



MAGAZINE

INSTITUTE OF THE MOTOR INDUSTRY

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GET SMART
ON WHY PEOPLE ARE NEXT IN THE 'SMART' REVOLUTION

GRAND DESIGNS
WHY IT PAYS TO GET WORKSHOP LAYOUT RIGHT

I'M GONNA GET MYSELF CONNECTED
THE IMPLICATIONS OF THE CONNECTED CAR
FOR THE INDEPENDENT SECTOR



AUTONOMOUS THINKING

Asking who actually wants autonomous vehicles?

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Losing your autonomy

This issue's cover story sees journalist Heather Grant pose the question: who actually wants autonomous vehicles?

For so long have we been told they represent the future of transport that it has become an accepted truth: testament to the assertion that if you are told something often enough, you simply believe it.

However, when more considered thought is given to the proposition of a fully autonomous world, one begins to see the many and innate stumbling blocks in its way. Heather describes them in her excellent piece and, to enumerate, they include: concerns at a lack of safety and loss of pleasure emanating from ceding control of the driving experience; increased congestion; and, with specific relevance to the industry, the determining of insurance liability and the increasing dominance of VMs.

One of the factors listed here is safety concerns. However, whilst humans may feel uneasy at having their driving autonomy removed, it is still the element of 'human error' in driving that causes almost all accidents. As such, a world of fully autonomous vehicles would quite clearly be a world of far fewer accidents.

Superficially then, one could argue, using the utilitarian principle, that autonomous vehicles serve the greater good. 'The greater good' is a slippery concept, though, and in the case of autonomous vehicles, even more difficult to pin down. For one thing, they could potentially wipe out the crash repair industry – causing both personal and economic devastation; they could also be used to great effect by those who seek to perpetrate profound damage upon our society. And, from a slightly more philosophical perspective, one must question whether society's reliance on the exponential development of technology is something that serves it well. Indeed, so-called 'progress' is a rather deceptive notion – for as technology progresses, there is a danger that humanity regresses: society becoming less and less self-sufficient, skilled and stable; and more and more consumerist, throw-away and impersonal.

“This is not to say technological progression is necessarily bad – merely that the unspoken assumption that it is a universally positive thing is something that should be questioned”

Tim Kiek, IMI Magazine Editor

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🐦 @IMlEditor

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.

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THE ONUS IS ON US

IMI CEO Steve Nash on how the government is placing the burden on automotive businesses to help it meet its challenging apprenticeship target.



There has been much talk about the government's proposed changes to apprenticeships and it has to be said that, apart from its very clear pledge to achieve 3mn new apprentice starts in this parliament (a 20% increase on the last parliament), its clearly stated desire to move to an 'employer-led' system and plans to impose a 0.5% apprentice levy on all businesses with a payroll of £3mn per year or greater, other details have been sketchy at best. In fact, many have accused the government of making it up as it's gone along and the lack of clarification on key financial details in either of the last two budgets has not helped the cause.

Notwithstanding all of this, the changes are coming and we all have to be in a position to understand them and work with them. Where the new so-called Trailblazer frameworks exist they will replace existing frameworks from April next year, so March 2017 will be the last opportunity to register candidates onto existing apprenticeships. Overall, it is the government's aim to replace all of the existing frameworks by 2020 – although it remains to be seen quite how achievable this will be!

What does become increasingly clear is just how clever (or underhand, depending on your viewpoint) the government has been in using the levy as a means of delivering its manifesto promise of 3mn apprenticeships while moving much of the cost burden to employers. It is claimed that only about 2% of employers will be liable to pay the levy but, as always,

statistics must be taken with a very large pinch of salt. Once you remove the huge number of registered companies that don't even trade, the equally huge number of self-employed people etc. etc. – the real number of affected businesses is much higher than the 2% suggests.

The really clever element of all this is not how it will affect those who already employ apprentices but how it will affect those who don't. Apprenticeships are part of the tradition of the motor industry, especially on the service and repair side, and we will adapt to meet the new requirements. However, what about sub-sectors like fleet and leasing, for example, where there aren't traditionally any apprentices? Those predominantly large employers in that sector will all be liable to pay the levy and the only way they will be able to reclaim that money is by establishing apprenticeships! This will apply to a great many businesses and sub-sectors across industry and commerce, so it becomes easy to see how the government will be using the levy to drive considerably greater engagement with apprenticeships from businesses and sectors where they have not previously existed – and achieving their target into the bargain.

Anyone in automotive whose organisation is going to be affected by the levy, but doesn't currently have an appropriate apprentice solution that's relevant to their particular field of business, can speak to the IMI team for help and advice.

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INSTITUTE
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ANALYSIS



FINANCE

PCPs UNDER THE MICROSCOPE

It's likely that everyone connected with the UK's car retailing sector will have shuddered at the suggestion of the National Association of Commercial Finance Brokers that motor finance is a prospective and promising candidate for another mis-selling scandal. As the payment protection insurance (PPI) debacle draws to a close, with the 'big five' banks having paid out or set aside an estimated £27bn in compensation to customers, the 'ambulance chasing' financial claims operators are on the hunt for other lucrative income streams and are keen to identify the next juicy target.

PCPs are a natural for at least three compelling reasons. Firstly, they have become immensely popular among new car buyers and are now beginning to gain traction in the used car market too. It's estimated that PCP penetration in the new car market stands at around the 80% marker among private buyers and has effectively become the default means of financing a vehicle. If wrongdoing can be proved the rewards will be glittering, if not quite on the scale of PPI.

Secondly, there are cavernous misgivings – which will be exploited to the full by the claims companies – concerning the competence and,

in some cases, honesty of showroom staff who have sold PCPs. Evidence suggests that a worrying proportion of car sales personnel have been woefully ignorant when selling financial products of all types. This has been recognised by the principal motor finance houses and led to the establishment of the Specialist Automotive Finance initiative as long ago as October 2007 to remedy this shortcoming.

And thirdly, there's no denying that some consumers have, at best, only a feeble grasp of how to handle money and financial topics generally. Clearly this group is highly dependent on the guidance provided at the point of purchase which may or may not be understood, and there is plenty of potential for misconstruing the nature of a PCP.

Even so, trying to prove the mis-selling of PCPs could be an uphill struggle. Unlike PPI, which has been in many cases a sleight of hand and unnecessary add-on, PCPs have provided consumers with a convenient and affordable means of operating a new car, and with it a range of attendant benefits, not least the latest technology related to safety and environmental issues along with the peace-of-mind of a manufacturer's warranty.

"It's estimated that PCP penetration in the new car market stands at around the 80% marker among private buyers"

USED CARS

PRICE CRASH IMPENDING?

Latest figures indicate that the used car market is blossoming, with the volume of sales vaulting by 13% to a near record 1.98mn in the first quarter of 2016 compared with the corresponding period of last year. The market's buoyancy stems in large part from the plentiful and growing supply of cars which, in accordance with the immutable laws of supply/demand economics, leads to price falls and a parallel rising propensity and ability for consumers to enter the market. It's no surprise, therefore, that used car prices have been under pressure with falls of around 5% since the start of the year.

It's doubtful that this fast flowing stream of used cars on to the market will abate any time soon. An elevated level of supply is a natural consequence of the effervescent state of the new car market over recent years and, in particular, the high number of PCPs which are now coming to the end of their contracts. Indeed, a review of the PCP sales pattern signposts a steady tide of three and four-year old cars entering the market, while other factors include the rapid turnover of cars by the daily hire fleets together with the continuing high level of pre-registrations.

The issue now is the extent to which used car demand will be able to absorb this high level of supply without triggering a sharp dip in prices. The hope must be that rising consumer confidence along with the growth in personal disposable incomes will be sufficient to prevent a price crash which would cause serious embarrassment to retailers carrying high stock levels.



13% rise in used car sales
in first quarter of 2016

DIESEL

SCRAP-HEAP?

Despite government denials, there's growing speculation that a diesel scrappage scheme will be introduced to encourage owners of older, high polluting cars to change to low and zero emission vehicles. This has assumed added urgency due to the Volkswagen emissions infamy and the attendant realisation that even the latest Euro 6 engines are much dirtier in real-life operation than official testing procedures would imply. Rumours have been given added piquancy by the news that Transport for London is examining the issues involved in implementing a diesel scrappage scheme following the election of Sadiq Khan as the new mayor of London.

In another development, there are growing hints that the government is planning to reverse the tax advantages of diesel cars. These include the fuel duty cuts which were introduced as long ago as 2001 as part of a series of fiscal measures aimed at encouraging the uptake of supposedly more environmentally-friendly diesel power. This change of direction comes just eight months after the government announced that diesel car owners would not be penalised by the new orthodoxy which now favours petrol over diesel engines.



PEOPLE

EMPLOYEE INCENTIVES

As vehicle distribution becomes increasingly concentrated in fewer and fewer major groups – with a blizzard of deals in recent weeks including Marshall Motor Group's £107mn acquisition of Ridgeway and Vertu Motor's £19mn takeover of Gordon Lamb – the need to attract and retain the brightest and best employees is an imperative. It follows that dealer groups are examining a range of initiatives to achieve these objectives.

Two promising examples have been implemented recently by Marshall Motor Group and the Peter Vardy group. In the case of the former, newly appointed sales staff are being guaranteed an annual salary of £25,000 irrespective of experience. The aim is to entice new talent into the retail motor sector with people who have the right values, attitude and customer service ethos.

In addition, loyalty bonuses of £1,000 will be paid to those who remain with the company for two years and a further £2,000 after three years in the attempt to ensure that notoriously fidgety showroom employees demonstrate loyalty to the business, thus avoiding the constant need to train new staff.

To celebrate ten years since being established, the Peter Vardy group is giving £5mn of equity in the form of share options to its 800 or so employees in a Partnership Share Scheme. This works out at an average of £6,250 per staff member and requires a minimum three years' service. By giving 'skin' in the business the motive is to energise employees to become "happy, motivated and engaged partners" to the benefit of customer satisfaction and the wellbeing of the business.

GOODWOOD

SHOW DOING THE BUSINESS

Goodwood's motoring events go from strength to strength, not least the Festival of Speed (FoS) which took place this year during the last weekend of June. The event has successfully plaited nostalgia with innovation – the former manifested in probably the world's finest gathering and demonstration of performance cars from olden days along with some modern monsters, and the latter by the four-day Moving Motor Show (MMS) which allows

potential customers to drive cars up the FoS's hill climb course on the Thursday before the racing machinery is let loose.

By tradition, the success of motor shows are determined by two measures – the number of visitors attending and the number of new model introductions. Now in its seventh year, the MMS cannot hope to compete with the likes of Geneva and Frankfurt which anyway run for much longer periods. Attendance at the 2015

Frankfurt show nudged the 1mn marker whereas the MMS in the same year amounted to just 35,000. However, the 'quality' of attendance between Frankfurt and Goodwood is far different with a far greater proportion of potential buyers at the FoS, while the overall attendance at the FoS is around 150,000.

In a further sign of MMS' growing importance to car manufacturers, this year's event featured 25 models making their UK, European or world debuts with a strong emphasis on high value and performance cars such as Bentley's Bentayga, Ford's Fiesta ST200 and Tesla's Model X.



INDUSTRY ROUND-UP



AFTERMARKET

GOING GOLO

Reporting on the launch of a tool set to give independents traction in the 'connected' age.

Diagnostic specialists Launch UK has introduced the real-time, vehicle monitoring system Golo (Go Online Live Online) to its product range.

The system features an ultra-smart OBD box that simply plugs into a vehicle's OBD port, allowing the owner to connect and communicate online with workshops regarding repair and maintenance in an efficient and time-effective manner.

Golo allows workshops to access real-time vehicle data, to perform real-time diagnostics checks remotely and to provide the vehicle owner with professional examination and maintenance guidance via their smartphone.

For motorists, Golo technology allows them to locate and communicate with independent garages near to their location and will record essential vehicle recording data for safety, anti-theft and driving behaviour. As a result, Golo is also being hotly tipped to make an impact among vehicle fleet managers.

Dave Richards, Launch UK's Managing Director, said: "This launch represents the aftermarket's commitment to continuing to combat upcoming challenges such as the increase of vehicle telematics."

"It is important to promote the technical benefits of the Golo to the industry and therefore we have created videos and posters to outline the simple yet effective communication process between the customer and garage."

"We believe that not only will it remove strain from motorists' shoulders, but it will also help build and strengthen the relationship and trust between vehicle owners and workshops. The cost-effective tool encourages repeat business and has the potential to drive more revenue into a workshop long term."

For more on the implications of connected vehicles for the independent sector please see page 36-37

FINANCE

PRIMED FOR SUCCESS

The quality of applicants for online motor finance on used vehicles is "good and improving" according to new research by iVendi.

The online motor finance company reports that currently 39% of all online applicants are approved by prime lenders. This is better than most other online prime financial services channels but is slightly below the industry average for showroom visitors – around 50% from a dealer's principal lender.

Interestingly, the picture varies quite widely from dealer to dealer. Using Equifax's Risk Navigator RN04 credit score, 77% of online applicants to all dealers score more than 200 – the usual minimum level for non-prime – and 36% more than 350 – seen as the prime typical benchmark – where an average APR of 10.8% is being quoted.

This improves considerably for a prestige dealer group quoting an APR of 7.9% with 92.5% being scored at more than 200 and 70% at more than 350.

iVendi CEO James Tew said: "One of the criticisms of online motor finance has been that the quality of applicants is not as good as those seen in the showroom. Technically this is correct but the fact remains that the quality still probably surpasses any other online financial services channel for prime business."

"Results do vary, though, from dealer to dealer. Certainly, the high level of scoring for applicants to prestige dealerships where there is an attractive finance offering means that any business operating in that sector that is currently not providing online finance is missing an important opportunity."

APPOINTMENTS

➤ *Leading fleet management software supplier Jaama has strengthened its customer support team with the appointment of a further two support analysts. **James Price** and **Joshua Riley** join a team responsible for maintaining strong communications with Jaama's ever-growing customer base and helping fleets and contract hire and leasing and rental companies maximise use of its multi award-winning Key2 management system.*

➤ ***Glenn Thompson** has been promoted to Group Learning & Development Manager for Listers. Glenn joined Listers in July 2000, working his way up to Dealer Principal in 2005. In 2013 Glenn took on the challenge of Group Sales Training Manager. Hopefully he will still have time for his regular Dealer Sales column in IMI Magazine!*



USED CARS

IT TAKES 2... GRAND

Around £2,000 could become the new entry point into the used car market for many dealers thanks to the Consumer Rights Act, says the RAC.

The motoring organisation says that it is simply very difficult to sell a car that meets all legal requirements at much below this level.

Sean Kent, Director, Corporate and Independent Dealers, explained: "We are not saying that all cars priced below £2,000 are of poor quality or that dealers operating in that sector are not operating with customers' interests at heart.

"But what we are hearing increasingly from independent

dealers is that the cost of acquiring a car and selling it to the standards required by the Consumer Rights Act is difficult to achieve for much below this figure.

"It is not a hard and fast rule but it is definitely a trend that we are increasingly seeing across the market and chimes with other recent reports that small franchised dealers have abandoned the sub-£1,500 sector."

EDITOR SAYS

I would be very interested to hear from readers if you have anecdotal evidence that correlates with this assertion. With used car sales buoyant it rather surprises me and I am somewhat torn on the issue: perhaps in the day and age of 'futuristic' technology and heightened environmental regulation the 'banger' is something of an anachronism – yet also there has to be a worry that if reputable dealers stop selling them then it opens the door for sales of cheap vehicles through less desirable channels. A recent experience on a certain web platform you will know reminded me that there are unscrupulous people out there; does a reduction of the sub-£1,500 sector make them more appealing than they need to be?

VMs can eulogise all they want about the raft of wonderfully appealing finance deals out there – but there is a difference between something that represents a good deal/value, and something that is cheap. And there will always be a market for cheap cars; I worry about it 'going underground'.

►► **Russell Allen** has been appointed as the new chair of the 1link Hire Network Customer Forum. Currently co-owner of Fulcrum Automotive Solutions, he has held senior positions at National Car Rental, Europcar, Hephire and Paragon Automotive.

►► **Bristol Street Motors Renault and Dacia Bradford** has appointed a new General Manager with more than two decades of experience in the motor industry. **Darren Simpson** entered the motor retail industry after getting a taste for it aged just 16, when he worked as a valet during the summer holidays for a small family-run dealership. 21 years later, he is responsible for a 40-strong team at the Thornton Road dealership.

►► **Cameron Wade** has been appointed as Managing Director of the Motor Division at Peter Vardy Group, the fast-growing Scotland-wide automotive retailing business. In this newly-created role, which he

took up officially in May, Mr Wade will help support the continued expansion of Peter Vardy Ltd as it makes progress towards its 2020 vision and objectives.

►► **Percepta** has appointed **Kevin Perks** to head up the Henry Ford Academy as the new Principal. Kevin has been involved with Ford, previously, in the Middle East and South Africa. He comes with a wealth of experience in Learning and Development from Volvo, Jaguar Land Rover and Bentley. The HFA is now situated in a new purpose built facility, equipped for the growing brand.

►► **Chris Adcock** has taken up the reins as new Managing Director of ZF Services UK. Chris joins the UK organisation after more than 20 years' experience working for ZF Services, five years of which were spent in Australia as Managing Director of ZF Services Australia.



IN BRIEF

►► Local Ford dealership, **Evans Halshaw Hull**, has officially reopened as one of Ford's exclusive FordStore sites following a huge investment designed to enhance the Evans Halshaw Ford customer journey. The dealership, in Priory Park, held its grand opening in June and was joined by Andy Barratt, Chairman & Managing Director of Ford and Stuart Foulds, Evans Halshaw National Franchise Director, who will officially open the dealership to mark the occasion.

►► **cap hpi** has applauded the latest initiative by the Retail Motor Industry Federation (RMI) to address road safety concerns as a result of the DVLA's introduction of a monthly direct debit to pay road tax. Philip Nothard, Consumer and Retail Editor for the company said: "Our research proves that without the tax disk as a reminder, it's easy for motorists to let the MoT renewal date slip, posing a danger to themselves and other road users. We wholly welcome the RMI campaign to raise awareness of the issue and the introduction of a reminder service to help car owners remember when to their next MoT test is due."

►► After 22 years of service **Ford Europe** has renewed its parts analysis contract with existing supplier, Clifford Thames. A complex element of the automotive aftermarket, parts analysis includes data releasing, cataloguing and illustration, plus technical support, both internally, and also externally with retailers and dealerships.

►► **Exol Lubricants** has outlined more investment at its West Midlands head office and production facility. New for 2016 are two additional Strong Arm filling machines, which are capable of filling 20, 25, 60, 205 and 1000 litre pack sizes. This investment will increase capacity and flexibility in regards to production, making the entire process more efficient.



FRONTLINE

WHAT'S IN A NAME?

Exploring the thought process behind manufacturer vehicle categorisation.



Car manufacturers have two basic routes when choosing names for their cars. Go for proper names, such as Clio and Astra, or go for an alpha-numeric system such as A1 and 320i. Whilst by no means definitive, brands with higher volume sales have tended to go for names and premium brands have gone for numbers.

Numbers are all well and good when you've only got half a dozen, or even a dozen, models to contend with – but when your range starts to get near 30 then you need a system that helps car buyers know what to Google.

At the start of last year, Mercedes tackled this exact issue. It was suffering from a growth in models in new sectors and its naming structure was beginning to look a bit eclectic. Now, with the launch of the C-class Cabriolet, which replaces the CLK convertible (admittedly, last sold in 2008), the entire range uses a new naming system.

According to Dr Jens Thiemer, Head of Marketing for Mercedes-Benz cars, the Mercedes-Benz model range has expanded rapidly in recent years and continues to grow. He said the model range growth initiative that is currently under way means that, by 2020, the Stuttgart-based brand will have brought more than 30 models on to the market worldwide, among them at least 11 that have no precursor in the current line-up.

On top of the new additions to the range come the different body variants and drive systems such as hybrid and electric power. Thiemer admitted this results in an increasingly complex situation when it comes to naming the various models. "After more than 20

years of continuity involving some of the most recognised and successful product names in the world, we have now made our system of vehicle nomenclature even more understandable. Bearing in mind the international appeal of our brand, our plan has been to devise an even simpler, more transparent and more logical system for the designations of our model series, with the aim of providing clear orientation for our customers."

FIVE ALIVE

The new system is structured around the five core model series – A, B, C, E and S – which will continue to be used to provide customers with a starting point, or clue, to other parts of the designation.

The SUVs will then begin with GL, so what was the ML, becomes GLE, where the E means that it sits next to the E-class in terms of size. And on the same basis there is also a GLA, GLC and GLS.

The roadsters use the SL designation, so the SLK is now the SLC – because it is most closely related to the C-class. However, this is also the start point for the exceptions to the new rules. What was the SL does not become the SLS or SLE, but remains simply SL because "the SL retains its designation as hitherto, in recognition of its iconic status". The same applies to the G-wagon.

The final basic point to the new nomenclature are the CL cars. These are the four-door coupe versions of the main model series and to start include CLA and CLS (even though this car is based on the E-class).

Overlaid on the basic principles

of the naming system are standard definitions such as saloon, coupe, cabriolet and estate. This means you can have both an E-class estate or a GLE coupe. And for the CL cars you can also have a shooting brake (estate to everyone else).

Interestingly, under this new system, what was previously just known as the CL, is now the S-class coupe.

Finally, there's also a handful of lowercase letters that can go at the end of a model name and number to let you know the type of power. So, diesels use 'd', hybrids use 'h', plug-in cars use 'e' and fuel cell cars use 'f'. Petrols don't have a letter.

TAXONOMY MUSTN'T BE TAXING

Speaking about how the new names will work in the UK, recently appointed Marketing Director, Rob Halloway, said: "As the range of models grows it becomes more and more important for the customer to be able to understand clearly and logically where models fit in our portfolio so that they can judge which model best suits their needs. The designation must also be clearly distinguishable from that of its competitors."

"The continuing expansion of our portfolio has led to further complexity and perhaps some confusion for the customer. In the context of our sales

"The new system is structured around the five core model series – A, B, C, E and S"

Mercedes-Benz names

Old name	New name
A-class	A-class
B-class	B-class
C-class	C-class
E-class	E-class
S-class	S-class
SLK	SLC
SL	SL
	GLA
GLK	GLC
ML	GLE
	GLS
G-wagon	G-wagon
CLA	CLA
CLS	CLS
CL	S-class coupe
V-class	V-class
GT	GT

and marketing strategy, 'Best Customer Experience', we set about providing our customers with a simple, transparent and logical nomenclature to help them find their way around our product range."

Halloway does not say how long it will be before customers are fully up-to-speed with the new naming system. Mercedes is not carrying out any specific advertising campaigns to train customers in the new systems and is instead relying on its retailers to inform customers of the changes.

"Our retailers are on hand to help those customers who need some guidance on models which best suit their needs," he said. "The new nomenclature was introduced to our retailers well in advance of the newly named products arriving so that retailers could understand the changes and how they make for a logical structure moving forward."

A PROFUSION OF CONFUSION

Because of this approach, Mercedes also seems to be admitting that customers aren't expected to adapt to the new naming system quickly. At the time of writing, if you Google 'Mercedes SLK' the brand has paid adverts titled: "Mercedes-Benz SLK – Explore the latest SLK offers, www.mercedes-benz.co.uk/SLK" – yet the link takes buyers to the SLC section of the website. Yet if you were to search on the new names and Googled 'Mercedes SLC' then the official adverts that appear take you to the SL not the SLC.

Halloway said the new system could cope with the additional models Mercedes-Benz was planning between now and 2020. Maybe it will take that long for customers to get used to the new system.

If you look at the new system there are certainly some gaps, such as a CLC, or possibly another SL model. However, with rumours of an off-road E-class estate doing the rounds, this would need yet another secondary name, much like Audi uses Allroad for the A4 and A6 estates.

For that we'll just have to wait and see.

ON THE FRONTLINE

IFY MADUEKE, SALES DIRECTOR & GENERAL MANAGER, MERCEDES BENZ AND SMART OF LAKESIDE & LAKESIDE HARLEY DAVIDSON

Number of staff on site: 74

How long in your current job? Six years

What was your first job? Sales executive

What's your best seller? A-class

Tip for the top? Always aim to exceed a customers' expectations.



HOW TO SELL IT: FORD EDGE

IMPORTANT BECAUSE...

The Edge gives Ford in the UK access to, and sales growth in, the large 4x4 sector – a part of the market it's not been in since the demise of the Explorer in 2002.

WHY WOULD SOMEONE BUY IT...

Ford's recipe for success is tried and tested: a quality product at a 'value' price. The Edge has these in spades and rightly claims to be the best equipped and most roomy vehicle at this price.

WHO WOULD BUY IT...

Those families who need, or want, the high driving position of an SUV coupled to massive amounts of legroom and boot space. It will also appeal to those needing good towing ability such as caravanners and horse owners.

BEST TO GLOSS OVER...

The Edge is only available as a five seater when most rivals in this class either come as standard, or can be optioned, with seven seats. And whisper it, this doesn't go round corners as well as all other Fords on the UK market today.

ON THE ROAD...

The Ford Edge offers great levels of comfort both from the seats and the suspension. The 2.0-litre diesel engine is available in either

180PS or 210PS form and both are strong yet refined, making the Edge a great cruiser. However, while there isn't too much body roll in the corners, the steering doesn't offer the level of precision and feedback for which Ford is famed.

ALSO ON THE LIST...

The two key rivals for the Edge are the Hyundai Santa Fe and the Kia Sorento, both offering seven seats. Ford claims it could also rival the likes of the VW Touareg and even the BMW X5, however, while the Edge is better equipped, these premium rivals have better quality interiors.

PRICE AND FINANCE...

Prices start from £29,995 on the road for the 180PS Zetec model, rising to £36,750 for the 210PS Sport which includes an automatic gearbox as standard. The Edge is available on Ford's Options PCP finance scheme with a 0.8% APR.

UP-SELL OPPORTUNITIES...

Given the price and the equipment levels, buyers really should be opting for the Titanium and Sport models over the entry Zetec car. If the customer doesn't need the roof rails, the panoramic sunroof is a great option, as is a detachable tow bar.





MOTORCYCLES



car brands like BMW for instance. However, in a recent interview, BMW UK General Manager Phil Horton spoke instead of filling their 'open points' with traditional dealerships, even though the manufacturer was pilloried in the last NMDA dealer attitude survey with dealers stating they were unhappy with the way they were treated by the manufacturer in a number of areas.

According to Horton, the brand currently has 38 dealers in the UK (plus two in the Republic of Ireland), of which 30 had a record year in 2015, and with the expanding range taking in smaller capacity machines, he predicts more dealers will be needed to cope with the demand from customers.

Horton also indicated that the factory owned BMW Park Lane dealership, which has been in operation for over 30 years, was not seen as a threat by their dealers, despite being their third largest bike seller. This is because London is seen as unique, thus ruling out a nation-wide roll-out of the concept.

EXPANDING HORIZONS

Looking at the abundance of new manufacturer and dealer ventures across the UK.

At the time of writing, the latest figures for new motorcycle registrations show more growth for UK bike sales, with year-to-date figures for 2016 up 9.9% over the same period last year. In April 2015 there were 10,153 new motorcycle registrations, while the same month in 2016 saw 11,500 new bikes registered – an increase of 13.3%.

This is good news and indicates the previous month's drop, which many were laying at the door of June's EU referendum, was perhaps just a blip for all sorts of reasons, not necessarily connected to the pending vote. News in the specialist motorcycle trade press seems to support that theory with lots about new stores, outlets and marketing tie-ups.

One such announcement came courtesy of Kawasaki revealing plans to open its own financed dealership to cover one of its biggest 'open points'. 'Greenham Kawasaki' will be just yards from the former nuclear base that attracted so many demonstrations in the 1980s and will be run as a separate entity from the manufacturer, with a dealer principal who will be able to deal in used machines from other manufacturers and trade as a normal shop and, according to Howard Dale, UK General Manager, Kawasaki, will not be promoted as a factory outlet!

NO DOMINO EFFECT

The announcement seemed to open the door to other manufacturers to follow suit, especially those with associated

DEALERSHIP GLUT

So what of other manufacturers with car connections? Well, Ducati UK (Audi-owned) has just announced it has teamed up with the Vindis Group, which has 16 car outlets in East Anglia, to open new dealerships in the Fens. Both parties see the premium brands they have as compatible and attracting the same type of customer.

Our own home team Triumph, however, has announced new dealerships in Newcastle and Scotland, with other existing Triumph stores announcing new larger premises to deal with the increasing demand for the brand.

Staying north of the border, two dealers have now teamed up to form a motorcycle hub eight miles from Glasgow. Ducati Glasgow and West Coast Harley Davidson see it as one of the most significant motorcycle developments ever in Scotland and the Ducati store will also have Triumph joining it for a third premium brand at the site. The £5m-plus build will see the dealers create two showrooms

"In fact, when you keep looking, the trade is buoyant, and these are just some of the stories of expansion"

44%

rise in motorcycle theft in London between 2012 and 2014 according to home office figures

next to each other on the Hillington Business Park with the intention of both benefitting from any promotions the other launches.

The site, also close to a popular shopping mall and the arterial M8 motorway, is already occupied by a number of car retailers and will provide lots of safe parking for visitors. Both dealer principals see it as a long term investment that will enable them to benefit by working in tandem instead of directly competing, despite the customer demographic being different.

Elsewhere in Scotland Martin Marshall, owner of Ecosse Motorcycles, has expanded his operation south from his existing premises in Aberdeen with the recent opening of a new branch in Dundee. Marshall, of course, has experience across many levels in Honda, Yamaha and Piaggio and it is no coincidence the new premises, like his Aberdeen shop, carry both Honda and Yamaha franchises.

Scooters also feature in dealer expansion plans with Piaggio's 'Dealer of the Year' in 2015, Via Moto, announcing a third store in the north of England to deal with the increasing demand from customers. MD Mathew Gilder stated it is just the latest in their continued plans for growth!

TRADE IN HEAVEN

In fact, when you keep looking, the trade is buoyant, and these are just some of the stories of expansion, with everybody investing in the future and taking a long term view.

Kawasaki (and to a certain extent Ducati) may be leading a change, but as it stands it is out on its own in financing the start-up of a new dealership in an 'open-point' with other manufacturers sticking with the tried and tested method of independent dealers taking on the franchise. One thing for sure, though: across the board the dealers are positive and in it for the long term, whatever sales route they are taking, which is good for the manufacturers who just have to carry on delivering new exciting products and then everyone wins!

SILENT BUT VIOLENT

One of the biggest complaints about electric motorbikes by traditional motorcyclists is that they are too quiet and lack excitement as a result. However, for some organisations, like the police and military, that can be a positive, especially if they can run not only on electricity, but everything from petrol to olive oil.

Recently the Defence Advanced Research Projects Agency (DARPA) revealed two projects at its conference in Tampa, USA, that are set to be the

next generation of stealth motorbikes for the military. Both the 'Silent Hawk', built by Logos, and the 'Nightmare' from LSA Autonomy, have attracted funding from the agency.

They have two modes: a traditional 'loud mode' and a 'quiet mode' that switches the bike to operating from a battery. Apparently the loud mode is akin to a waste disposal unit or vacuum cleaner, which is around 80 decibels, while the quiet mode is just 55 decibels, the equivalent of an indoor conversation.

You just call out my name

BMW is launching an 'intelligent emergency call system' for motorcycles that will automatically summon help in the event of an accident.

Already available on cars, the technology uses sensors on the vehicle to detect when a crash has occurred and satellite navigation to pass the location on to an emergency service.

It's set to become mandatory on new cars from 2018 and an option on BMW motorcycles from next year, initially in Germany, but with plans for a rapid roll out into other European markets.

According to BMW, collision and banking-angle sensors are capable of telling the difference between serious incidents and those which don't require emergency services, such as the bike falling over at standstill.



IN BRIEF

► Reports from India say that giant car and bike firm **Mahindra** wants to buy a famous old British bike brand, specifically mentioning Norton and BSA as potential targets. Although Mahindra is a huge name in cars and tractors it has struggled with bikes, despite buying a controlling 51% stake in Peugeot Motorcycles last year.

► Rumours suggest that automotive giant **Polaris** could be on the verge of adding MV Agusta to its portfolio which would see the historic brand once again under American ownership (previously it was owned by Harley Davidson).

► **BMW** has unveiled a concept machine paying tribute to the R5, using an original 500cc boxer-twin engine from the 1930s model but fitted with a supercharger. Called the R5 Hommage, it marks the 80th anniversary of the launch of its namesake.

► The **International Motorcycle Manufacturers Association (IMMA)** has elected Stephan Schaller as its new president. The decision was taken by IMMA's General Assembly, hosted by the Federation of Asian Motorcycle Industries (FAMI) and the Indonesian Motorcycle Industry Association (AISII).

► Full-year financial results to 31 March 2016 show **Honda's** motorcycle business in retreat as its emerging markets under-performed by more than half a million units. Global Honda-branded bike sales volume fell by 3.1% to 17.055mn units.



COMMERCIAL VEHICLES

THE PLATOON ARMY

Looking at the steps being taken to see truck platooning become a reality on Europe's roads.



April 6th was an important date for the onward march of autonomous driving as six truck manufacturers took part in the EU Truck Platooning Challenge, with vehicles converging on Rotterdam from different parts of Europe. Vehicles from DAF Trucks, Daimler Trucks (Mercedes-Benz), Iveco, MAN Truck and Bus, Scania and the Volvo Group (Volvo and Renault Trucks) took part in the event, designed to show the benefits of platooning.

Platooning has been under development for over ten years. It offers an autonomous driving method, using a combination of Wi-Fi, radar and cameras fitted to each vehicle. The leading truck in the 'platoon' effectively takes control of the vehicles following, which then take their steering, accelerating and braking commands from the lead vehicle via a Wi-Fi link. When it accelerates, all the vehicles in the convoy accelerate, when it slows down, they all slow down, and when it steers left or right, the other vehicles also follow.

Many of these functions have been developed from existing technologies which are already mandatory equipment for modern trucks: lane departure warning (LDWS) and autonomous emergency braking (AEB) being two examples. In addition, autonomous cruise control (ACC) keeps vehicles a set distance apart, speeding up and slowing down as the vehicle in front accelerates or slows. AEB uses the same control technology to bring vehicles to a standstill under maximum braking, with the vehicle's

electronic stability control (ESC) system helping to keep the vehicle under control by applying brakes individually if necessary.

The advantage is that platoon vehicles can travel much closer together, reducing the aerodynamic drag acting on them. On the European truck platooning exercise in April, the trucks in each platoon travelled a distance of around 10-15m apart, compared with around 50m in 'normal' driving. Measured in time, that means a gap of around half a second between the vehicles. Mercedes-Benz, which sent a platoon of three trucks from Stuttgart to Rotterdam, estimates that the total distance between the lead and final vehicle in the platoon was reduced from 150m to 80m, meaning the vehicles took up less road space. Platoon vehicles do not overtake either – on motorways they travelled at normal truck cruising speeds of up to 56mph.

The result is fuel savings of around 10% compared with normal driving and equivalent reductions in CO₂ emissions.

LEGISLATIVE OBSTRUCTION

The platooning exercise was designed to highlight the changes in European transport legislation needed to help the introduction of platooning. One of the current barriers is the legislation governing driving distance between trucks. This distance varies from one country to another and would need to be revised for the aerodynamic benefits of platooning to be realised.

"We drove in a convoy for over 1,500km on public roads and gained a lot of great experience, not just about the technology, but also about traffic environment.

Everything went totally according to plan, which is a great feeling," reported Anders Kellström, Project Manager for the Volvo Group's participation in the EU Truck Platooning Challenge, which saw three Volvo trucks driven in a platoon from Gothenburg to Rotterdam.

"We note that there are varying interpretations of laws and provisions in different countries with regard to self-driving vehicles," he continued, "but we feel that the tangible collaboration we have now commenced is an important step towards increased harmonisation and more efficient transportation."

Mercedes-Benz also entered three trucks and the route took these from Stuttgart via Heilbronn on route A81, then using the A61 and A67 through Baden-Württemberg, Rhineland-Palatinate and North Rhine-Westphalia, then across the border to Venlo in the Netherlands and onward to Rotterdam.

HIGHWAY MEN

Mercedes-Benz used the exercise to further trial its Highway Pilot Connect system, a development of its Highway Pilot system, launched some two weeks earlier. This development has been designed to enable similarly equipped vehicles to join a platoon.

3.7%

 growth in truck traffic in 2015

DAF Trucks participation in the exercise was through a consortium, which includes DAF Trucks, the Netherlands Organisation for Applied Scientific Research (TNO), NXP Semiconductors of Eindhoven and UK-based automotive technology consultancy Ricardo. The resulting EcoTwin project entered a platoon of two vehicles. The stated aim for the project was to study autonomous acceleration and braking. The project was also testing Wi-Fi-P, developed by NXP for automotive applications. This technology is said to offer rapid data transmission and reception, permitting the trucks to be driven closer together – approximately 10m apart. The system also provides a communication link between the platoon drivers. Everything ahead that the driver of the lead vehicle sees is shown on a screen in front of the driver of the second truck.

“It goes without saying that there is still a lot of continued development required before we can introduce platooning as a new technology on the market,” commented Ron Borsboom, member of DAF Trucks Board of Management responsible for product development. “This is definitely not a process that will be complete before 2020. There is still a great deal that has to be sorted out in terms of legislation, liability and acceptance.

The MAN platoon also consisted of two trucks, which set off from Karlsfeld near Munich in southern Germany. On arrival in Rotterdam on April 6 all participating manufacturers demonstrated the technology in a meeting of EU transport ministers.

MANDATING COORDINATION

Just 10 days later, all 28 EU transport ministers signed the Declaration of Amsterdam, which set out a co-operation plan between EU member states on connected and automated driving. As the declaration states: “A more coordinated approach is called for between member states and at European level to remove barriers and to promote a step-by-step learning-by-experience approach such as the European truck platooning challenge. It is essential to support an exchange of information of results and best practices by linking and integrating such initiatives.”

The declaration lays out a range of aims and starts by acknowledging that connected and automated vehicle technologies have much potential to improve road safety, traffic flow, and the efficiency and environmental performance of the transport system. 2019 is the target date set for producing a coherent framework for the deployment of connected and automated driving. Will the UK be part of it?

IN BRIEF

► **Multi-franchise dealer operator HRVS** has been appointed as the Isuzu Truck dealer for Lincolnshire. Operating from a site on the Oakside Park Industrial Estate at Sleaford, the five-acre site includes a six-bay commercial vehicle workshop and currently employs a team of 22. HRVS has seven dealer sites including two others for Isuzu Truck at Sheffield and Stoke-on-Trent.



► **Volkswagen Commercial vehicles has made awards to its top performing van centres from Q1 2016.** The awards recognise improvements in sales and customer satisfaction in the VW Van Centre network. The overall top performer in Q1 was Swansway Van Centre in Liverpool, the overall top performing van centre in 2015.

► **Although commercial vehicle production fell slightly in April, down 0.9 per cent to 8,548 compared with April 2015,** production in the first four months of the year has risen by 0.4 per cent to 32,187. Year-to-date production for the home market has fallen by 8.2% to 15,236 but production for export grew by 9.6% to 16,951.

► **Two natural gas powered 31-tonne GTW Scania P 340 tractor units have gone into service with John Lewis' Waitrose supermarket distribution operation,** based at the company's regional distribution centre in Leyland, Lancashire. The vehicles are fuelled from a new CNG Fuels gas refuelling station in Leyland using biomethane gas produced from food waste.

► **Aerodynamic improvements for the truck and trailer combination,** lower rolling resistance tyres and reduced trailer weight have helped to cut fuel consumption of the Volvo Concept Truck by more than 30%. Cameras replace rear view mirrors to improve aerodynamics and trailer weight has been cut by over two-tonnes. The concept vehicle is the result of a five-year joint venture between Sweden and the USA.





GRAND DESIGNS

Dominic Wishlade looks at the importance of workshop layout and provides some top tips for the design process.



DOMINIC WISHLADE IS AN INDUSTRIAL DESIGNER AND THE FOUNDING MD OF DURA LTD

Automotive workshops have long been the Cinderellas of the retail motor trade.

For while showrooms are dressed to the nines with every form of finery the dealerships can lavish on them to attract the car-buying public, their hard-working automotive workshops are often kept hidden away behind the scenes – unnoticed, unglamorous and unloved.

Professional dealers pride themselves on their high standards and wouldn't dream of parking a gleaming top-of-the-range model in the middle of an automotive workshop and expect a customer

to be impressed – yet as soon as the sale's been clinched and the customer's needs turn to servicing or repairing the car, it can seem as if the clock's struck midnight and the glamour's gone.

That's understandable in a world of tight margins and a continuing need for sales – though the benefits can be a little short-term.


Getting the customer to fall in love with that car and buy it is what it's all about: money in the till, cash-flow, another step towards the sales target...

But this is confusing the golden gosling with the golden goose. The dealership's almost certainly

going to generate far more revenue from the customer through what goes on in the automotive workshop than through the one-off sale of a car.

The servicing, the retro-fitted extras, the upgrades, or even the repairs are where the more lucrative parts of the dealer-customer relationship are likely to be. Yet the ball's all happening out front, long after the customer's lost interest in it.

AN ILLUSION OF PROGRESS?

The oily-rag era of amateurism, brown overalls and mechanics who smoked as they tinkered with engines looks like another world 

PREMISES

in the old Pathé newsreels. But apart from the smoking ban and tighter health and safety regulations, some automotive workshops still haven't come all that far.

The past, in this age of technology, is an inefficient place – and it's easy to see how some automotive workshops have layouts that have evolved instead of being planned.

Hard-pressed dealers and manufacturers investing millions in a rolling programme of improvements can be forgiven for thinking "if it ain't broke, don't fix it", yet there are dealerships today with automotive workshops that resemble Formula One pit-lane garages: floors you really could eat your lunch off, everything to hand when it's needed and anything unsightly stored hidden from view.

If you really preferred the oily rag era and were looking for a baddie to boo for spoiling things, you could start by blaming me.

I looked around many automotive workshops in 1997 and thought they could be better. That they, too, could go to the ball.

A magic wand was needed, so I thought myself into the shoes of the mechanics and service managers. How could I make their lives easier, increase turnover and make their automotive workshops a showpiece they'd be proud to bring customers into?

Unlike them, I had the luxury of being able to start with a blank canvas so I could try to imagine



just how good a modern automotive workshop could be if you were starting from scratch.

As an industrial designer I couldn't resist the challenge and I came up with the idea of modular units and storage cabinets – all planned to have the optimum layout for the people using them, be easy to clean and be robust enough to take everything the average garage could throw at them.

But first, I had to spend a lot of time in automotive workshops, studying how they functioned, how the staff used them, and where the equipment really needed to be.

It was normal, then, for the ramps to be laid out and the hose-reels positioned (usually up on the wall, dripping on to the floor), but apart from that it was a bit random – a bench here, a toolbox there, all in different colours, sizes and positions, and usually an old plastic dustbin or wheelie bin dotted around.

SOLUTIONS

In the absence of a fairy godmother it was down to me to do something about it. So I came up with hose-reels housed in cabinets that were fitted with drip trays; tool storage complemented with high-level cupboards for consumables; built-in towel holders and bins; lift switches; communications and power sockets in all the

"Giving staff a clean, neat and comfortable working environment shows how much they are valued as well as the professional standards expected. It's a win-win"

right places; keyboards that slid away when they weren't needed; integrated computer screens with all the cabling hidden away; and illuminated work surfaces.

No-one said "Abracadabra", but the effect was almost magical – a transformation that's been working its way through the motor industry, one automotive workshop at a time, ever since.

There were a few early adopters who realised their workshop was the engine of the business and the place where the real revenue was generated – especially as the customer has so many touch-points with the aftersales department during a vehicle's lifetime.

Manufacturers specify virtually every aspect of design in the showroom and are increasingly aware of the importance the equipment and layout plays in a well-designed automotive workshop.

Small improvements in a significant revenue-generating

area of the business reap disproportionate returns, so it's an important area to get right.

Giving staff a clean, neat and comfortable working environment shows how much they are valued as well as the professional standards expected. It's a win-win.

The market has changed immeasurably since the Nineties when we pioneered our unique system and it will continue to change.

Increasing use of electronics in vehicles and the burgeoning popularity of hybrids and EVs is driving changes in workshop capabilities – and changing lifestyles are encouraging dealers and manufacturers to find more creative ways to keep clients satisfied.

Meanwhile, my idea seems to have caught on. We're in the CI (corporate identity) manuals of a string of prestigious motor marques and have transformed the automotive workshops of Bentley, Ferrari, Bugatti and Aston Martin.

You'd have to look really hard to find any dealer principal or manufacturer these days who doesn't appreciate the value of a highly-efficient and customer-friendly automotive workshop – and inspired, cutting-edge industrial design is playing an increasingly important part in helping them maximise their profitability.



TOP TIPS...

FOR PLANNING AN
AUTOMOTIVE WORKSHOP

Use an expert who understands technicalities, legalities and equipment limitations, and offers a full design and on-site consultation service



Compare workshop furniture and the range of equipment: can the manufacturer make bespoke elements for you?



Look at drawer loading capacity, material thickness and type, the warranty, and durability



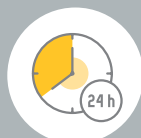
Future-proof as much as possible, including the requirements for servicing hybrids and EVs



Brainstorm layout options and you may find you can fit in more revenue-generating bays



Consider the quality! Workshop furniture can look similar at first – but will it still look good years later?



Consider your working practices: multi-technician work bays or running a night shift may need a different set-up



Get everyone's support for good housekeeping to ensure an efficient and safe working environment





Joining INSTRUCTIONS

Profiling the IMI's new module for bodyshop technicians

The IMI has announced the launch of a new standalone assessed outcome module, AOM 133. This unique module has been developed so technicians can prove their capability in following researched repair methods to carry out modern joining techniques, thus meeting the criteria relating to BS10125.

The module also assesses technicians' ability to follow a researched repair method to remove existing bonded and mechanically fixed panels, apply blind, self-piercing and flow form rivets, and use structural adhesives in conjunction with a reinforcement plate.

Working with a number of key organisations, which include EMTEC, ITAS, Thatcham and Training 2000, the IMI has effectively developed and 'test & trailed' this valuable standalone module to help raise the standards in modern joining techniques.

The extensive development process has ensured that the module is fit-for-purpose and meets the needs of the industries which use adhesives and mechanical fastenings

during manufacture and repair procedures.

Frazer Minskip, a Master Assessor for this module, at EMTEC in Nottingham said: "AOM 133 allows us to train the industry to meet a full range of competencies. The new module revolves around the technician observing and following methods and data sheets to the letter. It encourages individuals not to rely on their previous knowledge because this could be extremely dangerous when undertaking structural work with this process."

HIGHLY RELATABLE

AOM 133 relates to a range of sectors which makes it a flexible option for businesses. These sectors include: light vehicle, commercial vehicle, caravan, motorhome, vehicle body building, motorsport and motorcycle.

After recently achieving this module, James Edgar from Gemini Accident Repair Centre, Macclesfield, said: "Achieving the module proves that I understand the range of skills required in the various bonding and riveting repair methods when carrying

out structural repairs. AOM 133 will raise standards across the industry; dangerous bonding and riveting repairs can be carried out through ignorance, this module covers all the processes to avoid repairs being potentially life threatening."

David Taylor, IMI Product Development Specialist, who has led the development process for AOM 133, said: "The IMI is fully committed to developing robust products which meet the requirements of the industry. I'm proud to say this module is at the forefront of current and evolving technology."



**INSTITUTE OF THE
MOTOR INDUSTRY**

If you would like to find out more about AOM 133 visit our website, www.theimi.org.uk/aom133, email accreditations@theimi.org.uk or call 01992 511521

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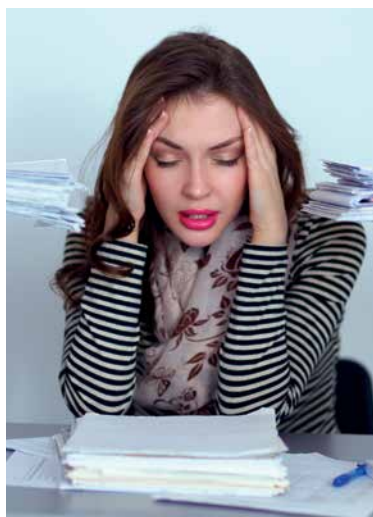


LEGAL LINK

David Poddington of solicitors Taylor and Emmet LLP, the firm behind the IMI Legal Link helpline, highlights a question recently received.

QUESTION

One of our employees has recently been signed off sick by her GP with 'work related stress'. I have received a grievance from her citing various complaints, including unfair sales targets and unpaid commission. How can we progress this matter in her absence from work?



Once a formal grievance has been lodged with you, you are under a legal obligation to investigate the grievance, hold a meeting with the employee (allowing her the statutory right to be accompanied), provide a written outcome and the right of appeal against the decision. A failure to do so could constitute a breach of the ACAS Code of Practice and could result in the employee claiming additional compensation from you in the event of a future employment tribunal claim.

Often, an employee will be unable to return to work until the grievance is concluded (and the stress alleviated) and therefore it is important to attempt to communicate with the employee about how her grievances can be resolved.

When an employee is absent from work, you will need to demonstrate that you have made reasonable attempts to deal with the grievance. This could include offering to hold the grievance hearing in her absence, by telephone, at a neutral venue or her

home, or sending her companion as a representative.

If the employee fails to return to work for a prolonged period of time, you could also seek medical advice as to the likelihood of her return to work and, if she is or becomes disabled, you may need to consider any reasonable adjustments that you can implement.

Ultimately, you cannot force the employee to attend a grievance hearing; but you should ensure that your actions do not constitute a breach of the implied term of mutual trust and confidence, which could give her the right to resign and claim Constructive Dismissal.

HELPLINE

Don't forget... as an IMI member you receive 45 minutes of FREE legal advice and a further 15% discount on any future consultation with Taylor and Emmet. For more membership benefits turn to **page 50** of MY IMI

MEMBER
BENEFIT

DEALER SALES



Glenn Thompson on the importance of 'the close'.

EASY AS ABC

ABC: Always Be Closing! Plenty of sales executives throw this phrase around, yet, when in action, it's strange how the bravery disappears!

Frightened of hearing the word 'no' they go out of their way to ensure the customer can't say it. More often than not, though, this engineers a situation which does not allow the customer to say 'yes' either!

Imagine: a sales executive presents figures to a customer after a test drive who seems ready to order. However, soon after seeing the figures the customer thanks the executive for the help and leaves the dealership. The manager asks the salesperson what happened and is told the customer is thinking about it and will decide tomorrow.

So, what went wrong with the figures' presentation?

Could it be that when the salesperson finished presenting the figures, the customer was asked: "So what do you think?" If so, this subconsciously tells the customer to go and think about it! And you can bet that if the 'think' word was used at this stage, it was probably used a fair few times throughout the process whenever there was risk of a "no"? Overusing 'think' programmes the customer all the way through the process to do just that!

Of course, I appreciate these deals do sometimes go ahead the day after; however, often they don't. Undisputedly, control of the situation is lost when the customer walks out of the showroom.

The overwhelming fact is that plenty of customers don't buy simply because they were never asked to. Show customers you respect their business by actually asking for it. You don't need to be rude, just confident. After all, to have come this far in the process they probably do want to buy!



MY IMI

Legal and Sales CPD courses, **page 52**

STRATEGIC THINKING

As companies expand through acquisition or organic growth, **Chris Eversfield** advocates going from a tactical approach to technology to a more strategic one.

Technology touches every aspect of our retail motor sector, whether it's engaging consumer-facing showroom solutions, business-wide management systems or, increasingly, elements in the vehicles themselves. The words 'strategy' and 'tactics' are often misused and commonly interchanged in the same conversation to ill effect. These teammates must work in tandem – but they are very different beasts when it comes to how you go about your technology operations and investments.

TACTICIAN OR STRATEGIST?

The tactician is focused on the here and now. This is often in a reactive manner to address a specific business demand that has emerged. Investments are undertaken as and



MEMBER

CHRIS
EVERSFIELD
POSITION
DIRECTOR,
ATTITUDE
ADVISORY
LEVEL
FIMI



when they are required and commonly sourced from whoever appears cheapest at the time, resulting in a fragmented vendor environment and often increased costs.

The strategist thinks and acts in a strategic manner, planning long term for the future, commonly with an organisation-wide outlook. They will consider the wider impact of decisions and often explore options before they hit their agenda in order to be prepared.

WHY DOES THIS STUFF MATTER?

Whether you are responsible for a single location or a nationwide network, whether expanding through acquisitive or organic growth, or simply looking to up your game in challenging conditions, the approach you follow

when planning for, and then delivering, your technology agenda really does matter and getting it right can result in better decision making, greater impact and increased cost effectiveness.

Adopting a strategic approach to IT is endorsed by Shropshire-based Greenhous Group's IT Systems Manager, Marshall Cotterill who commented: "Adopting a strategic approach within IT and strengthening partnerships with our vendors, particularly for training and development, enables us to plan for the longer term needs of the business and, frankly, drive better value as well as helping to lift team engagement too."

So, ditch those reactive and unstructured activities, take a breath and start the exciting journey towards strategic enlightenment.

10 tips to achieve a strategic approach to IT investments

- 1 Make sure you understand the wider business strategy: IT and Business strategies must be aligned. When making investments make sure you can link them back to the wider strategies.
- 2 Engage with other departments to really understand their wants and needs. This will help you prioritise your work based on impact by fully understanding the benefits of your activity.
- 3 Think and plan for the future – not just the activities on the table now but the long term.
- 4 Look for patterns and trends in your organisation, industry and the wider world around you and then think creatively how to deliver against this ever-changing arena.
- 5 Try and join the dots in your organisation when making investments. Solutions that join a number of dots with one change or investment are
- 6 strategic in their very nature.
- 6 Challenge current beliefs, processes, practices and mind-sets and don't fall into the 'we always do it that way' syndrome.
- 7 Don't just opt for convenient solutions – explore options and different scenarios to achieve your goals and the wider organisational needs.
- 8 For franchised operators, get close to your manufacturers to anticipate potential changes
- 9 or help influence the direction of travel.
- 9 Don't be afraid to involve others in your decision-making, whether from within your own team or an independent sounding board. Extra minds give a richness to eventual direction.
- 10 Reflect on recent actions and ask yourself why you made a particular decision and would you do it again? Don't just review things when they don't quite go to plan.

Get SMART

*As the motor industry develops technical solutions for Smart Mobility, it's time to think about developing Smart People, says **Lynda Ennis**.*

Would you be excited by the prospect of stepping away from your current role to spend time 'on loan' with another company in order to develop new skills and embrace new ideas as part a structured career plan? This is one of the ideas that has emerged from a cross-industry group looking at how best to prepare people for the future in a rapidly changing workplace.

Think back to just over ten years ago; Facebook, Twitter and Instagram were in their infancy and mobile phones were still primarily used for talking and texting. In a decade, the mobile phone has become a 'Smart' phone and changed the way we live and work. Social media is entwined in the daily business and operation of the industry and the generation of people who were in junior school when the iPhone first appeared will make up 70% of the workforce by 2030.

Technology has evolved more quickly than structures and systems we use to make, sell and support the products themselves. It's no different in our industry to any other, yet the automotive sector is struggling to manage the consequence of this rapid change in customer behaviour and match expectations.



LYNDA ENNIS
IS FOUNDER OF
AUTOMOTIVE
SEARCH FIRM
ENNIS & CO

"Social media is entwined in the daily business and operation of the industry"

This is the situation that provoked a group of industry leaders to come together in 2014 at the invitation of Ennis & Co to address the challenge. They looked across manufacturing, the supply chain and retail; also into other sectors with a focus on people and how to develop them in a rapidly changing world.

INVESTING IN THE FUTURE

As the group started work an interesting and positive factor emerged. Our industry is investing significant resources in a wide range of initiatives for the future. These include graduate programmes, in-house development, coaching, buddying, apprenticeships and online learning – but they're long term plans which will pay off when the new talent rises through the business in years to come. They fail to address today's widening gap between the experience and approach of the people who are leading the business now and the next generation, who are more in tune with customer reality.

The effective management of this transition period will be the difference between commercial survival and failure.

SO WHAT'S THE BIG IDEA?

Let's assume that the planning for future talent is on track and the programmes in place will deliver what's needed. This means that the focus can be applied to developing the existing talent in both middle management and leadership roles. So, our working group identified four key attributes that leaders need to have in a successful business:

1. **A clear understanding of the market** meaning a genuine empathy towards customer expectations and how to meet those needs. It is no longer sufficient to 'know the industry', it is vital to know how the market is evolving and be able to keep up with it.
2. **Being good with people** is about understanding what makes each person in the organisation tick and then working with that to achieve results. Leaders don't have to be popular, but they do have to be able to work with a wide range of people and lead them to deliver results.
3. **Passion for the customer.** The best leaders have a genuine interest in their customers and spend time engaging with them, adapting their approach to changing needs and requirements.

"The experience gained in the new environment could be the missing piece that enables the manager to step up"

4. Financial accountability. It is fundamental that leaders are both responsible and accountable for results, ensuring that the impact of their actions is transparent in the results of the organisation.

The challenge is to develop existing managers and achieve this 'gold standard' across the organisation whilst meeting the day-to-day needs of the business with a programme of activities tailored to the individual's requirements.

I LIKE TO MOVE IT

Our group identified a new opportunity to develop people who are perhaps not quite ready for the next step up the leadership ladder, or who might benefit from exposure to new ways of working. Today these people often slip through the HR cracks and leave the business to advance their careers, creating a gap behind them for the business to fill and taking valuable experience to a rival organisation. It would be more efficient for all concerned if they had the opportunity to develop their skills through a fixed period of time 'on loan' in another, non-conflicting organisation, returning to bring

their new experience back to the original team.

The concept of an automotive sabbatical has now been developed to provide opportunities for people and organisations to 'send and receive' people in businesses as part of a structured, but flexible, programme. It does not have to be a direct swap of one person for another, because organisations have different requirements.

Businesses which are expanding may provide an opportunity for an experienced manager from a mature organisation to step in for a period of time and bring their knowledge to a new environment. In doing so, the person will be exposed to new ideas and situations, refreshing their interest and performance. The experience gained in the new environment could be the missing piece that enables the manager to step up to a new level when they return to their company.

It is this win-win approach, where both organisations benefit from participation, which has attracted the attention and support from a wide range of organisations including: Autocar, Ford, CitNow, The London Taxi Company, Jardine Motors Group, Motability, Renault,

Triumph Motorcycles, Toyota and Volkswagen. The benefits to both the organisations and people are clear from the outset and the aim is for the first placement to be confirmed and a pilot programme to be operating before the end of 2016.

The simple truth is that no matter how effective our future development programmes are we cannot afford to wait for the next generation of talent to evolve our sector, we have to make changes today. This industry has no shortage of Smart People perfectly capable of helping us achieve the vision of Smart Mobility, so let's be smart and unlock the talent that's available in our own organisations.

If you would like to get involved with the automotive sabbatical programme, please feel free to get in touch at www.ennisco.com

IS CAR AUCTION INDEPENDENCE AT RISK?

It's not the first time that the remarketing sector has come under scrutiny following the consolidation of operations. But have some brands' acquisition trails finally put the independence of UK car auctions at risk?

Matt Dale, Director of G3 Remarketing, offers his thoughts...



If we think about why auctions exist in any marketplace, not just the motor industry, we're reminded that they act as an independent platform to bring vendors and purchasers together to trade. Of course, balancing the interests of all parties is no easy task. Sellers seek to maximise their sale prices while buyers want the most affordable deal possible. But with careful planning and the provision of high quality customer service and incentives, such as lower buyer premiums, it has become possible for car auctions to maintain satisfaction levels across the board.

However, like many industries, the remarketing landscape is continuing to evolve. Of course, this is to be expected. No sector can, or should, stand still. But could it be argued that things are becoming increasingly unequal and that the degree of independence for which auctions are renowned is in jeopardy?

It is now three years since British Car Auctions (later renamed BCA) acquired We Buy Any Car. This move was quickly followed by Manheim's purchase of We Want Any Car, and smaller car buying companies were also subsequently bought out.

BLURRED LINES

At first glance such acquisitions appeared to make sense: the brands



MATT DALE IS
DIRECTOR OF G3
REMARKETING

"If these big brands continue on their acquisition trails, where will they stop?"

were leveraging their knowledge of the automotive industry, diversifying their operations and going on to ensure they would have guaranteed stock to sell. But give it further thought and this consolidation has actually blurred the lines in the remarketing sector.

In every auction there are prime selling slots that a vendor will strive to secure; auctions proudly promote that only the best vendors are given these coveted times. But, increasingly, such slots are being allocated to the auction houses' own vehicles to maximise the return from the cars they themselves need to sell.

Of course this is to the detriment of other vendors – vendors that the auctions exist to serve.

Add to this the fact that organisations such as We Want Any Car buy the type of vehicles that main dealers and car supermarkets would ordinarily 'recycle' in the part exchange process, and the playing field is further imbalanced. Of course, it could be argued that everyone has the same opportunity to purchase these cars from members of the public, and the consumer will simply go wherever they get the best return. But I do believe this situation represents a significant conflict of interest for any auction that buys and resells stock.

In these scenarios, neither customer – the vendor or the purchaser – truly comes first. Not anymore.

INSATIABLE ACQUISITION?

If these big brands continue on their acquisition trails, where will they stop? Could they move in to the fleet and lease markets too, to secure more guaranteed stock? Might they eventually monopolise the whole lifecycle of automotive retail?

I would like to hope not, as surely such activity will remain closely monitored by the Competition and Markets Authority. But, in truth, only time will tell.

Where does this leave remarketers that work hard to stay independent? In some respects, it presents challenges. The reputation of the overall sector risks being compromised by the widely publicised activities of a small few, which is something other brands do not deserve.

However, there is the scope to turn this into an opportunity too. Large-scale independent car auctions are actually becoming something of a rarity, even though the demand for their presence remains high. So, by communicating the benefits associated with such remarketers, this could actually become a competitive differential.



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Autonomous THINKING

*There has been a lot already written about autonomous vehicles but not about who actually wants them. **Heather Grant** corrects this anomaly.*



HEATHER GRANT
IS EDITOR OF
ABP CLUB
MAGAZINE

Hardly a day passes by without my inbox receiving a press release relating to autonomous vehicles – whether it's news of the latest development, trials on motorways, government backing or reports of near-miss incidents. Even the Queen's speech in May made reference to them, announcing the government's legislative plans for the Modern Transport Bill "to ensure the UK is at the forefront of technology for new forms of transport, including autonomous and electric vehicles".

Vehicle manufacturers and software houses alike are developing autonomous vehicles; trials of automated pods and driverless vehicles are currently taking place in Bristol, Greenwich, Milton Keynes and Coventry. Fully autonomous vehicles that can handle a wide range of traffic situations are getting closer. Volvo, for example, is working on an autonomous drive pilot in Gothenburg that will see 100 cars in the hands of customers in 2017. It's also announced plans for a London pilot that will have up to 100 cars on London roads in 2018. And while there are legislative developments to take into account, Volvo anticipates full AD cars could be sold as early as 2021.

But not everyone is keen on racing ahead to an autonomous future. A survey by vehicle CCTV firm Smart Witness showed that 62% of drivers would feel less safe on the roads alongside other vehicles with no human behind the wheel. Let's face it, all technology goes wrong at some stage, even rockets blow up and they

have myriad back-up safety systems built into them.

LOSS OF PLEASURE

Another detriment is that car lovers will lose the pleasure they get from driving and it will inevitably change attitudes to car ownership. "Ever since the invention of the motor car, people have purchased cars because of aspiration," says Jon Parker, CEO, Bodysnap Revolution. "It's the feeling they give you when you press your foot to the metal and the ability to push it through corners to get some lateral G. Purchases of a vehicle that can stay between two white lines and travel at a safe speed so that it never gets itself into trouble will be about as exciting as buying a new electric lawnmower."

And while autonomous vehicles are hailed by some as the panacea for easing crowded roads, because fully autonomous vehicles will enable infirm and older people to be able to drive again, it will increase traffic and road congestion would get worse. The transition period will also be a nightmare. Imagine a world where half of the vehicles on our roads were autonomous: for the rest of us in ordinary vehicles, we'd be plagued with them driving at a speed that their computer could cope with. They'd never overtake each other, so you'd be stuck in an endless queue travelling at around 38 miles per hour, with a safe gap between them, but not enough to get your car into. It would be like the M25 on a Friday night: all day, every day.

"The technology for automated

"Vehicle manufacturers and software houses alike are developing autonomous vehicles"

vehicles has been around for a while and for several reasons they have not developed as rapidly as I believe they could have done," says Steve Thompson, Director of motor claims consultancy IndusSTry Insights. "This is partly due to the debate around insurance liability, but in truth what is the real appetite to have an ugly car, where human nature, for the most part, will mean we do not trust it and would rather be in control and actually driving it? I am sure

autonomous vehicles will have a place and maybe one day we will all own (as opposed to drive!) an autonomous vehicle. This is possibly the point where the love between the car owner and the car will get lost and it will become just a 'tool', to even the most hardened petrol head."

A LIFE SAVER

On the other hand, Andrew Marsh FIMI, Engineering Director at AIC Ltd, publisher of Ezi-Methods, makes

the point that there is already a significant swathe of drivers who find driving as exciting as switching on a television. "Furthermore," he argues, "an even bigger number of drivers would like to enjoy their cars but have to put up with the vast network of damaged farm tracks that pass for the UK road network. ADAS (Advanced Driver Assistance Systems) and fully autonomous systems offer the chance to eliminate potential accidents through overfamiliarity ☐

"The transition period will also be a nightmare"



with otherwise dangerous roads, as well as the insane activities of other road users. That is why most governments around the world are super excited about this technology: how to get more traffic through existing roads with greater safety. Except that doesn't really exist right now and won't be proved to the mass market until at least 2025 – or later."

Experts say autonomous features will reduce motor claims, with AEB (Automated Emergency Braking) alone credited for a 20% drop in the number of accidents. All new cars manufactured for the EU must be fitted with the emergency braking technology.

"Over the next ten years, if we see the adoption of AEB at rates Thatcham is trying to achieve, you would save around 1,200 lives and the number of accidents that would be avoided would be in the thousands, just from AEB," says Peter Shaw, Chief Executive, Thatcham.

WHO'S LIABLE?

Insurance liability and whether there's a point at which it will shift to the vehicle manufacturer (or even potentially a software designer or maintenance garage) is one of the key issues very much being debated at the moment. This summer the government will publish a consultation document on autonomous vehicles which is proposing that insurance for autonomous cars will be extended to cover product liability. In essence, it will allow the insurer to seek reimbursement from the vehicle manufacturer if there is a fault with the autonomous driving technology. As someone commented on the ABP Club website: "So now we move from cuckoo land into the asylum (or is it the other way round?). On top of the huge contingency liability now built up by manufacturers from vehicle financing they will have to maintain massive reserves to cover potential claims from every car sold up to the point when it is finally scrapped. Sounds like a good time to sell any shares in motor manufacturers and any other business involved in the supply chain."



"...there is still a long way to go before autonomous cars dominate our roads"

And whilst insurance premiums for owners of driverless car will reduce, those who drive regular vehicles could see a massive rise in their car insurance due to the potential cost of a crash with an autonomous car, particularly if an expensive sensor is damaged during a collision. It's also unlikely that bodyshops will be able to repair them because of the technology and software involved unless they employ a whole new set of skills and investment.

"Quite simply, the present network

of vehicle manufacturer service outlets and nominated bodyshops has, and will, change," says Andrew Marsh. "The extent of the work and the change in ownership will mean the vehicle is likely to be looked after by 'type' certified technicians, be they service or restoration specialists. So authorisation will require the right kind of kit (not, emphatically not, branded boxes), the right kind of people and, as always, prime location. Oh, and far fewer vehicles; although each vehicle will be worth much more than present, as well as have a much longer life span."

A LONG ROAD

But the bodyshop industry can breathe for now – there is still a long way to go before autonomous cars dominate our roads. As Andrew explains: "From when everyone agrees international standards for ADAS and fully autonomous vehicle system performance (which they haven't), from when governments around the world understand their liability (they don't) and from when insurance stops being the forgotten 'add-on' – the rate of change of the UK parc will still only be at around 2.5mn units per year. This is because AD systems are not offered as an aftermarket retro-fit. So the transition period from today, through to ADAS as standard fitment on all new vehicles, through to a significant number of driverless vehicles, is very, very long."

I come back to my original question: is there really a need for driverless cars? For those that want a driverless vehicle, we already have that option: they're called trains, buses and taxis.



AUTONOMOUS IN ACTION

The LUTZ Pathfinder self-driving vehicles trial is currently underway in Milton Keynes. Overseen by the Transport Systems Catapult, the trial will see up to three electric-powered 'pods' operating on pedestrian areas within the town centre.

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Automechanika Birmingham welcomed over 10,000 visitors and 550 exhibitors across the three day event held at the NEC, Birmingham – and the IMI was there too.

Hosting seminar sessions throughout the show, the IMI was joined by broadcaster and journalist Suzi Perry to discuss the importance of professional registration and the IMI's campaign for a licence to practise for vehicle technicians maintaining and repairing electric vehicles.

Speaking on the rapid growth of vehicle technology, the need for quality training and professionalism, as well as attracting new talent into the industry, Suzi Perry and IMI CEO Steve Nash were joined by over 70 visitors to discuss the ever-evolving industry and the challenges facing both manufacturers and the

independent sector.

Suzi Perry said: "Presenting at Automechanika, alongside the IMI, gives us the opportunity to speak about the importance of recognising skills and competence, especially in the context of the significant changes we are seeing in the core technologies present in today's vehicles, whether that is alternative power, such as electric and hybrid, or intelligent and autonomous systems.

"I'm a proud supporter of the IMI, and the IMI Professional Register is an excellent tool to help drivers find a local and trustworthy technician who is equipped with the knowledge, skills and experience to repair and

maintain their vehicles."

Steve Nash, IMI CEO, added: "With vehicle technology continuing to evolve, the IMI is working with government officials to press forward with the case for a licence to practise for vehicle technicians working on electric and hybrid vehicles.

"Sales for these vehicles are growing rapidly and we need to ensure the industry is equipped with the knowledge and skills to protect both vehicle technicians and consumers."

Simon Albert, Event Director for Automechanika Birmingham, said: "We are delighted with the success of Automechanika Birmingham.

"Throughout the event the IMI was joined by Tesla and S&B Automotive Academy to host the 'Workshop of the Future'"



We listened to what the exhibitors and visitors wanted and, with significant investment in the marketing campaign, delivered an all-encompassing event that exceeded all expectations.

"We have something unique here that the industry needed, and it wouldn't have been possible without the overwhelming support of the exhibitors, visitors and trade partners. Next year the event will continue to go from strength to strength with a 35% increase in

stand space, a supply chain specific area and it will be co-located alongside Reifen, the world leading tyre exhibition."

BRAVE NEW WORLD

Throughout the event the IMI was joined by Tesla and S&B Automotive Academy to host the 'Workshop of the Future' area to showcase the level of technology in today's industry, which included live demonstrations of the IMI eLearning platform and virtual spray painting for visitors to trial.

As the only dedicated automotive awarding body, the IMI also invited IMI Approved Centres to attend an IMI MOT qualifications update meeting to find out the latest information regarding the changes to MOT testers and managers from September 2016. The presentation was hosted by the IMI Business Development team and attended by 40 approved centres from across the IMI network. The presentation is now available at awarding.theimi.org.uk



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Editor Says

So, let's get one thing straight: this wasn't the first Automechanika to be held in the UK. Okay, well strictly speaking it was – but in name alone. I absolutely respect the right of the organisers and publicity team to 'big it up'; it is their job to drum-up interest, and by positioning the show as 'the first of its kind' on these shores they were always likely to pique the industry's curiosity. Yet the distinctly mundane reality is this: one trade show looks an awful lot like another.

Clearly I wouldn't have expected Automechanika to advertise the event along the lines of "come to our show, we are very similar to The CV Show". I also wasn't expecting a big top and the cast of Guys and Dolls shimmying around performing 'Luck be a Lady'. It's just that, given the huge focus being placed on the show's 'uniqueness', I was expecting more.

10,000 visitors and 550 exhibitors may appear a rip-roaring success but with regards the former statistic I was counted in at least four times in my two days at the event; with regards the latter, I believe there is distinct 'keeping up with the Joneses' element at play.

For fear of appearing overly negative, I am not denuding the show of all its benefits: I spoke with many exhibitors and they were delighted by how it was going. However, this was more because they were seeing a lot of distributors and using it as a convenient base to hold meetings. There was also an excellent seminar schedule, in which the IMI played a starring role.

Yet what, or who, there appeared to be a significant lack of was workshop technicians. This isn't a reflection on Automechanika; this is a reflection on the challenge faced by any organiser of an automotive trade show. It is extremely difficult to press a case compelling enough to justify a day out of the business, especially when significant travel is involved.

Shows which have a bit more success in attracting technicians tend to be regional or put on by motor factors, who have an existing relationship with their customers.

National shows are really more an exercise in branding and making deals. Automechanika clearly facilitated this, so is justified in heralding the event as a success – just not in calling it "unique".

CRASHING INTO THE FUTURE

FROM FIBRE-REINFORCED COMPOSITES TO 3D PRINTING: THATCHAM OUTLINES A VISION FOR THE BODYSHOP OF THE FUTURE.

The automotive industry is evolving at high speed. The expectation for heightened safety and continuous drive for improved efficiency is leading to the implementation of rapidly-developing technologies, including electric and hybrid powertrain, a range of complex composites and extensive electronic systems designed to reduce the risk of crashes.

While vehicle manufacturers focus on meeting the demands of legislators and consumers, the expectation on the crash repair sector is also changing.

Repairers must already contend with vehicles that are more expensive and complicated to process, requiring new tools and higher levels of expertise – and even greater levels of change are approaching.

“The physical capacity and expertise of bodyshops has to be aligned with the demand of the automotive industry; to what extent capabilities will change depends entirely on how far into the future you look,” says Andrew Hooker, Advanced Repair Study Manager at Thatcham Research. As the UK motor insurers’

automotive research centre, Thatcham Research has a depth and breadth of repair knowledge that few can match. It provides a range of training courses and commercial services for the repair industry and recently hosted a Repair Focus event that

"The increasing complexity impacting the independent repair network will continue and is likely to accelerate in pace"

included in-depth discussions of what the ‘bodyshop of the future’ might look like.

“The reality,” observes Hooker, “is that the bodyshop of the ‘near-future’ is already with us today. Advanced Driver Assistance Systems (ADAS), structural deformation zones and fibre-reinforced composites – all of which are being used now in new cars – are potential game-changers for the crash repair sector.”

Thatcham Research is working closely with vehicle manufacturers to provide repair



specialists with the information and expertise necessary to deal confidently with advances such as these, as Hooker explains: “Bodyshops need the infrastructure to be able to cope with tomorrow’s repairs, today. The provision of technical information, tooling and relevant training is absolutely crucial to ensure that latest-generation vehicles are put back on the road swiftly, economically and safely.”



EXPONENTIAL COMPLEXITY

The increasing complexity impacting the independent repair network will continue and is likely to accelerate in pace. The phasing in of rapidly evolving technologies that can potentially overlap from model year to model year has been identified as one area of concern: vehicles may look the same, but could have conflicting hybrid powertrains or, as auto-updating becomes more common, be underpinned by a significantly different generation of software. “It is vital that the crash repair sector is able to quickly and accurately identify variances in order to accurately assess damage, costs and repair requirements,” says Hooker.

The adoption by volume vehicle manufacturers of composite materials, until recently widely regarded as being either the preserve of supercar manufacturers or simply a ‘future concern’, is already a reality. “This is representative of the evolving automotive industry’s use of more complex technologies and structures, and highlights the need for continuous training of even the most experienced bodyshop professionals,” says Hooker.

“In the short- to mid-term, welding and metal fabrication skills will remain vital, diversifying as the treatment of metals and materials alter,” he explains. “As composites

and emerging bonding techniques become more commonplace, traditional welding skills will evolve and be supplemented by techniques for dealing with adhesives and mechanical joining. Similarly, as the technologies empowering advanced safety systems continue to become more complex, specialised technology-based skills will be crucial.”

CONSOLIDATION

Looking further into the future, Hooker believes that we will see vehicle manufacturers adopt favoured material selection, treatment and bonding techniques, which the crash repair sector will be able to react to by establishing new processes. To support this trend, in an effort to ensure continuity of structure repair, it is expected that vehicle manufacturers will intensify focus on service and repair profit streams. This could have the result of potentially strangling non-approved repair centres, consolidating resources and, ultimately, increasing the overall cost to insurers.

It is clear that ‘react’ is a very important word for bodyshops, the majority of which are limited in the levels of investment they can make for future industry requirements. Unlike vehicle manufacturers and their Tier 1 suppliers, bodyshops have to rely on a level of pre-emptive training and

“Unlike vehicle manufacturers and their Tier 1 suppliers, bodyshops have to rely on a level of pre-emptive training and guidance”

guidance from organisations such as Thatcham, which gains knowledge through close alignment with key industry stakeholders and its own research programmes.

“Looking further ahead, beyond the next three to five years, despite congestion becoming worse, the adoption of ADAS technologies and uptake of autonomous vehicles means that cars should be less inclined to crash,” says Hooker. “However, we expect the cost and complexity of repair to increase. Paint, filler and welding wire were replaced by ultrasonic diagnostic devices, automated composite repair stepping tools and radar alignment systems.”

An ambition to remain one step ahead of current crash repair sector demand should enable the ability to keep up with evolving automotive industry trends and complement bodyshops’ ability to react swiftly. As mechanical and electrical complexity becomes more convoluted, physical car body repairs could well become more labour intensive and require an

adept mastering of the latest material bonding skills. This could, in turn, drive a heightened demand for MET and panel technician skills, requiring an increase in training and an evolving syllabus.

CLUES ARE HERE

Current technologies give a clear indicator of future requirements, advises Hooker, citing the use of 3D printing, laser keying and self-diagnosing structural sensors, which are all already utilised on a range of vehicles today. “Whether they are pressure, ultrasonic or kinetic, sensors used for the monitoring of structural deformation zones will introduce exact parameters for the repair of bumpers, wings and bonnets,” he says.

He also believes it is crucial that the repair community has the ability to understand and comply with such exact monitoring technologies and also be ready to embrace other advances: “In-house 3D printing of clips, connectors and components could well become commonplace at some point,” he notes. “Simplifying the supply chain and ensuring swift, efficient and cost-effective turnaround in the crash repair sector.”

Ultimately, the clear message for bodyshops with a desire to be leading the field in the future is that the optimum starting point is a full understanding of the capabilities needed to offer a premium service... here and now!

I'm gonna get myself **CONNECTED**

IN THE ERA OF THE CONNECTED CAR, JAMES DILLON OUTLINES THE DANGER POSED TO INDEPENDENTS AND EXHORTS THEM TO 'CONNECT' WITH THEIR CUSTOMERS OR FACE BEING SQUEEZED OUT.

We often hear statistics, metrics and general commentary about the relentless advance of technology in the modern motor vehicle. The key techno-phrases of the moment are PHEV, driverless/autonomous cars and the connected car. Relevant questions regarding this 'new stuff' such as how will the industry keep pace, who will be able to repair these vehicles and what impact the 'new way' will have on existing businesses cannot yet be fully answered.

In my mind, one of the most interesting of these emerging technologies, from an independent repair business perspective, is the connected car. This technology has the greatest potential to significantly alter the relationship between the driver and the repairer and to disrupt the current market. The main feature of this technology, which will have a significant impact on the market, is the ability of the host to communicate directly and exclusively, in a time or event triggered manner, with the occupant. The marketing materials which have been produced to support the connected car systems often make mention of this, such as in an accident, or when the vehicle develops a problem, where timely

intervention from a remote concierge or help centre would be most welcome and could, in extreme cases, save lives.

THE VM HEGEMONY

Consider that a similar time or event triggered communication could occur, but this time rather than from a safety or support perspective, the emphasis of the communication was marketing or advertising. It doesn't take too much imagination to consider how scheduled services, MOT, tyres, brakes and other potential revenue generating work could be

directed towards a specific repairer. The potentially negative impact on the independent workshop starts to become apparent when we consider that vehicle manufacturers own the in-car communication channel and also have a business interest in directing repair opportunities to their own networks.

Perhaps this sounds far-fetched; maybe a conspiracy theory. Perhaps this potential advantage isn't going to be maximised by the vehicle manufacturer, but perhaps the fact that these processes and systems already

exist, such as BMW Connected Drive Teleservices, which promises the BMW driver that "your BMW knows when and what services it needs and sends the vehicle-related service data automatically to BMW. Your preferred BMW Service Partner can then access the data quickly and get in touch with you right away" should act as a wake-up call.

THE SQUEEZE IS ON

I suppose we should consider how the independent repairer will compete in this market. Obviously, traditional market forces such as relationship, quality and value will still bear influence on the choice of repairer for the vehicle driver. If we develop a better understanding of the connected car, this could help to establish the opportunities which exist within it and help independent repairers form a competitive strategy. The connected car will move through several phases of implementation and development (as shown in Fig. 1), from the connected driver, where the smartphone acts as the

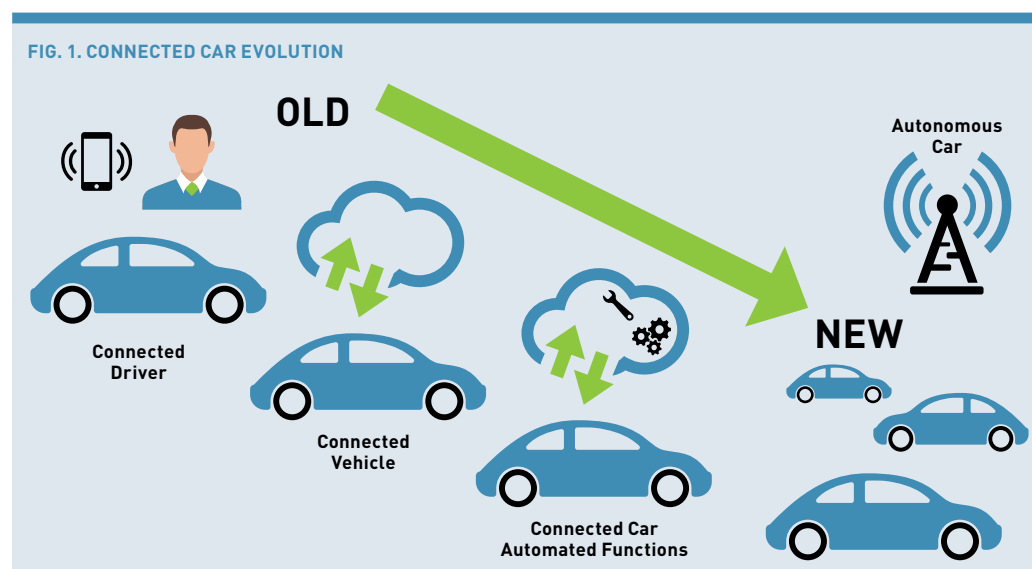


FIG. 2. END USER COST VS VALUE



communication conduit, through to fully integrated 'all-in-one' infotainment/communication systems. Clearly the development path shown in Fig.1 takes us towards the autonomous vehicle, which seems to be the current end-game for the connected car.

In all cases, irrespective of the level of connectivity, the flow of data relies on a connection to a mobile data network. The cost of the connection is a negotiation point. It is likely that the cost of access will be reduced (in some cases to nothing) in return for data or information. For example, the data connection may be given (depending on the vehicle manufacturer's value proposition) to the owner in exchange for the right to use personal or anonymised data. Some vehicle manufacturers will add other paid for, value added services to the connected car which wrap the data bundle, again in exchange for the right to use personal or anonymised data. This data is harvested by the vehicle manufacturer and compiled or processed into what's known as Big Data.

Fig. 2 shows the typical 'value added' services which will engage the driver to keep using the platform and so keep it active and current.

Big Data offers huge benefits to the vehicle manufacturer, aside from retaining service and repair business. For example, while the vehicle is in the warranty period, vehicle data can be used to identify and predict trends of failures (diagnostics and prognostics). This will enable the manufacturer to execute preventative warranty maintenance to avert in-field failures and to re-engineer solutions for subsequent production vehicles. Fig. 3 shows the value to the manufacturer of the various elements of Big Data.

HOPE FOR INDEPENDENTS

Fig. 1 shows the connected driver, which is the least integrated solution of all. In this case the driver owns the communication mechanism and is likely only to be using a vehicle manufacturer's app to connect a smartphone to the car

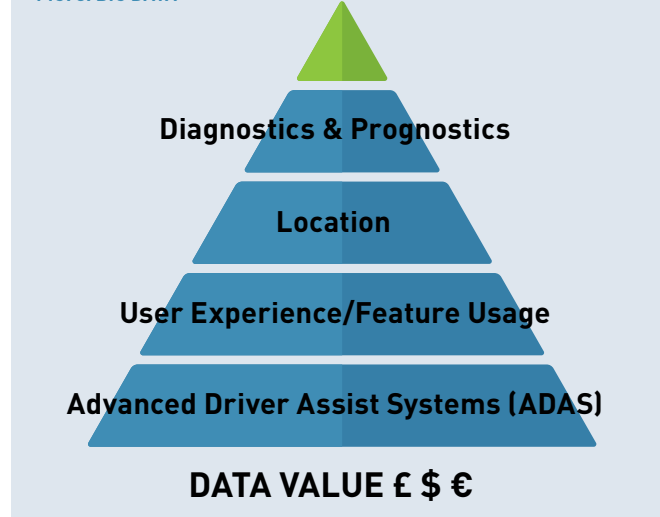
to stream music or GPS and mapping information. The connected driver is able to control the flow of data and, in this case, the outflow of data (from the vehicle) is likely to be restricted. The connected driver is to present the best opportunity for independent garages, particularly when the vehicle comes to the second owner and integrated 'connected car' subscriptions have lapsed. Another factor which may lead to a proliferation of connected drivers in used vehicles is the rate at which consumer electronics develop (i.e. smartphones) when compared to the rapidly ageing installed connected car technologies. A new smartphone will be more 'feature rich' and better supported than older connected car technology.

The independent repairer currently has one or two options to get inside the vehicle and establish a relationship with the vehicle owner. Launch, the Chinese diagnostic equipment manufacturer appears to be first-to-market with an 'independent' remote in-car

communication device. Called Golo, it connects car owners and garages together. Some versions use the smartphone as the communication conduit, others are fully fledged independent WIFI devices. The principle is that the customer can connect with, and have remote support from, their favoured repairer (who must use Launch diagnostic equipment). Consideration should be given to the fact that Launch owns this particular data cloud and harvest and processes all of the data which passes through it.

It is conceivable that the smarter independent repairer could buy and supply such an in-car device as part of a service plan or other customer loyalty or retention plan. The price point of the Golo makes this eminently possible. I'm quite sure that other players will bring similar products to market. Therefore, connecting to the connected driver, adding value, competing and differentiating will be possible. However, it may mean adapting business infrastructure and processes.

FIG. 3. BIG DATA





KEEPING CUSTOMERS COOL

DENSO UK PRODUCT MANAGER, NICK THOMAS, DETAILS THE TOP TIPS FOR REPLACING ENGINE RADIATORS: THE HEART OF THE ENGINE COOLING SYSTEM.

Naturally, due to its position at the front of the vehicle, radiator replacement usually arrives in the form of crash repair. As a result, engine radiators can often be overlooked as a routine part of regular servicing.

This can lead to a host of problems. The engine radiator is the heart of the engine cooling system – cooling the radiator fluid that keeps engines running at the proper temperature and regularly cooling the automatic transmission fluid.

Responsible for releasing the heat exchanged from the engine into the air, faulty radiators can cause catastrophic damage to the vehicle and engine as the engine overheats.

One of the most commonly

found faults is a cracked radiator, corroded by the extreme conditions they are exposed to. Cracked radiators can be very problematic and any resulting coolant leakages will cause engine failure through overheating.

MISSED OPPORTUNITIES

Ensuring you check engine radiators regularly for any faults, and providing higher quality radiators as replacements, can keep your customers happy and on the road, helping to generate an ongoing steady income for service centres.

Radiator fitting provides a great return on investment for installers – only taking 120 minutes without requiring any complex tools. DENSO will always recommend higher

quality radiators, which offer greater resistance to corrosion as well as improved heat exchange efficiency, saving drivers money in the future.

Flushing the cooling system is a potential regular upsell opportunity and can help to garner some customer goodwill. Despite being an essential exercise to keep engines running smoothly, flushing the cooling systems is often perceived to be an unnecessary additional expense by the average customer unless explained properly. If done every 40,000 miles it will save money in the long run, removing all the metal floating around the engine which will eventually rot both the engine and the cooling system.



TECHNICIAN TIPS

If a replacement is necessary, there are several things installers can do to avoid potentially costly and time-consuming errors.

1. Carefully examine the radiator hoses and connections, and replace with new OE-matching quality parts where necessary. Thermostats and caps are also susceptible to faults, so always check them.
2. Don't forget to inspect any defective radiator mountings – these can easily be repaired before installing the radiator.
3. Check you are using the correct coolant. Coolant antifreeze concentration is subject to certain regulations outlined by the vehicle manufacturer. Be sure to double check each time you fit a new radiator to ensure the correct concentration is used.
4. Avoid cheaper alternatives. Buying cheaper can cost more over time, which is a threat to an installer's reputation, as cheaper often means fitting inferior quality.

If in doubt, check the vehicle manufacturer's guidelines. All practice and procedural guidelines should be available in the technical information that every vehicle manufacturer provides for each vehicle.



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**PROOF OF
COMPETENCE**

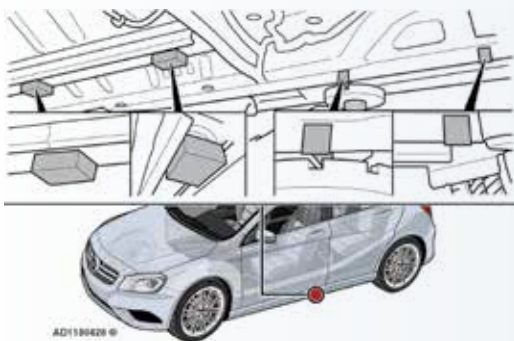
**IMI
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www.theimi.org.uk/accreditation or call **01992 511521**.

TROUBLESHOOTER

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



MERCEDES A-CLASS

RATTLING NOISE FROM UNDERSIDE OF CAR AT HIGH SPEED

Question: We are struggling to diagnose a 2012 Mercedes A-Class with a rattling noise from the floor area of the car at motorway speeds. We have heard the noise but cannot pinpoint the cause in the workshop. Are you aware of this noise?

Answer: *We are aware of this concern affecting the A-Class (176) and GLA (156). The rattling noise is due to the underbody shields vibrating against the underside of the vehicle. Foam pads and insulation strips are available from the Mercedes-Benz parts department. Remove the underbody shields, fit foam pads to the underside of the vehicle on the left hand side along with the insulation strips. Repeat procedure for right hand side, refit the underbody shields and then carry out a road test to ensure noise is no longer present.*

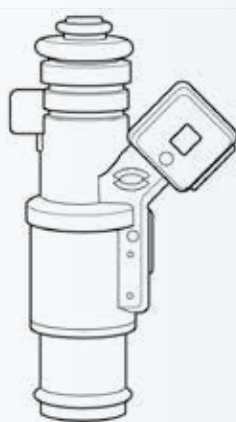


VOLKSWAGEN TOUAREG

WIND NOISE

Question: We are having trouble finding the cause of wind noise on a 2009 Volkswagen Touareg. We have heard the noise on a road test but we are unable to locate the problem in the workshop. Has anyone reported this noise before?

Answer: *This fault is known to us and affects Touareg models 2008–2009 models. The cause of the wind noise is due to an unsatisfactory design of the door mirror cover. Remove the door mirror cover, thoroughly clean area on door mirror mounting, then apply a length of butyl tape (approximately 80mm) to the door mirror mounting. Refit the door mirror cover. Road test the vehicle to ensure the wind noise has gone.*



CITROEN C3

ENGINE WARNING LAMP ILLUMINATED AND RUNNING PROBLEMS

Question: We are experiencing a problem on a 2005 Citroen C3 1.4. A few months ago we replaced a fuel injector due to the following symptoms: illuminated engine warning lamp, fuel injector trouble codes, engine cutting out and engine running on three cylinders. The vehicle has come back with the same symptoms present as before. Have we missed the root cause of the problem somewhere?

Answer: *This issue is known on the C3 I/II with engine codes HFX (TU1A), KfV (TU3A) and KfV (TU3JP). The cause of the symptoms you have described is due to water ingress into the injectors causing corrosion. This water ingress is caused by faulty windscreen washer jets. Replace the windscreen washer jets with modified ones available from Citroen parts department, inspect the injectors and replace with modified ones if necessary. Modified injectors can be recognised by a white silicone cap. Access ECM fault memory and erase troubles codes. Road test the vehicle to confirm the fault has been rectified.*



JOLLY GOOD FELLOWS

THREE DEALERSHIP
TRAINING SPECIALISTS
FROM MITSUBISHI'S
TRAINING ACADEMY
HAVE BEEN HONoured
BY IMI CEO STEVE NASH.

Chris Manning and Neil Clapham were presented with Fellowship (FIMI) certificates – the highest level possible – while Glyn Lewis was made a Member (MIMI) in a special presentation at the brand's UK headquarters in Cirencester.

Achieving IMI status requires a Level 5* national qualification or equivalent and five years' experience in senior management.

Talking of his achievement, Aftersales Training Manager, Chris Manning, said: "I'm delighted to have my industry achievements recognised by the IMI and honoured to be elected as a Fellow. It ties in perfectly with the strategy we are developing for the Mitsubishi dealer network to offer IMI Quality Assured Programmes and accredited training.

Sales Training Manager, Neil Clapham, added: "After working in the industry for 22 years it's fantastic to be recognised by the IMI with its highest accolade and to be included on the IMI Professional Register."

"Mitsubishi's future plans include IMI Quality Assured Programmes and Accrediations and will help develop our sales staff to achieve their very own industry-recognised qualifications, ensuring they feel even more valued by the brand and have a clear career development path."

Apprentice Programme Controller, Glyn Lewis, concluded: "I am absolutely delighted to be recognised for my experience and achievements after working in the automotive technology for more than 25 years and I feel privileged to be elected as a Member of the Institute of the Motor Industry."

A SAINTLY AWARD

St Helens College's motor vehicle department was recently presented with an IMI Recognised Employer Award, demonstrating its impressive professional standards within the automotive industry.

The award, which is held by less than 60 employers in the UK, forms part of the IMI Employer Recognition Scheme, developed in response to the growing demand for ethical conduct and quality within automotive businesses.

The presentation coincided with the unveiling of the college's £5mn STEM Centre at the Technology Campus and was well attended by local councillors, employers and businesses from across the region.

IMI Business Development Manager, Michelle Barrett, said: "It was a great honour

to present the motor vehicle department at St Helens College with such a prestigious award. They have shown themselves to be among the elite of motor industry professionals and this will have a positive impact on the local businesses they serve."

Local MP, Conor McGinn, who was also in attendance during the event, said: "It's such a great accolade for St Helens College to receive this award which reassures the public that the services on offer are of the highest professional standards."

St Helens College's automotive hub offers a unique experience to its motor vehicle students, enabling them to learn and practise their skills under close supervision of industry specialist tutors.

The college also offers a full garage service to the general public, including MOTs, car service and body repairs, paintless dent removal and smart repairs.

"St Helens College's automotive hub offers a unique experience to its motor vehicle students, enabling them to learn and practise their skills under close supervision of industry specialist tutors"

NEWS AND PEOPLE

GEMIMA ON GENDER

A female car mechanic in Ipswich is leading the drive against gender stereotyping in the workplace by challenging the belief that some jobs are reserved for men or women.

Trainee Gemima Christodoulou-Peace is concerned that young people are put off certain career paths because of the stereotypes associated with some professions.

The 18-year-old hopes her campaign with Fixers, the charity which gives young people a voice, will inspire others to pursue what they enjoy and not be influenced by society's expectations of them.

Gemima, who is studying Light Vehicle Maintenance and Repair at IMI Approved Centre, One sixth form, said: "I'm the only woman on my course, and that was quite daunting initially. I've had comments like 'how will you lift things?' but generally everyone's been quite supportive."

"As a kid I would always take things apart and put them together, so working on cars is something that really appeals to me. There is nothing stopping anybody from doing what they love. Gender shouldn't be an issue."

With Fixers Gemima has produced a film which encourages people to ignore employment stereotypes and do what's right for them. She will be showing the film in schools and colleges to educate students about employment and further study opportunities. The video is available at: www.theimi.org.uk/gemima



NOTICES

Obituaries

We wish to express our deepest sympathy to the family and friends of:

MICHAEL BOOTH
MIMI, West Yorkshire, aged 74

GORDON BULMER
MIMI, North Yorkshire, aged 76

ALBERT DANIELS
MIMI, Worcestershire, aged 89

JOHN FLAVELL
AMIMI, West Midlands, aged 64

JOSEPH FLINT
MIMI, Sussex, aged 94

ROBERT MCLEAN
MIMI, Northern Ireland, aged 65

CHARLES STEWART
MIMI, Lancashire, aged 91

ANTONY WORTHY
FIMI, Surrey, aged 73

New Fellows (MAY 2016)

C M EVERSFIELD
Director and Board Advisor, Attitude Advisory, Cheshire

G DADSWELL
Director, Bates Motor Group, East Sussex

T HATTERSLEY
Head of Aftersales The London Taxi Company, Coventry

P HUDSPITH
Group Recruitment Manager, Sytner Group Ltd, Leicester

H A LONSDALE
International Business Development Manager, Institute of the Motor Industry, Hertfordshire

S A MILLER
Chief Executive Officer, Motordata Research Consortium Sdn BHD, Malaysia

P G NEWTON
Chief Executive Officer, Car Care Plan, West Yorkshire

J STEWART
Group HR Manager, John Clark Motor Group, Aberdeen

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN

that an Ordinary General Meeting (being the ninety fifth Annual General Meeting of the Institute) will be held at 'Fanshaws', Brickendon, Hertford on Wednesday 2 November 2016 at 2.00 pm.

AGENDA

1. Apologies for absence
2. Minutes of the Annual General Meeting of 28 October 2015
3. Installation of President – 2016/2017
4. Installation of Vice Presidents – 2016/2017
5. Installation of Honorary Treasurer – 2016/2017
6. Declaration of Directors
7. Revenue Account and Balance Sheet of the Institute for the year ended 31 March 2016 and the Auditor's Report
8. Annual Report for the year ended 31 March 2016
9. Appointment of Auditors
10. Any other business

by Order of the Board

S James, Chief Financial Officer

1st June 2016

'Fanshaws', Brickendon, Hertford, SG13 8PQ

The Institute's Articles of Association 15.1 provides: on a vote on a resolution at a General Meeting on a show of hands or on a poll, every Corporate Member present in person or by proxy has one vote.

Article of Association 16.1 provides: a "proxy notice" (as defined in Model Article 31(1)) and any authentication of it demanded by the Board Members must be received at an address specified by the Institute in the proxy notice not less than 48 hours before the time for holding the meeting or adjourned meeting at which the proxy appointed pursuant to the proxy notice proposes to vote; and any proxy notice received at such address less than 48 hours before the time for holding the meeting or adjourned meeting shall be invalid.

Please confirm attendance, or proxy notice, to:
Simon James, Chief Financial Officer, c/o Ann Stillion, IMI, Fanshaws, Brickendon, Hertford SG13 8PQ, or email ceooffice@theimi.org.uk

Lunch will be available from 1.00 pm, with the Group Board in attendance

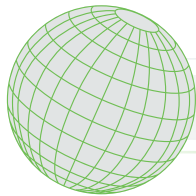
IMI SKILL AUTO 2016

BRINGING THE HEATS

With the heats for IMI SkillAuto 2016 now finished, IMI Magazine showcases pictures taken by the IMI's Media and Communications Officer Maximillian Rossi as he followed the action around the country



IMI SkillAuto would like to thank Jaguar Landrover, Babcock Training, 3M's Accident Repair Centre and Iveco Trucks for the use of their class leading facilities.



INTO AFRICA!

Following The Manufacturing and Engineering Seta (merSETA) adoption of the IMI's ROI Apprentice Calculator, tens of thousands of South African businesses are set to benefit from the initiative.

"We want the IMI to work its magic for South African businesses: the IMI will develop a similar online tool to the one in the UK for any automotive company engaged in aftersales service and repair," said merSETA CEO Dr Raymond Patel.

The South African Retail Motor Industry (RMI) will partner the IMI in facilitating the groundwork and roll-out the tool when it is complete. RMI member companies will take part in the development of this exciting initiative which will begin with the vehicle repair industry and later extend to spray

painters and body repairers.

The South African government has identified skill shortages as the main obstacle in the drive for economic growth in South Africa. "The skilled labour market is tight; work-ready skills are scarce and expensive and the only sustainable way for a business to grow is to develop skills in-house. Up-skilling staff and recruiting and training apprentices is the best way to do this," said Dr Paul Spear, Return on Investment and Research Manager. "Most employers understand the need for training



but they all want to know how much it will cost and how long till they make a profit."

Dr Patel concluded: "This calculator we are building with the IMI and RMI will help us unlock the door of opportunity for thousands of automotive businesses and tens of thousands of workers across the country."

THE TURNER PRIZE

An Emtec Colleges Limited (ECL) employee has become the first person to qualify as an International Regional Quality Assurer (IRQA) with the IMI. This is a new position where Stephen Turner, Sector Development Manager (Automotive), will undertake work in support of the awarding body as an IMI External Verifier for international vocational qualifications.

After a workshop at the IMI and a written assessment covering external verification and awarding body requirements, plus a portfolio of evidence gathered from ECL's existing operations in China, Stephen was presented with the certificate.

Stephen has many years' experience of assessing and internal verification in the motor industry. He is currently working on international projects involving the introduction and development

of IMI standards in other countries and supporting IMI assessment and verification processes in China - specifically in Chinese colleges.

The award comes just months after Stephen was presented with the Certificate of Recognition as an Advanced Automotive Assessor Professional (AdAAP).

Paul Whiteside, Quality and Compliance Manager at the IMI, said: "The External Quality Assurance team are delighted with Stephen's achievement and look forward to working closely with him in the approval and monitoring of IMI Approved Centres in China. The IMI is committed to raising standards worldwide and it's fantastic to be working closely with Central College Nottingham in doing so."

Andy Moore, Managing Director for ECL added: "Stephen has been mentoring and supporting all of our Chinese assessors, to enable them to deliver a robust assessment process in our Chinese IMI project. This new position will considerably enhance ECL's current and future operations in China."





RISKY BUSINESS

96% of women drivers want to see more women working in car workshops, survey reveals.

With the number of women drivers set to outnumber men, the IMI is urging automotive companies to employ more women or risk losing business.

A survey conducted in the UK by the IMI revealed that 96 percent of women drivers want to see more women in car workshops and nearly 40 percent of drivers said they did not notice any women working in the workshops they visited.

The survey also showed that 31 percent of women are averse to bringing their car in for servicing and many commented that they did not know what they were being charged for nor how to challenge a vehicle service bill they felt was wrong.

This is not a phenomenon unique to the UK, as Matthew Stuart, Senior Manager of IMI South-East Asia revealed. "As the number of women drivers increase, it is important that automotive companies understand this development and have in place the right people and methods to effectively engage this growing customer base."

He added that the existing workforce in the automotive industry is primarily male-dominated and that in order for automotive companies to make the car servicing experience more female-friendly, they need to encourage more women to be trained and employed in this sector.

"We are seeing an increasing number of women being trained by our approved centres as businesses strive towards increasing their ratio of female workers. Women are now also undertaking technician training in some centres," concluded Matthew.

Prasanna Vanugopal, General Manager of Tekat Automotive Academy (also known as Auto Terminal Training Sdn Bhd) acknowledged there is a general misconception that technician training is more for men, which explains the heavy gender imbalance in the academy's student base. The Academy has more than 500 students and since 2005, has certified 787 candidates with IMI's international automotive qualifications.

"However in recent years, we are seeing a gradual mindset change and more young women are showing keen interest in automotive training," said Prasanna. "We hope to see more women seek automotive training and qualifications and use it to widen their career choices. They need to realize they have a vital role to play in meeting the needs in the automotive sector."

The IMI offers over 300 technical and non-technical qualifications and accreditations across 600 training partners in more than 13 countries around the world. In Malaysia, an average of 1,500 candidates are trained per year at partnering community colleges, automotive companies and education bodies.

OMAN OPPORTUNITIES

Meeting with approximately 1,000 visitors as Silver Sponsor of the Omanisation Career Fair (OCF), the National Automotive Higher Institute (NAHI) recently delivered the slogan 'Get Your Career Through NAHI'. The nation's first specialised automotive institution put full throttle on engaging different age groups to raise awareness of its technical education and vocational training programs, as well as the rising opportunities presented by the local industry.

Haji Al Balushi, General Manager of NAHI, said: "Our feedback from visitors at OCF was outstanding. Young people were proud of what we have accomplished and felt that NAHI offered them alternative opportunities to traditional educational. Some job seekers have not completed Grade 12 which limits their competitiveness and opportunities within the local job market. However, through the Competency Programme offered by NAHI they can pursue their interests and utilise their talents in a growing local industry that has over 50,000 jobs for the taking."

NAHI delivers a number of courses and programmes with a view to providing local people with the prospect of developing their skills and professional competencies to boost their employment opportunities. It currently delivers IMI-approved international training.



MORE POWER TO THE PEOPLE

The AM and the IMI People Conference returned in June for the third year running at the Riverbank Park Plaza in Central London, exploring how to attract and retain the employees needed to exceed performance and profit expectations.

Finding the right candidates with the perfect skill set, attitude and experience can be a challenge; as is retaining staff in an environment where they are in demand.

IMI CEO Steve Nash gave an inspiring keynote speech, exploring the new proposal which will see the IMI working with other key industry partners to create a solution for the whole industry.

Steve said: "We are in a battle with other businesses and industries to attract talent. To compete we need to be actively addressing negative stereotypes about our industry, engaging with schools, colleges and universities on an ongoing basis and then providing a simple 'portal' through which prospective candidates can access career information. And that's what we aim to do. It's not about trying to do the employers' job for them, it's just ensuring that they have a greater supply of good quality candidates to consider for any vacancy – and that naturally includes more women, who represent half of the entire population, and graduates, as the latest figures show that our sector is scarcely active at present."

ON THE ROSTRUM

Following Steve a series of speakers addressed a variety of topics pertaining to people in the industry.

Katie Saunders, HR Director at JCT600 spoke on how featuring in the 'Sunday Times Best 100 Companies To Work For' survey was a proud moment for her Yorkshire-based dealer group. Kate said: "JCT600 owes much of its success to its high level of employee engagement.

Our 'Wired' programme is designed to prepare ambitious employees for managerial posts."

Phil Ferrar, Director at The People Academy, then went on to discuss how "developing a heightened sense of self-awareness and understanding how different characteristics affect the behaviour of other team members, a vital part of leadership which is often missed."

Steve Le Bas, Partner at BDO explained to the audience how its extensive research into salary trends and packages forms the backdrop of the exploration of salaries, pay structure and other payroll influences and **Dr. Bernd Vogel**, Director Henley Centre for Engaging Leadership and Associate Professor of Leadership and Organisational Behaviour at Henley Business School, explored how success can itself pose the biggest challenge for both the individual and a business, discussing the many facets of leadership.

Last up, **Neil Patterson**, Principal at Silverstone UTC (University Technical

College) gave details of the lessons which dealers can glean from the UTC approach to forge closer relations with schools and identify would-be apprentices. Patterson also discussed the need to offer increased higher apprenticeships, currently only 4% of all those available, as well as the need to develop a more defined career path.



AM & IMI
PEOPLE CONFERENCE
People – The Key To Success



PANEL PEOPLE

Dividing the day, a panel of dealers, from both the franchised and independent sectors, took to the stage to discuss diversity in the industry, tackling issues such as how to attract graduates and create a working environment which appeals to women and employees who want a better work-life balance.

Those on the panel were:

Jane Russell, Russell Automotive Centre & Garage Express

Shirley Young, CarShop

Diana MacKinnon, Lexus Edgware Road

John O'Hanlon, formerly Ridgeway Group

THEY SAID...

DELEGATES GAVE
THEIR FEEDBACK
ON THE DAY



"It's been great to see we are on the right lines in how to help and support people in the industry"

NIGEL BANISTER, GMD PEOPLE

"It's fantastic to know people are having the same ideas on staff retention and improving staff skill sets. I will be going back and planning how to implement these skills in my business"

JANE RUSSELL, RUSSELL AUTOMOTIVE CENTRE

"If we can get more talented people in the pot across the board we should naturally see more women entering the industry. I've been particularly interested in the discussion on the pay gap and skills shortages too"

SUSAN ASHCROFT, TRUST FORD

"You can always learn something and there have been some real nuggets of advice we can look to implement in our dealerships; I've been particularly interested in the Trailblazers' content"

STEPHEN LATHAM, HEAD OF OPERATIONS, NFDA

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SUSSEX MA

A CELEBRATION FOR SUSSEX

In early June, the Sussex member association celebrated its 90th anniversary at the Old Ship Inn in Brighton. It was a wonderful evening where IMI representatives joined long-serving members for a three course meal and speeches from Douglas Wragg, Chairman of the Sussex MA, and Steve Nash, CEO of the IMI.

Everyone at the IMI would like to congratulate Sussex MA on it's magnificent achievement – and here's to another 90 years!

It will take a while to match Sussex but if you're interested in starting a member association in your area please contact Georgia Foley at georgiaf@theimi.org.uk or call +44 (0) 1992 519 025

MOT UPDATE EVENTS

The IMI is putting together a series of events across the UK, with presentations by industry experts, to help keep you up-to-date with the recent MOT changes.

Please keep an eye out for events scheduled in your area here: www.theimi.org.uk/membership/mot-update-events

When an event is scheduled for your area you will receive a notification for it at least two weeks beforehand, so please make sure your details are correct and up-to-date with the IMI membership team at imimembers@theimi.org.uk or by calling +44 (0) 1992 519 025

These events are free to IMI members; a small fee will apply to non-members wishing to attend.

You can view all upcoming MA events online at www.theimi.org.uk/upcoming-ma-events



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NORTH LONDON AND HOME COUNTIES

IMI members are invited to IRTE/SOE North London Centre events, normally held on the first Wednesday of every month (unless otherwise stated).

IRTE North London Centre

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MEMBERSHIP

IMI FUTURE-PROOFING THE INDUSTRY



With a skills shortage in every area of the sector it is now more important than ever to encourage new people into the motor industry.

Apprenticeships are vital to fill skills gaps: our industry needs 12,000 apprentices every year just to stand still. There are many great initiatives to attract young people to our trade but reports show apprenticeship recruitment in the sector has remained static for years. Education cuts, poor careers advice and schools hoarding pupils for the funding all promise to make the task of recruiting apprentices much harder in future.

It is, however, a challenge the IMI is more than keen to take on, as IMI CEO

Steve Nash revealed. "We are working hard to fill skills gaps by encouraging new talent to join this exciting industry through campaigns and skills competitions. There is a huge range of career opportunities in the motor industry, from restoration or motorsport technician, to dealer principle or finance and marketing roles. We need your help to make more people aware of these opportunities and encourage young people in your area to look at a career in the industry."

THE IMI CAREER PORTFOLIO

AUTOCITY SLICKERS

IMI Autocity offers careers information and advice and guidance for 13-16 year olds thinking about a future career within the motor industry and for those supporting their next steps: teachers, tutors and parents. Autocity has all the information needed to help people make a positive and informed decision on what to do after school with 'Find my dream job' quizzes, information and videos on the 150 job roles within the sector, advice on apprenticeships, and free teaching materials for teachers.

CAREERING AHEAD

The IMI reaches over six million people each year with its #MotorCareers campaign which takes place around results day in August, driving awareness of routes into the industry.

GOT THE SKILLS

IMI SkillAuto competitions search for automotive excellence in young people, showcasing the skills required to work in the industry and recognising training and standards – all to find the top new technicians in body repair, light vehicle, refinishing and heavy vehicle from across the UK.



IMI MEMBER BENEFITS INCLUDE:

Free AA Garage Guide listing

Post nominal letters

Professional Registration*

10 editions of the IMI magazine

Networking opportunities through local events

Legal helpline

Membership card and certificate

Careers information, advice and support

Human resources support and advice

Health & safety resources and advice

Discounted CPD training and learning opportunities*

Resources to help you work smarter

Halfords trade card*

Discounts on SP Diagnostics products

*Please note some terms and conditions apply, for full details on the membership benefits you receive please visit www.theimi.org.uk/member



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IMI offer a range of cost effective CPD courses to help keep your skills and knowledge up to date.

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Discounts available for IMI Members.

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email cpd@theimi.org.uk or call +44 (0) 1992 519025

COURSES AND EVENTS

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.

FEATURED COURSE

HYBRID AND ELECTRIC VEHICLE: REPAIR OR REPLACE HV COMPONENTS

With HEV's increasing in popularity, garage technicians will become more involved in the servicing and repair of HV systems.



Date: 26-27 July 2016
CPD Credit Value: **70**
M £378 NM £405

FEATURED E-LEARNING

HYBRID CARS OVERVIEW

This introductory eLearning course covers essential safety warnings and recommended safety measures outlined by manufacturers when working with hybrid cars.



Available online now!
CPD Credit Value: **3**
M £10 NM £20

BODYSHOP MANAGEMENT: GETTING RESULTS AND MAKING PROFIT

Unravel the mysteries of how to get a healthy and sustainable bottom line profit from the business of repairing damaged vehicles.

Date: 19 July 2016
CPD Credit Value: **8**
M £180 NM £200

MOTORCYCLE DIAGNOSTIC PRINCIPLES

Gain knowledge of effective diagnostic procedures on engine management, ABS and body control systems

Date: TBC
CPD Credit Value: **9**
M £126 NM £140

ZF 6 SPEED AUTOMATIC TRANSMISSION

Learn the key aspects of the light vehicle ZF 6HP automatic transmissions operation and servicing requirements.

Date: 20 & 21 July 2016
CPD Credit Value: **17**
M £306 NM £340

E-LEARNING

THINKING STRATEGICALLY

CPD Credit Value: **6**
M £70 NM £85

PRINCIPLES OF CONSULTATIVE SELLING

CPD Credit Value: **5**
M £70 NM £85

FOUNDATION-UNDERSTANDING TRADING LAW AND BUSINESS COMPLIANCE

CPD Credit Value: **6**
M £65 NM £75

MICROSOFT OFFICE SPECIALIST 2013 - WORD

CPD Credit Value: **37**
M £195 NM £215

SOCIAL MEDIA FOR PROFESSIONALS

CPD Credit Value: **5**
M £70 NM £85

ADVANCING THE SALE

CPD Credit Value: **5**
M £70 NM £85

MANAGING WORKLOAD

CPD Credit Value: **4**
M £70 NM £85

CONVERSATIONS WITH CUSTOMERS

CPD Credit Value: **6**
M £70 NM £85

ALTERNATIVE FINANCE

CPD Credit Value: **4**
M £70 NM £85

HOW TO BOOK

To purchase a course visit: www.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.



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On second thoughts if you are thinking of emailing us then it's probably not for you.

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