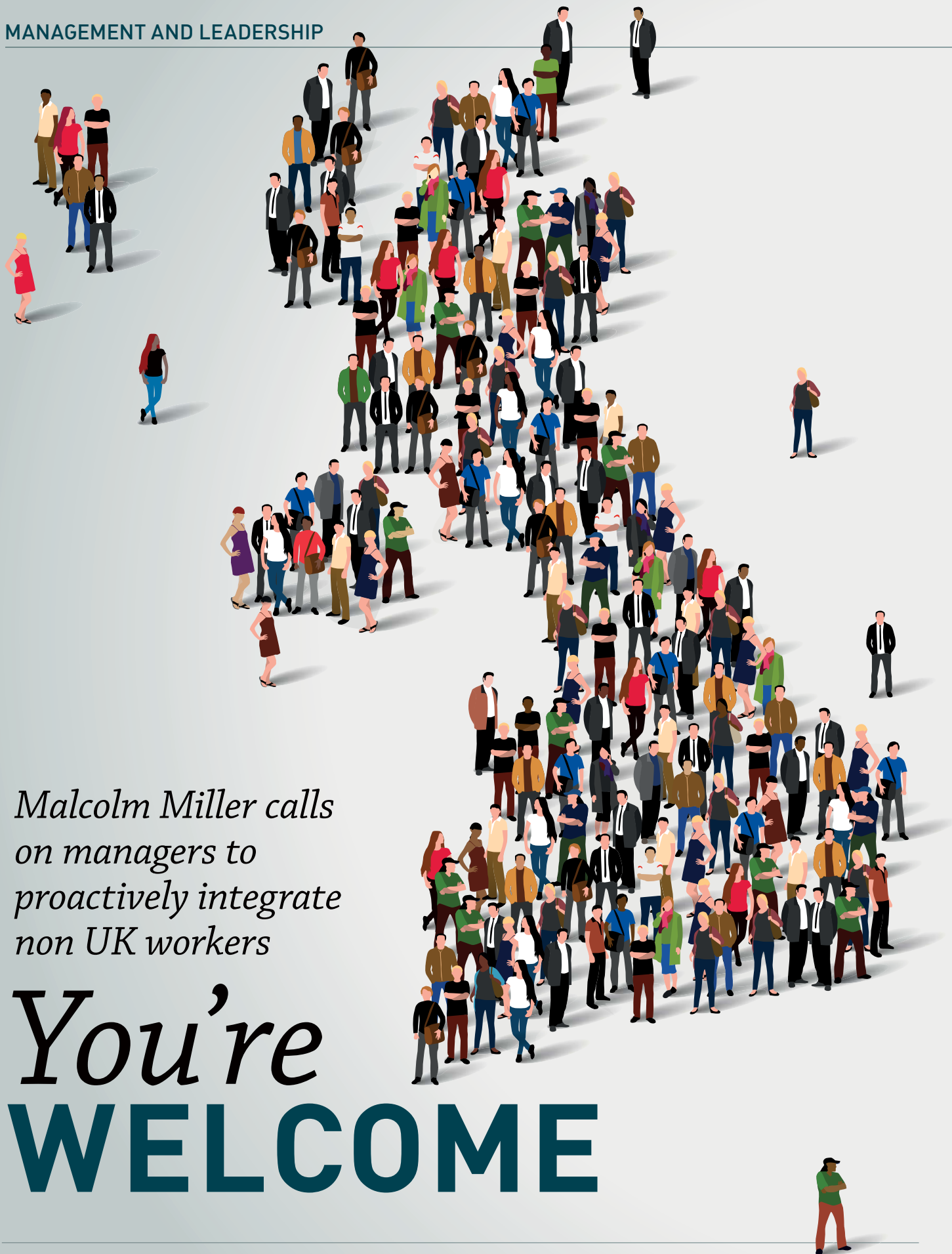
New finance models enabling greater accessibility to a wider range of new and used cars are having a clear effect on how we perceive car ownership. Of those that bought a car using finance 98% said that



they owned their car, highlighting how the financing model has reshaped the concept of 'ownership'. Yet our largely exclusive and independent relationship with the car has remained unchanged.

There is little doubt that these finance models have stimulated sales for the industry, particularly new cars. However, as opposed to driving the market, it has really just accommodated a far more significant trend, and that's our fundamental desire to buy and own a vehicle.





*Malcolm Miller calls
on managers to
proactively integrate
non UK workers*

You're **WELCOME**



Don't panic! This is not a political article and it does steer clear of Donald Trump – but, I hold up my hands, it does discuss Brexit.

Are you still reading? I hope so. Because we are talking here about the automotive sector and how to cater for non UK workers

Let's start with some facts. We don't have the exact numbers – because being a member of the EU we don't have to register EU workers as 'foreign' – but it is estimated that of the UK's 31mn workers 2mn were born in the EEA and some 2.4mn are from 'the rest of the world'. This means that EU workers represent some 6% of workers in the UK and 'rest of the world' workers in the UK are some 9%. These figures are according to the Social Market Foundation May 2016.

If we look at the UK automotive sector we know there is a skills shortage. Indeed, according to the SMMT Industry Forum of 2015 at that point we had a skilled worker shortfall of some 5,000.

It's difficult to find numbers for how many vehicle technicians and other retailer roles are taken by non UK born citizens, but the National Franchised Dealers Association (NFDA) suggests there are approximately 4,900 franchised dealers in the UK, employing 200,000 people. A figure between 6% and 9% suggests we have between 12,000 and 18,000 non UK born workers in franchised dealerships alone.

UNCERTAINTY PREVALENT

So, what is happening with the rights of EU residents to work in the UK post Brexit? The answer, as things stand, is that we don't know. We're living through a time of great change and the automotive sector is not immune: lots of facts, lots of confusion, lots of uncertainty.

Let's leave the facts behind for a moment and think about the people who make up the many thousands who work in the sector – people in your business right now and how they and their families might be feeling. They have made a commitment to move to the UK and are in work quite

"We're living through a time of great change and the automotive sector is not immune"

legally, and now it seems their jobs could be under threat and they may have to apply for citizenship, or a working visa, or consider returning home. There is an emotional price to pay for that uncertainty, never mind the anecdotal press stories we hear of threatening and inappropriate comments and worse against 'migrant workers'.

And we are not alone as a sector. It is reported that the NHS, and social care in particular, is being hit hard in recruiting and retaining this sector of employees and that the abundance of uncertainty is placing extra strain on employee morale.

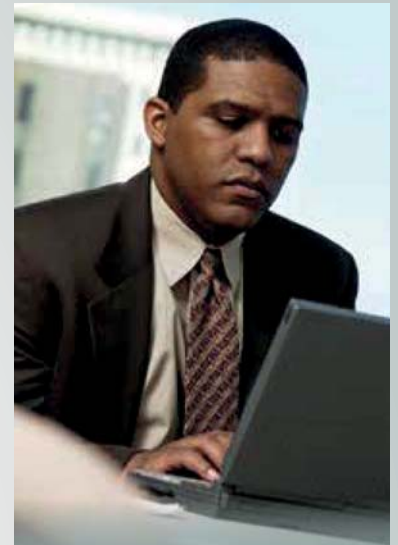
So, if you employ EU or non UK nationals what should you do? How can you keep their motivation and engagement buoyant when they are uncertain as to what the future holds?

Unfortunately you can't reassure them what will happen to their employment status as we don't know. As ever, honesty is the best policy. What we can offer is support. Support that they are valued and welcome as long as the law is as it is and that you will support them in any change to the situation.

A BAN ON 'BANTER'

Certainly in your workplace you should not accept bullying or even 'banter' at this time aimed at people who are feeling uncertain and there are things you as a manager can do. The Equality Act of 2010 defines harassment as "unwanted conduct related to a relevant protected characteristic which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual". So your colleagues' Brexit 'banter' aimed at a non UK worker who is feeling vulnerable could easily land you in a harassment claim.

A recent Gallup survey – State of the American Manager: Analytics and Advice for Leaders, 2016 – found that 67% of employees whose managers focused on their strengths were fully engaged in their work, as compared to only 31% of employees whose managers focused on their weaknesses.



IMI ACCREDITATION – MANAGEMENT

Successfully managing a business or a department takes time and dedication.

IMI Accreditation Management provides managers and leaders with industry-approved recognition for their competence, as well as guidance for future development. Assessments are undertaken in the workplace, minimising disruption to the activity, and allowing an accurate assessment of individuals in their natural working environment.

Put simply, positive feedback from a boss saying a worker is doing a good job, having a thank you and a pat on the back for work well done, is far more beneficial than finding fault.

Maybe it is time in your next review, or even over a coffee, to simply say that you value somebody and the contribution they make. Positive feedback goes a long way and, whatever the future brings, we all like to feel wanted and valued.

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Flexible THINKING

Shaun Harris explains why trade software providers need to adopt the approach of providers targeting the consumer market

The way we buy, chose and use technology is changing. Where once technology represented a major long-term purchase and usage decision, today the landscape is very different. By way of example, my first Packard Bell desktop PC, purchased more than 20 years ago, was only made after some serious financial evaluation; today's far more powerful and usable tablet purchase was 'buttons' by comparison. Changing technology today is easy – and that's how it should be.

In our personal lives we are comfortable with finding the technology that works for us and the way we live. We can try new apps, and keep or discard them dependent upon the value they add. Technology is increasingly disposable: if it does the job well we keep it and if not, well, we find a better alternative. Software vendors know this and know that to be retained they must keep earning our loyalty – yet this personal software ethos is so often not transposed to our business lives.

In a play on the phrase 'less is more', technology costs less and does more – it also comes with a whole lot less in terms of restrictions of use. I can add and remove apps from interesting vendors in a few clicks, link to services and data through secure API gateways, and, increasingly, I'm less likely to be tied into long-term service contracts. Flexibility is king and this is what motor retailers need in a challenging market.

ONE SIZE IS A BAD FIT

For dealers and garages a one-size-fits-all approach is not enough. In promotional activity the approach must be fresh, exciting and targeted at delivering bespoke segmented offers to a customer who wants to engage with their car buying or servicing process online.

By way of an example, historically finance on a motor dealer website was just a mention of 'finance available', then product information was added, before progressing to explanatory product videos and finance calculators. Now we can help dealers by providing technology that enables them to provide bespoke finance offers at individual car level. It's proving to be a great tool for moving over-age stock, or simply creating customer interest. It's the old 'Car of the Week' on a raised gantry special offer for the digital age!

So, as the next era of finance technology becomes available, being stuck in a long-term contract that means you can't use it, is not what any progressive business wants. This is just one example, legacy systems remain in many showrooms and workshops when something better is available – and, like my first PC, the latest options are more powerful, effective and affordable.

BUILDING LOYALTY THROUGH SERVICE

We see the confidence of companies such as Netflix, which offers a simple monthly billing period that can be ended at any time, with charges only

up to the end of the month, as a guiding pioneer. Customers know they are never 'locked-in'; instead they stay loyal because they have access to quality and innovative products combined with great customer service. This is the recipe for success that in the dealer technology market we need to learn from.

As a software provider we see the speed and pace of change as an opportunity not a threat. We want to be on our toes and innovating continuously. If a business has a long-term contract in place this energy and creativity can all too easily be replaced by inertia and procrastination. In an ever faster operating environment this simply is not the way ahead. After all, in a B2C market it would no longer be considered acceptable because an alternative is just an app store click away. We must think the same way.



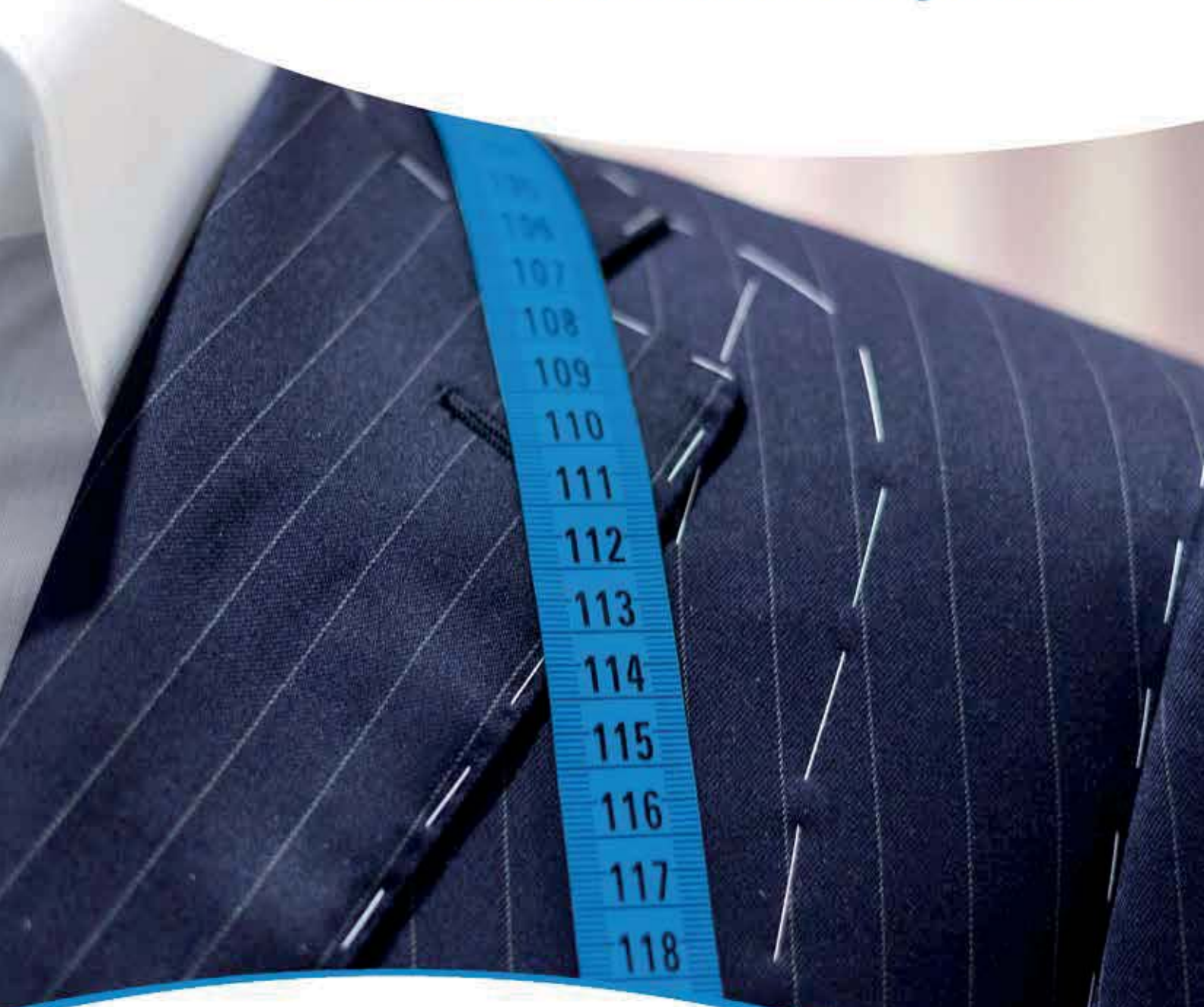
SHAUN HARRIS IS SALES DIRECTOR AT F&I SOFTWARE PRODUCERS CODEWEAVERS

"As a software provider we see the speed and pace of change as an opportunity not a threat"



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can create the best fitting suit...



The same applies to finance solutions

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NATIONWIDE ACCIDENT REPAIR SERVICES TALKS OF ITS PROACTIVE APPROACH TO TRAINING AND EXPLAINS WHY IMI SPONSORSHIP IS SUCH A GOOD FIT FOR THE BUSINESS

Nationwide Accident Repair Services is pleased to announce that we are again sponsors of the IMI membership card for 2017. Our relationship with the IMI has grown from strength to strength over many years and we are looking forward to it continuing.

Nationwide Accident Repair Services is a leading automotive support services group and one of the largest of its kind within Europe. We repair over 320,000 vehicles every year through our 125 state-of-the-art Repair and Rapid Repair Centres and our UK-wide Mobile Repair and Motorglass network. We also offer a dedicated accident management, claims and call handling service in our Network Services solution.

As a group offering the complete vehicle repair services solution we have a team of over 4,000 people who are central to our success as a business. Nationwidiers is a team that is passionate, dedicated and highly skilled in its area of work, and has developed within our business to become masters of the trade in both technical and non-technical positions.

TRAINING DAYS

One of Nationwide's values is that our people are key to our success and a significant focus is placed on the training and development of our teams. A key resource in achieving this continued development is the Nationwide Technical Training & Professional Development Academy.

The academy is a hub of development for the Nationwide Team and is something utilised by so many of our team from around the country. The Academy offers a range of both technical and non-technical courses, training programmes and IMI Accreditation assessment.

Nationwide takes a very proactive approach to training; we encourage the development of our teams and provide opportunities for increasing skill sets, management development, succession planning, career progression and specialist hi-tech training. The recent success of the academy has seen an increase in demand and a significant increase in the number of team members using the centre compared to this time last year. This, combined with the proactive approach to

training we have across the group, has resulted in the addition of two new technical trainers to the academy team.

The Nationwide Business Improvement team works very closely with our technical committee to ensure we are using the best and most adequate tools, equipment and processes for us to achieve our high standard of workmanship. Quality is something that cannot be compromised and a skilled team is something that is paramount to our quality offering – something our training team is passionate about.

The industry is in a period of change and the vehicle technologies we are seeing and working on in our bodyshops are forever changing. We must be prepared for these technologies to become the norm in vehicles we repair and must learn about further developments that are rapidly evolving in automotive technology. A great example of this is Nationwide's assistance with Thatcham, contributing to ADAS technology research that will benefit Nationwide and the industry as whole in the future.



MEMBERSHIP CARD 2017 ANNOUNCEMENT

ARTHUR J. GALLAGHER REVEALS THE MOTIVATION BEHIND ITS SPONSORSHIP OF THE MEMBERSHIP CARD AND OFFERS ADVICE FOR BUSINESSES LOOKING TO PURCHASE AUTOMOTIVE COVER

The automotive retail sector is of huge importance to the UK economy – employing 750,000 people and accounting for £71.6bn a year. It is essential that brokers working in automotive insurance offer a high standard of service experience and conduct at all times.

As one of the leading FCA-regulated brokers of automotive cover it is important for the Arthur J. Gallagher Automotive team to forge a relationship with a professional industry body like the IMI and we're proud to have the Gallagher name on its membership cards. We share the same values as the IMI – to ensure businesses have the support they need, and protection in place, to run their business successfully. We have some exciting

“We have some exciting ideas for IMI members and we look forward to working with the IMI to bring these plans into fruition”

ideas for IMI members and we look forward to working with the IMI to bring these plans into fruition.

WE'VE GOT IT COVERED

The Arthur J. Gallagher Automotive Team has been protecting a full spectrum of motor trade businesses across the country – from small family firms and independents up to the largest franchisees – for over 30 years. Our nationwide team of specialist brokers places over £33mn of premiums annually with a wide range of specialist motor trade underwriters. If your business is looking to arrange automotive cover the Automotive team recommends the following:



Hire a broker

Deal with brokers that know the industry as they are more likely to understand the issues affecting your business and the level of cover you need. They can then negotiate with providers to get you a competitive deal, but one that still leaves your business protected.



Start your renewal process in good time

In order for an insurance broker to do the best job possible it's important to give them adequate time to analyse your risk, market your risk to the insurers, compare the various quotes received, and report back with the best available option.



Don't focus solely on the premium

The most important thing is to safeguard your business and make sure you are adequately covered. We have seen garages remove key coverages in order to reduce the premium, which has left them short following a claim which would have been covered had they not removed it from the policy to reduce the premium.

To learn more about the Automotive practice and how it could help you and your business contact the Automotive team on automotive_enquiries@ajg.com or 0800 61 222 84

THE FLEET *from the chaff*

IMI Magazine's fleet special looks at trends in fleet management and the top concerns for fleet managers in 2017, as well as revealing the problems inherent in dealer safety check sheets in their current form

TRENDING IN 2017

SERGIO BARATA PREDICTS FOUR FLEET MANAGEMENT TRENDS THAT WILL COME TO PASS THIS YEAR



FLEETS WILL INVEST MORE IN INTERNET OF THINGS SOLUTIONS

The IoT is still in its infancy but forward thinking companies are getting ahead by looking for ways to improve their operations with connected and intelligent solutions. An example of current use is that drivers now use their smartphones and the IoT to glean comprehensive understanding about the use of assets like cranes, plants or trailers. For example, our Driver Vehicle Inspection Report (DVIR) technology uses IoT sensors around a vehicle and a tailored smartphone app to make sure compliance checks have been made.

Through the IoT we will also start to see Vehicle to Infrastructure (V2I) take shape, where fleets can intelligently communicate with regional infrastructure in real time. Drivers will be able to receive useful updates on things like parking availability, roadworks and weather conditions.



SERGIO BARATA IS GENERAL MANAGER EMEA AT TELOGIS

"Companies are constantly looking to reduce operational risks and costs"



MOBILE RESOURCE MANAGEMENT WILL REPLACE TELEMATICS

As businesses increasingly wake up to the benefits of telematics there is a new kid on the block; Mobile Resource Management (MRM) threatens to blow traditional telematics out of the water.

Almost everyone now has a smartphone in their pocket. This means that devices, workers and assets are now mobile and connected in an extremely powerful way. Added to this, more and more organisations are becoming experienced at using technologies such as cloud and big data to harness insights from this mobility. These two technologies, plus the power and mobility of the smartphone, will give unparalleled insight into operations.

MRM will not only supply traditional telematics information but also detailed driver, planning, navigation, routing and compliance data – as well as being able to harness the power of the IoT. Organisations that embrace MRM in 2017 will see significant operational savings.



SINGLE PLATFORM ADOPTION WILL RISE

Companies are constantly looking to reduce operational risks and costs. For example, fleets are trying to cut down the number of miles driven

and businesses are seeking to increase visibility across all operations using different platforms. Having to deal with multiple solutions can make the data difficult to analyse as well as wasting additional time and money.

Increasingly we will see the enterprise pushing for a single platform approach to streamline its technology. In doing so, fleets will increase overall efficiency metrics with improved route optimisation and job execution.



ELECTRIC FLEETS AND AUTONOMOUS VEHICLES WILL BECOME MORE COMMONPLACE

Greg Clark, the Business, Energy and Industrial Strategy Secretary, provided an early indication that increasing the number of electric vehicles on British roads will be an important government focus this year. Currently there's no tax on electric vehicles in major cities like London and fleets will want to take advantage of this to make additional cost savings. Nissan already has an electric van offering and will be integrating telematics into this soon.

We're also stepping closer to working with autonomous vehicles. Ford has said it will be testing autonomous cars on European roads next year and has pledged to deliver this by 2021.

CONCERNS IN 2017

EXTRAPOLATING FROM A RECENT AUTOGLASS SURVEY, JEREMY ROCHFORD LOOKS AT THE ISSUES AT THE FOREFRONT OF ANY FLEET MANAGER'S MIND IN 2017

FUEL COSTS AND EFFICIENCY

It should of course come as no surprise that fuel costs are the primary concern for fleet managers. Autoglass found that two thirds (66%) of fleet managers identified fuel as their primary concern. Fuel prices continued to rise in February and, as a result, we expect this to be a continued concern for fleet professionals throughout the year. The discussion around a diesel scrappage scheme and a potential overhaul of fuel in diesel fleets also had many fleet managers worried. In this respect the lack of reference to diesel cars in the recent Spring Budget may have given some temporary relief.

SERVICE AND MAINTENANCE COSTS

This is an essential part of a fully functioning fleet and remains the second biggest concern for fleet managers – as it was in 2014 – the last time the survey was completed. As new technologies such as Advanced Driver Assistance Systems (ADAS) become



JEREMY ROCHFORD IS NATIONAL SALES MANAGER AT AUTOGLASS

“Training and education are essential to maintaining standards”

increasingly commonplace in fleets, the maintenance costs become larger and servicing becomes more complex. Some fleet managers are struggling to keep up with the rapid introduction of new technologies; the survey found that 27% of fleet managers acknowledge a lack of awareness about how ADAS technology works as being their biggest challenge. Training and education are essential to maintaining standards.

CO₂ EMISSIONS

Tackling CO₂ emissions was by far the biggest mover in the latest survey compared to 2014, when it was 12th on the list of concerns. This significant shift is clearly a sign of the times as CO₂ emissions continue to be taxed and diesel cars come under increasing pressure to be scrapped completely. The introduction of Ultra Low Emissions Zones in major cities is another policy that fleet managers must comply with, and these changes in regulation are clearly causing concern for fleet managers.

DRIVER SAFETY/BEHAVIOUR

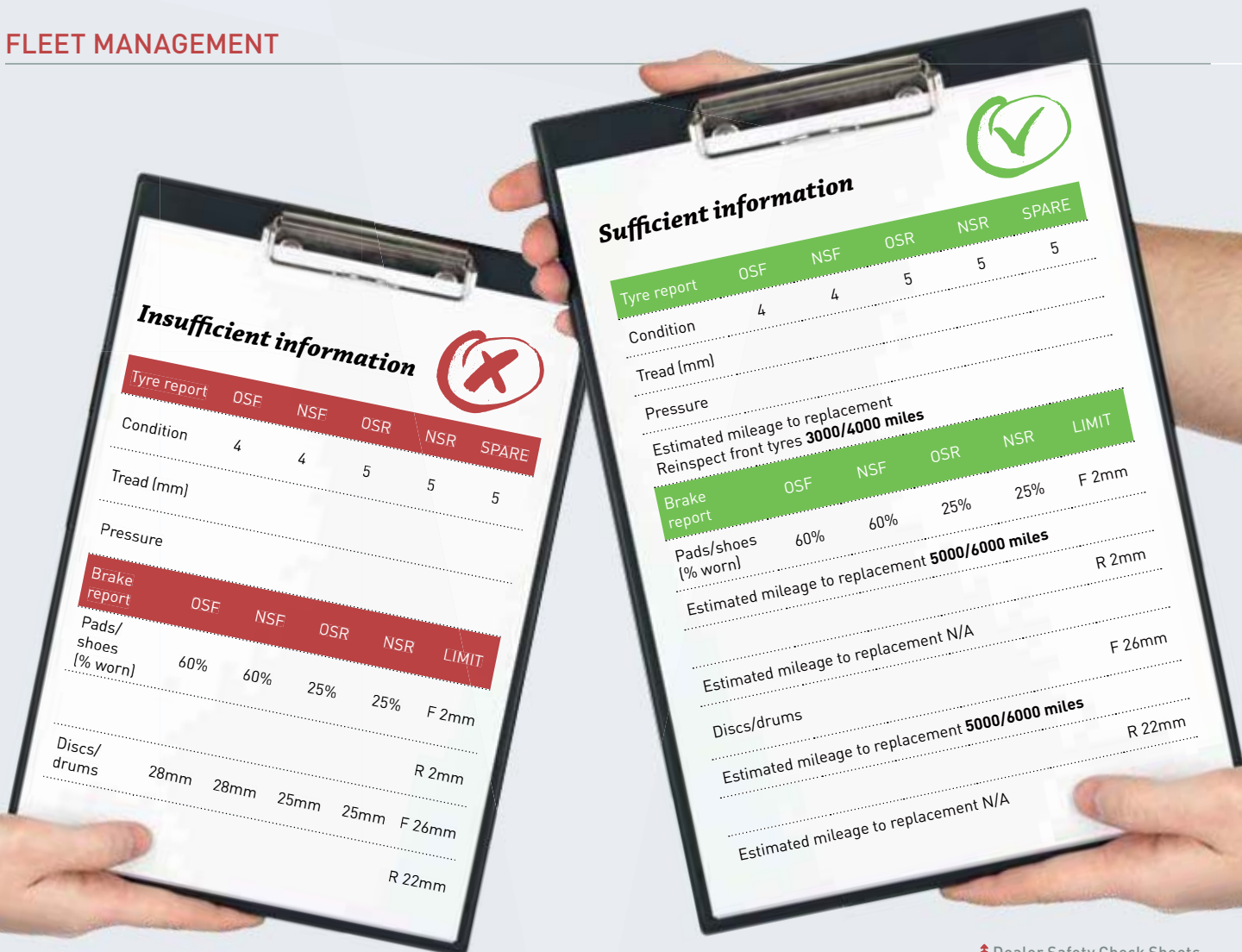
The recent focus on enforcing penalties for using a mobile at the wheel indicates the continued importance of monitoring driver behaviour. Not only is it a major safety issue but being caught using your phone means you will be handed six

points and a £200 fine. Recent research from Direct Line also found that bad drivers spend an average of £560 more on fuel a year because of excessive braking and acceleration. This focus on driver behaviour has led to an increased need for fleet managers to monitor how their drivers are acting on the road. To this end, telematics is an area which we expect to see a lot of growth and development in the next few years, particularly in terms of insuring fleets. The recent introduction of pay-as-you-go car insurance, where you only pay for the miles you drive, is just one example of this changing marketplace. Some fleet managers may be worried about having to adapt to these developments.

TAX

Concerns about tax and regulation have increased in the last year, arguably in response to changes in company car taxation from April 2017 and other measures aimed at increasing the uptake of Ultra Low Emissions Vehicles in the UK. The fact that the UK is due to leave the EU may mean that some fleet managers are anticipating imminent changes in tax and regulation. ‘Regulatory changes’ moved up the list of concerns from 10th in 2014 to 9th in 2016, so clearly this is an issue which is of increased concern to fleet managers. ▶





📌 Dealer Safety Check Sheets

BEST PRACTICE IN 2017

PETER GOLDING LOOKS AT BEST PRACTICE FOR DEALERS WHEN FILLING OUT SAFETY CHECK SHEETS

As a fleet software company we often hear from company car and van operators that the standard one-sheet safety checks carried out by dealers when servicing cars and vans need to provide more useful information. We agree. The fact is that the current checks, which tend to use traffic light or estimated percentage wear indicators for items such as tyre and brake pad wear, are of limited practical use.

What is not perhaps well-known about these documents is that they actually have a legal significance. Health and safety guidelines mean

that any notification of a vehicle fault needs to be acknowledged and addressed by the fleet. However, the problem is that the information provided presents fleets with a health and safety issue but no solution.

Take brake pads, for example. The dealer may report to the customer that they are 70% worn but give no indication to the fleet about when they are likely to actually need replacing. The truth is that it would be relatively simple for the dealer – with the backing of its franchise manufacturer or an independent expert body – to estimate the likely fail date or mileage based on their experience of the vehicles in question and, for the sake of safety, to use a worst case scenario when making their appraisal. Instead of just saying that the pads are 70% worn, they could state clearly that they are likely to

need checking again or replacing in an estimated three months or 5,000 miles, for example.

This would be genuinely useful information for fleets and, of course, would be of advantage to the dealer who is much more likely to capture the work that has been flagged up if there is a timescale indicated. This applies especially to jobs such as tyres and pads that many dealers tend to lose to fast-fits.

A further complication is that, in cases where vehicles were leased, the safety checks themselves are often passed to the leasing company rather than the fleet. This is an issue because, as explained, the safety check has a legal status. If it never actually reaches the fleet and there is a resulting accident that triggers an HSE investigation, then the audit trail of paperwork breaks down. It is an area that, we believe, needs addressing.

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CHANGING PERCEPTIONS

Tracey Marson-Holland looks at ways in which the industry can increase its appeal to female school and college leavers



Apprenticeships and on-the-job training have always been a staple option for school or college leavers. Potentially netting a final salary of £24,000 upwards, an income whilst learning key practical knowledge, and providing the opportunity to avoid student debt, the appeal of apprenticeships is clear. Yet, surprisingly, the numbers of young women choosing to take up apprenticeship placements remain low.

Attempts to rectify the gender gap have been plentiful, with grants and other incentives being offered to encourage businesses to take on more female apprentices in the past. Despite this, we are still in a place where the amount of males wanting to participate in an apprenticeship greatly outnumbers the amount of females. So why this lack of interest? Two reasons: outdated perceptions and a general lack of connectivity.

When many think of apprenticeships in the motor industry the perception has traditionally been one of 'jobs for the boys' or that working in a garage doesn't require academic dexterity. Not a great advert for a student, or her parents! In reality, the automotive sector is a rich and vibrant one. Offering possibly a wider spectrum of positions and career paths than many others, the future is bright for talented



TRACEY MARSON-HOLLAND IS DIRECTOR AT APPRENTICESHIP PROVIDER MARTEC TRAINING AND EDUCATION

"Attempts to rectify the gender gap have been plentiful"

young people with a desire to learn – so if becoming an automotive technician is not currently high on the list of career choices then we need to be persuading people that perhaps it's time to look again.

IT TAKES TWO

Unlike many hi-tech careers that require four to eight years of learning, automotive technology careers can begin after just two years of education. Far from a dead-end career, top-notch technicians skilled in computer diagnostics, latest engine performance and driveability solutions can, and do, command top bracket salaries. As with any career, lifelong learning and continuing education is necessary, but the simple fact is students entering the industry on an apprenticeship can get out into the real-world learning, earning and gaining promotions much sooner.

To engage with young women and to encourage them to consider a career in the automotive industry it is vital that businesses of all sizes become more proactive. Working with schools and colleges in the local area, becoming involved in careers sessions, and encouraging women to partake in work experience or school-based apprenticeships to enable them to get a feel for

automotive trade workplaces needs to be happening on a regular basis, long before decisions on further education choices have to be made. And this is not just a remit for the large national companies out there. A job for the 'one-man-band' through to the successful family business, the skills shortage within the industry needs to be addressed and its pool of applicants widened. To do this everyone needs to get on-board.

When it comes to showing the sector off in its best light its true that we might be lacking in the glamour stakes, but what we do have is much stronger and real employment prospects. In a time where jobs are hard to come by – even with a university degree – for the entrepreneurial minded student, learning the motor trade whilst getting paid, to then be able to progress to running their own business in the future, is something not to be dismissed. We are most certainly missing a trick. Rather than waiting for them to come to us we need to be working to educate young people sooner, better and more positively on the many prospects of a career in the motor trade. Refreshing and enhancing the image of the industry, this might just be the way that we encourage more females into the workshops.



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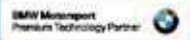
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FATAL DISTRACTION?

With in-car technology increasing at a rapacious rate there is much debate as to whether it represents a dangerous distraction for drivers or actually enhances road safety. IMI Magazine hears from both sides of the debate



SHAUN HELMAN, TRL'S HEAD OF TRANSPORT PSYCHOLOGY, ARGUES THE CASE FOR THE PROSECUTION

The amount of technology available to drivers has never been more abundant, particularly due to the rise of connectivity with portable gadgets and devices. Although some of this technology provides motorists with boosted safety, helping to reduce potential collisions, it has also created numerous new distractions which have the potential of creating additional incidents.

A person cannot give the road their full-attention if they are multi-tasking. Any attempt to undertake more than one task at a time requires a switching of attention between them. When this happens there is a deficit in performance on all tasks being attempted, meaning they will not be undertaken with as

much care as they would be if attempted in isolation.

In-vehicle technology, such as infotainment systems, can easily divert a motorist's attention from the road. Even if the technology is voice controlled, or hands-free, it still requires cognitive resources to be devoted to operating the device. So, even if it doesn't require the driver to take their eyes off the road, it is likely to impair their ability to judge situations and react as quickly as possible.

This is relevant to any technology that requires 'eyes off the road' or 'mind off the road' processes. Simply put, a human cannot do multiple things at once as efficiently as if they were only doing one task.



JOHN WEST, PRINCIPLE SOLUTIONS ARCHITECT, EMEA - NUANCE COMMUNICATIONS, ARGUES THE CASE FOR THE DEFENCE

Today's mobile devices and their installed applications represent more of a potential distraction than ever before. Receiving notifications and wanting to post updates to social media, news and other content hubs makes it ever more tempting for drivers to take their eyes, and minds, away from the road.

However, this need not be the case, with many carmakers now investing in voice-enabled technology that enables drivers to complete tasks such as making calls, sending texts and navigating to locations easily without touching a button.

To ensure the most natural conversational experience car manufacturers should ensure that all voice-automated command technology is underpinned by natural language understanding (NLU) and artificial intelligence

(AI). NLU ensures that drivers don't need to deliver 'unnatural commands' to be understood, and can speak freely without the need for distraction while behind the wheel. Alongside this AI learns from user behaviours to provide a more personalised service dedicated to the individual driver ensuring a faster, more accurate and seamless process over time.

The industry must continue to invest in the evolving relationship between technology and the users, while working with drivers to allow them to use such innovations to their full potential. Of course, safety is paramount to all driving experiences, and manufacturers must commit to doing everything they can to improve conditions for drivers to stay safe and stay focused on the road while allowing them access to today's very connected world.

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THOU SHALT PASS

DELPHI LOOKS AT HOW PASS-THRU DIAGNOSTIC TOOLS ALLOW INDEPENDENT GARAGES TO TAKE ADVANTAGE OF EU REGULATION THAT PERMITS WIDER CAPABILITIES

Unfortunately it is not always possible to act upon entitlement. This is the situation that many independent garages have found themselves in since 2009 when EU regulation stated that all service centres must be provided with access to vehicle manufacturer data that aids repair and maintenance of increasingly complex vehicles. This has been, in theory, a valuable opportunity for independent garages to claim ground on main dealer service facilities, but the diagnostic tools required to harness this information have proven to be cost prohibitive for many smaller garages.

However, recent developments in Pass-Thru diagnostic technologies have enabled smaller independent garages to access vital vehicle manufacturer information at a more affordable cost. Vehicle manufacturer diagnostic information may have been available for almost a decade but access to it has simply been too expensive until now. J2534 legislation represents an enormous opportunity for independents; vehicle diagnostics expert Delphi hopes that

Pass-Thru technology updates will enable more garages to take advantage of this opportunity. As vehicles become progressively complex, this is a necessity.

EMPOWERING INDEPENDENTS

The intention of J2534 legislation was to empower independent garages with the technological infrastructure that supports main dealers – providing access to technical data and downloadable software including ECU updates and dealer-level diagnostic functionalities. Pass-Thru technologies provide ease of access at affordable price points and the costs can be flexible to suit each independent garage’s need. Garages traditionally have to pay a subscription to

“The intention of J2534 legislation was to empower independent garages with the technological infrastructure that supports main dealers”

vehicle manufacturers for different levels of accessibility, but ‘pay as you go’ diagnostics are also available. Rather than a large lump sum independent garages are only required to pay vehicle manufacturers for the time they’re physically accessing vital information using the tool. This enables garages that are not single-brand specialists to provide dealer-level servicing and diagnostics across a far broader range of manufacturers than would have previously been possible.

Pass-Thru technology is aimed at making lives easier and businesses more profitable. They provide the digital capacity normally only associated with main dealers – allowing independent garage technicians the ability to download and update software, along with access to update digital service history records, to the same level as the vehicle manufacturer. This provides a main dealer service at an independent’s price.

Independent garages have been provided with a door to main dealer-levels of support and information since 2009, and pass-thru technologies provide the key.

THE EVOLUTION OF ENGINE MANAGEMENT

NICK THOMAS, PRODUCT MANAGER AT DENSO SALES UK, EXPLAINS HOW THE COMPLEXITY OF THE MODERN CAR ENGINE HAS PROGRESSED AND THUS REQUIRES INCREASINGLY SPECIALIST TECHNICAL SKILLS

The development of car engines over the years has witnessed a pursuit of two main objectives. On the one hand the performance requirements of engines have continually increased. Simultaneously, engines have had to gradually decrease in the output of harmful emissions due to the increasing demands of emissions legislation.

These demands for improved engine performance and a new focus on decreasing emissions has required an increased amount of engine system control, meaning that technicians and machinery have had to significantly adapt. The introduction of Engine Management Systems (EMS) to cope with these advancements has enabled more efficient management of complex vehicle systems. However, at the same time, these complex systems have made diagnosing and rectifying faults on modern vehicles a particularly specialist job. Now, technicians do not only fix engines but successfully operate and manage the equipment that aids in doing so.

Stricter emissions regulations coming from the EU over the last couple of decades have imposed increasingly tough limits on car emissions. Euro 6 is, you guessed it, the sixth iteration of these standards, and from 1 September 2015 all new cars have had to meet its regulations. To operate at peak efficiency, therefore, engines will continually need complex computer systems, leaving mechanics with more traditional skills struggling to play catch-up.

Increasingly intricate electronic systems are now indispensable for the management of sophisticated gasoline engines. With the startlingly rapid progress in semiconductor technology, ECUs are now used by every OEM and have become so powerful that complete gasoline-EMS can now be incorporated in a single control module. This means technicians need to be comfortable working with computers that diagnose specific problems, in combination with their knowledge of systems if that recommended fix doesn't work.

Separate control systems for fuel injection and ignition have also been gradually superseded by EMS. Gasoline engines are now equipped with a large number of supplementary systems such as exhaust-gas recirculation, mass airflow sensors and fuel pumps, to name just a few, expanding technologies for the modern car engine but at the same time presenting potential obstacles for modern technicians to overcome, such as ensuring they are proficient in operating such technology.

REVOLUTIONISED METHODOLOGY

The methods for detecting the intake air volume, for example, which forms the basis of fuel injection control, have significantly changed over the years. A speed density programme was previously used to detect the intake manifold pressure in the form of signals picked up by a vacuum sensor, as a means of indirectly detecting the intake air volume. After 1975, however, an increase in emissions regulation meant that this was

replaced by a mass flow system, which used a mechanical airflow metre to directly and precisely detect the intake air volume similar to devices in use today. The advent of microprocessors later on further accelerated the use of semi-conductors in vacuum sensors, enabling a high-precision detection of intake air volumes.

Accurate air mass information is equally essential to every vehicle to enable the ECU to deliver the correct fuel mass to the engine. With air density expanding and contracting with temperature and pressure, this creates a big challenge and a crucial role for mass air flow sensors.

In future, instead of the job of a technician getting easier due to technologically advanced systems that are too costly at the moment, such as variable valve timing, more technical knowledge of these systems will be required as control of the components of these systems is necessary to achieve optimum engine operation in all conditions.

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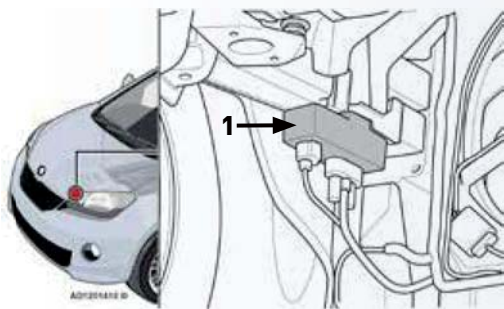
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TROUBLESHOOTER

LEADING TECHNICAL INFORMATION SUPPLIER AUTODATA SHARES FIXES TO THREE COMMON PROBLEMS FOUND IN MODERN MOTOR VEHICLES

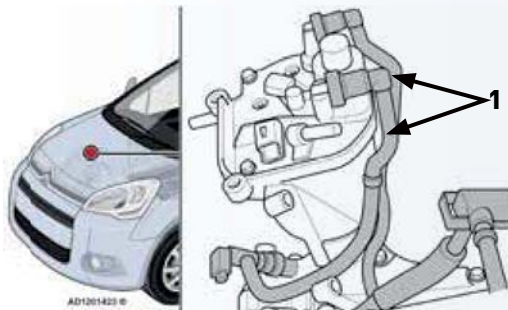


SKODA CITIGO

ENGINE COOLANT BLOWER MOTOR RUNS CONTINUOUSLY AFTER SWITCHING IGNITION OFF

Question: We are experiencing a problem on a 2012 Skoda Citigo where the engine coolant blower motor runs continuously after switching the ignition off. We have carried out some basic wiring checks but we haven't found the cause of the fault. Have any other Citigo owners reported this fault?

Answer: *The fault you describe affects all Citigo models and is due to a defective engine coolant blower motor control module. Fit a new engine coolant blower motor control module (1). To complete this repair the engine control module (ECM) will require reprogramming with upgraded software from the manufacturer.*



CITROEN BERLINGO

ENGINE SPEED WILL NOT INCREASE ABOVE 3000 RPM

Question: We have a customer with a 2011 Citroen Berlingo 1,6 Diesel who is complaining that they have a lack of engine power and the engine speed will not exceed 3000 rpm. We have checked to see if any intake pipes have a split in them and also checked the air filter, which is not blocked. Are you aware of this fault?

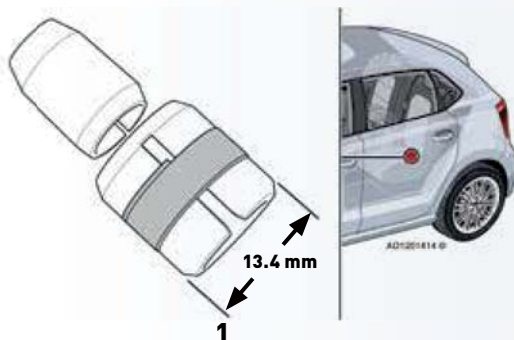
Answer: *Yes, we are aware of a fault which affects Citroen Berlingo models with 1,6 Diesel engine and 9HK (DV6ETED)/9HN (DV6ETED) engine codes. The fault is due to a defective fuel temperature sensor integral to the low-pressure fuel pipe. Locate the low-pressure fuel pipe on the engine (1). Fit a new low-pressure fuel pipe with integral fuel temperature sensor. Carry out a road test to ensure the fault has been rectified.*

VOLKSWAGEN POLO

REAR DOOR WINDOW GLASS DROPS ABRUPTLY WHEN OPENING

Question: A customer of ours with a 2010 5 door Volkswagen Polo is complaining that the rear door window glass drops abruptly when opening. We removed the rear door trim and found the window glass detached from the window winder mechanism. We reattached the window glass to the window winder mechanism but the car has now returned with the same issue. Is this a known fault?

Answer: *The door window glass repeatedly becoming detached from the window winder mechanism is a fault known to us. It is due to the door window glass locating bush being dislodged or faulty. Remove the rear door trim. Remove the rear door window glass. Check the door window glass for damage and replace if necessary. Cut adhesive tape into 6mm x 55mm strips. Wrap a new door window glass locating bush with adhesive tape to a diameter of 13.4mm (1). Fit the door window glass locating bush to the door window glass. Lock the locating bush in place with an expander pin. Refit the rear door window glass. Refit the rear door trim. Repeat the procedure for the opposite side. Carry out operation of the rear door window glass to ensure the fault has been rectified.*



Helen was amazed by the hassle free experience

Jess was one of five dealers who came back to me and I chose her because of her enthusiasm and friendliness and her deep knowledge when I asked several questions about the car and potential financing options. I did receive a better quote from another dealer, but was happy to pay a few hundred pounds more for the great service"



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AROUND THE IMI

PROFESSOR GAREL RHYS CBE

“A TRUE PUBLIC SERVANT”

International automotive economist and IMI Honorary Vice President
Professor Garel Rhys CBE has sadly passed away

Garel, a former IMI President, was the Chairman of the Welsh Automotive Forum, Professor Emeritus and President of the Centre of Automotive Industry Research at Cardiff University, and an adviser to the Welsh government on economic and automotive affairs.

He died in his sleep at his Cardiff home on 21 February 2017, a week before his 77th birthday, and he is survived by his wife and three children.

Welsh Automotive Forum Chief Executive Tim Williams said: “Garel’s death has been a tremendous shock to all in the forum and I know the sadness will be shared throughout the automotive community as we extend our very deepest and sincere condolences to his wife Mavis, and children Jeremy, Angela and Gillian.”

Garel was born and brought up in the Swansea Valley but earned and enjoyed a distinguished and highly respected position in the global automotive industry so his passing will be felt around the world, where he extensively lectured and spoke at events.

His unrivalled international standing made him the natural and really the only choice to help establish the Welsh Automotive Forum in 1997 and after it was incorporated Garel became Chairman in 2001. He then fought tooth and nail to voice the concerns of the supply chain and automotive industry through some of the toughest times in recent history.

He was a wise counsellor, often taking an alternative view to the popular train of thought on an issue, but he was invariably right in the end. His article in IMI Magazine in November 2015 in the aftermath of the infamous ‘Dieselgate’ bears testament to this. Those who listened to his keynote speeches relished his presentation style of no-nonsense facts blended with that irrepressible Welsh humour and put-downs which made him so commanding and enjoyable.

With his encyclopedic knowledge of the Welsh automotive industry from the dawn of the motor car to the present day, it is fair to say we will not see his like again,

and he will be sorely missed by the hundreds, if not thousands, of people whose lives he touched.

A WELSH LEGEND

Wales’ First Minister Carwyn Jones said: “Professor Garel Rhys was a true public servant and a charismatic ambassador for Wales. He gave unstintingly of his time and expertise to help drive forward economic growth in Wales. Most recently, he played a key role in helping to attract Aston Martin to St Athan.”

The Chairman of the Western Group of Motoring Writers Robin Roberts added: “Garel was a long standing personal friend and immeasurably good, informative and amusing company at any time. He attended and addressed a few Western Group events blending fact with fun and could hold an audience on the edge of its seats, and unlike so many public speakers would afterwards relish one-to-one conversations and anecdotes. He will be greatly missed by us all.”

A TRIBUTE FROM IMI CEO STEVE NASH

Professor Garel Rhys was a member of the IMI for a little over 30 years. He served a term as our President and remained an Honorary Vice President up to his recent passing.

Garel was something of a legendary figure in the industry as a go-to commentator on any issues relating to the economics of business. Indeed, he was still commenting on the PSA takeover of GM’s European interests a matter of days before his passing.

There was no question about Garel’s

passion for his expert subject. He could (and would!) make a speech about the current state of affairs in the industry at a moment’s notice. To coin a phrase from the old Martini adverts: “Any time, any place, anywhere!”

But it wasn’t all business. Garel was an extremely friendly, jovial character who was passionate about many things, not least his beloved Welsh rugby team. He was a huge character, with an equally huge passion for our industry, and he will be sorely missed.





TRAINING

IMI STAFF GO ELECTRIC

With the recent surge in the uptake of hybrid and electric vehicles it has become more important than ever for technicians to have the skills and knowledge required for dealing with high-voltage systems. Bosch is not only helping to train the next generation of technicians in this field, but is also providing this critical training to IMI staff. During January and February Bosch provided Level 3 Electric and Hybrid vehicle training to the IMI EQAs who quality assure Bosch.

Tony Lawson MIMI, External Quality Manager at the IMI, said: "As part of the continual development of the IMI EQA team, various technical CPD events are scheduled. As the growth in electric and hybrid vehicle technology continues there is a greater requirement and need for competent and qualified technicians to service and maintain these specialist vehicles. As a result, the IMI EQA's competency and knowledge must also grow, ensuring that qualification and safety standards are maintained."



LONDON CALLING

Two intrepid IMI staff members are gearing up for this year's London Marathon taking place on 23 April.

Hayley Cromwell Dorrell and Simon James have been pounding the streets getting into the shape that will hopefully see them complete the course with the speedy aplomb of Sir Mo Farrah himself. Even if their times lag a little behind that of the Olympic legend then they can console themselves that it is all for a good cause – raising money for industry charity Ben.

Speaking of the challenge Hayley, who is dedicated/unhinged enough to be running the marathon for the second consecutive year, commented: "I am very excited about the opportunity to run the London Marathon for Ben. It is a great charity and I feel proud to be helping raise awareness of the fantastic work that it carries out."

To sponsor Hayley please visit:
[uk.virginmoneygiving.com/
HayleyCromwellDorrell](http://uk.virginmoneygiving.com/HayleyCromwellDorrell) and
to do likewise for Simon visit
[uk.virginmoneygiving.com/
SimonJames23](http://uk.virginmoneygiving.com/SimonJames23)

NATIONWIDE RECOGNITION

Nationwide Image Assessors UK Ltd. (NIAL) is a company comprised of independent motor engineers and assessors providing honest reporting to many insurance companies and operating on the mission that "quality returns business". Adherence to this mantra has now seen NIAL become the latest company to gain IMI Employer Recognition Scheme (ERS) status.

Speaking of the certification NIAL

Director Kevin Baldwin commented: "We are delighted to receive ERS status as it is testament to our longstanding commitment to employ engineers who are fully-trained IMI members in order

to maximise our skill levels and professionalism.

"We look forward to working with the IMI for many years to come as it continues its vital work within the industry."



CAN'T BE BETTERED!

Exeter College is celebrating after a great six months providing the IMI Level 2 Award in MOT Testing (classes 1 & 2). During this time the college attracted candidates from a pool of 400 businesses, bringing in technicians from as far away as Kent, and has notched up an enviable 100% pass rate.

IMI ANNUAL DINNER 2017

CELEBRATING SUCCESS

The cream of the retail motor industry gathered at the Intercontinental Hotel Park Lane London last month for the IMI's prestigious Annual Dinner and, as ever, it was quite the night...

Recognising the achievements of the IMI Skill Auto gold medallists and some of the industry's leading employees, the IMI also proudly announced the 2017 Honorary Fellowships and the winner of the Sue Brownson Award.

The IMI also welcomed to the stage a lady widely regarded as one of Britain's national treasures and all-time best Paralympic champions, Ellie Simmonds OBE. Ellie spoke to IMI CEO Steve Nash about her life and career, which continues to go from strength-to-strength following her successes at the London 2012 and Rio 2016 Paralympics. She was a vivacious, gracious and charming guest – and her infectious personality lit up the room.

A TIME OF FLUX

Speaking of the event Steve Nash said: "It was an unmissable occasion

where key industry figures joined us in celebrating a sector that is going through some of the biggest changes that we've experienced for many years. Whether it's the government's apprenticeship reforms with the introduction of the levy and new standards, the DVSA changing the training requirements for all MOT testers, or the general uncertainty that has followed since Brexit – it's fair to say that automotive remains a challenging but vibrant and exciting business to work in.

"One way in which we can make a positive contribution to raising standards in our sector is by recognising and rewarding exceptional achievements. The 2017 award winners have all shown dedication to the sector as well as to their businesses – and set great examples for others to follow."



THE WINNERS' ROSTRUM



Contribution to the work of the IMI, sponsored by the AA Garage Guide

Jane Russell from Russell Automotive

Contribution to the Motor Industry, sponsored by Shell Lubricants UK

Jon Winter from S&B Automotive Academy

Outstanding Individual Achievement, sponsored by Continuum Insurance Brokers

Tony Shepherd from DAF Trucks

Honorary Fellowships

Malcolm Wilson OBE, Richard Burden MP, Jeanne Esterhuizen

Sue Brownson Award for Outstanding Leadership in Automotive

Dr Ian Robertson, Sales and Marketing Director of BMW

THANK YOU TO ANNUAL DINNER 2017 SPONSORS:

 DRINKS RECEPTION SPONSOR



IMI ANNUAL DINNER 2017



Dr Ian Robertson, Sales and Marketing Director of BMW, with his Sue Brownson Award



Zara Ross, CEO of Ben, speaks of the vital work her charity performs



Richard Burden MP takes to the podium after receiving his Honorary Fellowship



Happy diners



Out of Africa : Jeanne Esterhuizen flew in to accept her Honorary Fellowship



Jane Russell of Russell Automotive accepts her award



Ellie Simmonds shows off her medal collection to an impressed Steve Nash

All photographs from the event can be found on Facebook @theimipage

MEMBER EVENTS

MA EVENTS

Yorkshire Region MA

Mon 10/04/2017, 19:00 start

AN EVENING WITH TEXA UK LIMITED

Speaker: Dave Gordon OE &
National Accounts Sales Manager, Texa

Venue: Askham Bryan College,
Askham Bryan, York, YO23 3FR

RSVP to Kevin Scholey
kscholey@ford.com
07860 914 349

Birmingham MA

Tue 11/04/2017, 19:45 for 20:00 start

THE EVOLUTION OF PASSENGER CAR LIGHTING

Speaker: Jim Harper AMIMI,
Trainer & Technical Promoter, VALEO

Venue: VALEO Service UK,
Heming Road, Redditch,
Worcestershire, B98 0DZ
Numbers are limited

RSVP to Paul Jarvis
birminghamimi@aol.com
0121 357 6272 / 07905 276 244

Sussex MA

Thu 20/04/2017, 19:00 start

AGM AND 'THE ART OF RICHARD WHEATLAND'

Speaker: Richard Wheatland, Auto Artist

Venue: Hickstead Hotel,
Jobs Lane, Bolney, Hickstead,
West Sussex, RH17 5NZ

RSVP to Douglas Wragg
dgwragg@tiscali.co.uk
01444 811 349

Cheshire MA

Mon 24/04/2017, 20:00 start

THE ROLE OF THE TRAFFIC COMMISSIONER

Speaker: Beverley Bell,
Senior Traffic Commissioner

Venue: Reaseheath College,
Reaseheath, Nantwich, CW5 6DF

RSVP to Phil Bateman
theinstituteofthemotorindustry
northwest@outlook.com
07789 921 977

Teesside MA

Wed 26/04/2017, 06:30 – 21:30

COACH TRIP TO THE COMMERCIAL VEHICLE SHOW 2017

Venue: NEC Birmingham

The coach will depart Teesside
Retail Park, Stockton at 06.30
and will get back at circa 21.30.
The coach fare is £10 per person.

RSVP to Dominic Calvey
dominic.calvey@ntlworld.com
07505 144 137 (evenings only please)

Mid-Hampshire MA

Wed 03/05/2017,

18:30 for 19:00 start

ADVANCED DRIVER ASSIST SYSTEMS

Speaker: Brian Newell, TRW

Venue: Highbury College, Room 3.019,
Cosham, Portsmouth, PO6 2SA

RSVP to Martin Porter
martin.porter@highbury.ac.uk
07715 427 222 / 02392 328 611

Kent Region

JOINT PROGRAMME EVENTS (APR-MAY)

Kent MA events are held as part of a joint lecture programme with other professional bodies in the Kent area. Unless otherwise stated please book your attendance via the CILT on **01536 740 104** or email membership@ciltuk.org.uk quoting the unique reference code for the event.

East Kent IMI

Thurs 20/04/2017, 19:30 start

AGM FOLLOWED BY A VISIT TO DOVER TRANSPORT MUSEUM

Venue: Dover Transport Museum,
Willington Rd, Dover, Whitfield CT16 2HQ

Ref code: KTG0382

West Kent IMI

Thurs 27/04/2017, 19:00 for 19:30 start

AGM FOLLOWED BY SNAP-ON: INNOVATIVE TOOLS AND CONTROL

Speaker: Andy Cocker, Snap-On Tools

Venue: Grangemoor Hotel,
St Michael's Road, Maidstone, ME16 8BS

Ref code: KTG0383

CILT

Thu 04/05/2017, 19:00 for 19:30

ROAD SAFETY AND TRAFFIC SIGNS

Speaker: George Chandler

Venue: Holiday Inn North, Maidstone Road,
Hothfield, Ashford, Kent, TN26 1AP

Ref code: KTG0384

IRTE North London

THE NORTH LONDON CHALLENGE – QUIZ AND SUPPER EVENING

Sat 06/05/2017, 19:00 start

Venue: Jolly Farmers pub,
2 Enfield Road, Enfield, EN2 7QS

RSVP to Paul Arber
paul.arber@zen.co.uk

AREA CONTACTS

All area contacts can be found in your membership pack and online at theimi.org.uk/MAcontacts

Please direct any queries to Membership Community Groups Support Officer, Georgia Foley, at georgiaf@theimi.org.uk

UPCOMING COURSES



WHAT: THE IMI'S Spring Representative Member Assembly (RMA)
WHERE: Henry Ford Academy, Royal Oak Way South, Daventry, Northants NN11 8NT
WHEN: 19 April 2017

The IMI is delighted to be holding its first RMA of the year at the Henry Ford Academy in Daventry. The packed agenda will feature a presentation on electric and hybrid technology, the latest developments in the industry, IMI updates, and much more besides. To book your place online please go to: www.theimi.org.uk/rma *
**Attendance is on a first come, first served basis*



The IMI is able to bring you a range of approved continuing professional development (CPD) courses, delivered by industry specialists, with some exclusive offers for IMI members.

Please email cpd@theimi.org.uk or call 01992 519 025 for more information.

OSCILLOSCOPE OPERATION AND SIGNAL TEST METHODS

Learn to competently operate an oscilloscope and use all its functions, a 'must have' skill set for technicians.

Date: 19-20 Apr 2017
CPD Credit Value: 17
M £333 **NM** £370

COMMON RAIL SYSTEM DIAGNOSIS

Technicians who need to be involved in system testing, fault diagnosis and repair of Common Rail Diesel systems will find this course of great value.

Date: 27-28 Apr 2017
CPD Credit Value: 17
M £333 **NM** £370

GASOLINE DIRECT INJECTION SYSTEM DIAGNOSIS

Technicians with a good understanding of manifold fuel injection systems can advance their skills by attending this practical training.

Date: 03-04 May 2017
CPD Credit Value: 17
M £333 **NM** £370

MANAGING HIGH PERFORMING TEAMS

This e-learning course will equip managers to create, develop and nurture a streamlined team.

CPD Credit Value: 6
M £70 **NM** £85

EFFECTIVE COMMUNICATION

To make an impact on your business, and to achieve business goals, communicating effectively is key.

CPD Credit Value: 3
M £60 **NM** £75

CONVERSATIONS WITH CUSTOMERS

Ideal for anybody involved in developing long-term relationships with clients.

CPD Credit Value: 6
M £70 **NM** £85

E-LEARNING

QUALITY ASSURED PROGRAMME (QAP)

HOW TO BOOK

To purchase a course visit: theimi.org.uk/courses-and-events or call +44 (0) 1992 519 025

M = Discounted price for IMI members
NM = Full price for non-members
 All prices subject to VAT.

Dates are subject to change and minimum numbers are required on certain courses



Ever considered relocating to New Zealand?

As New Zealand's largest privately owned agricultural retail network, we are always on the lookout for quality people to join our growing team and enjoy the wonderful lifestyle on offer here. Whether you are a single person looking to secure a working holiday or a family wanting a change of lifestyle, Power Farming could be the next step in your career.

With a network of retail showrooms and workshops across the entire country, we want to talk to fully qualified heavy diesel mechanics who ideally have had agricultural experience. However, for us the most important ingredient we look for is commitment and the right fit with our family based culture. For those who fit with these values, Power Farming is happy to provide the immigration support required to make the process as easy as possible.

If you are considering a change, talk to us about career opportunities and the lifestyle that New Zealand has to offer you by simply emailing your interest to Gary (National HR Manager) at jobswithlifestyle@powerfarming.co.nz.

[As an ex-Brit myself, I've never regretted the decision]

ONE NAME COVERS IT ALL



S&B Automotive Academy has been at the forefront of training for the motor industry for over 45 years and offers the complete range of disciplines including heavy vehicle, bus and coach, light vehicle, parts, body repair, paint, and auto-electrical.

We also offer training in sales, customer service, business administration and management as well as bespoke solutions. Our programmes include:

- Apprenticeships now including the new Apprenticeship Standard**
- MOT training (annual CPD, new tester & manager)**
- IMI Accreditation**
- IRTEC Licensing**
- Online courses**

Call now on 0117 953 3001 to speak to a member of our Business Development Team or visit www.sandbaa.com

S&B Automotive Academy, Princess Street, Bedminster, Bristol BS3 4AG

ASSOCIATED INDEPENDENT ASSESSORS LIMITED



| consultant motor engineers | insurance assessors & valuers | general claims investigators | nationwide coverage |

Vacancy for a Field Motor Engineer Assessor in Surrey/South West London and surrounding areas.

AIA are looking to recruit an industry professional to join our team as a field Engineer Assessor to cover Surrey/South West London and surrounding areas.

You will ideally already be working as an Engineer Assessor and have appropriate motor industry qualifications, such as ATA VDA and will be able to demonstrate a methodical approach to your work and have a good eye for detail. You will need to be familiar with modern repair techniques in respect of all types of motor vehicles and be self-motivated with an ability to work under pressure, without direct supervision. Knowledge of modern computerised estimating systems is essential and membership of the I.A.E.A (or working towards) would be an advantage.

The role involves travel around the area indicated on a daily basis where you will be required to carry out inspections and assessments on damaged vehicles on behalf of a wide variety of clients, assessing damage and negotiating repair costs, completing valuations, dealing with salvage categorisation and providing accurate reports with your findings.

You will need to be able to work to our high service levels without compromising on your quality of work at all times. The successful applicant will receive secure employment, competitive salary, company vehicle and ongoing training.

Applicants for this position should forward their CV along with supporting letter by email to Adam Clancy at ajc@aia-ltd.co.uk by the 25th April 2017.

68 Gazelle Road, Weston-super-Mare, Somerset BS24 9ES
t: 0845 301 7744 | f: 0845 301 7755 | e: aia@aia-ltd.co.uk | w: www.aia-ltd.co.uk



Insurance from A-Z



Motor Engineers (5501)

Location: Home-based – six areas: Cheshire/North Wales, M4 corridor, Essex, North/East Yorkshire, Lancashire and London
Salary: competitive + attractive benefits

Building upon our successful business performance and growth, we're looking to grow and strengthen our Supply & Experts team with a number of motor engineers, covering varying regions.

We always look to hire the best talent and are as committed to our employees as we are to our customers. Our customers require a quality inspection and repair process, and to make sure we deliver this, we pride ourselves on offering unrivalled training and career development.

Covering a defined geographical area, you'll be part of a UK-wide team. You'll inspect vehicles using Audatex and imaging, primarily from our approved-repairer networks. You'll also be responsible for negotiating the method and cost of repair work, ensuring contract adherence from network repairers, and providing technical advice and support to claims colleagues.

The role requires you to work remotely with minimal supervision, utilising your experience and expertise to make quick decisions in a fast-paced environment.

Ideally, you will be experienced in the motor vehicle repair industry, with **Audatex** experience, qualified to **ATA VDA** or **IAEA** level, or working towards. This role involves extensive salvage categorisation, familiarity with the motor vehicle salvage code of practice is essential. If you have experience of managing people, additional opportunities exist in a deputy team leader role.

However, we would also welcome applicants with a more hands-on bodyshop/mechanical background who have an understanding of the motor insurance industry and would like to develop their career supported by our excellent training and career opportunities.

What we offer in return:

Competitive salary, plus car and attractive benefits package.

To apply/see more detailed advert, please go to our website: allianz.co.uk/careers and search for Ref: 5501 and complete our online application form. Please apply by 28/4/17.

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to

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