



MAGAZINE

INSTITUTE OF THE MOTOR INDUSTRY

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CLEARING UP CONFUSION
FLEET MANAGEMENT OR TELEMATICS?

THE RETURNS OF THE MAC
A NEW REVENUE STREAM
FOR INDEPENDENTS

PROCESS DRIVEN
HOW MODERN PROCESSES CAN
INCREASE BODYSHOP EFFICIENCY

A DIAGNOSTIC BIOPIC

Charting the evolution and future of diagnostics

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Value judgements

May's News Round-up contains a release detailing the lambasting of service plans by Which? Chief Executive, Peter Vicary-Smith. Peter, in the March issue of the consumer magazine, exhorts readers to be on their guard at the dealer checkout. As well as service plans, other 'added value' services to be impugned include GAP insurance and paint and smart protection.

The news release was generated by service plan provider EMaC, and so it doesn't require the genius of Poirot to deduce it was scathing about the perceived inequity of Peter's remarks. In the release, EMaC MD Angela Barrow vigorously counters: "Rather than adding to the cost of motoring, service plans invariably save consumers money and ensure vital servicing work is made affordable. I think that it is important that as we head into a peak sales period for new and used cars, every dealer makes sure service plans are part of every sales dialogue to ensure every customer has the opportunity to benefit from routine."

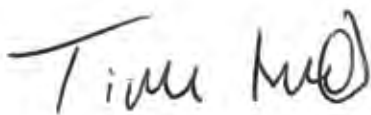
So who's right? The answer, to put an early marker down for any future career in the diplomatic service, is both... to an extent!

As the head of the self-anointed consumer champions, Peter is duty-bound to warn of the inherent dangers when it comes to products sold under the umbrella of 'added value'. PPI anyone? In the midst of PPI proliferating, bank workers were commanded to sell it under the auspices of 'added value' – I should know, I used to work for a retail bank. Unfortunately, the main value PPI added was to banks' bottom lines, so endemic was its mis-selling.

And here we neatly arrive at the crux of the 'added value' conundrum. Value judgements are, by definition, subjective: value to one person does not represent value to another. The infinite variety of customer wants and needs must thus be reflected in a sales process that recognises everyone is different. Implicit in this is an understanding that all commercial propositions have both pros and cons.

In the case of service plans, Angela has outlined the pros very effectively in her quoted rebuttal of Peter's warning. What she has not mentioned are any cons: one being they may not be suitable for customers who don't want to tie themselves to a single retailer and instead want to shop around for the most cost-effective servicing (usually found in the independent sector). With my consumer hat lodged firmly in place, this level of honesty would certainly see me more predisposed to getting something other than my intended purchase. For, whilst I take umbrage at the term 'added value', one mustn't write-off all supplementary products on an ideological basis – something Peter, in his proselytising, has perhaps been guilty of. Angela is certainly correct that the service plan can "save consumers money and ensure vital servicing work is made affordable". And GAP insurance and paint and smart protection are also potentially excellent products for the right customer.

Yet, in the drive to offer the customer an ever more delectable smorgasbord of product, the industry would be well-advised to remember the age-old adage 'less is more'. Although seemingly paradoxical, the less selling involved in the sales process the more effective the sales process becomes. In such an open and simple process is true 'added value' to be found.



Tim Kiek, IMI Magazine Editor

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🐦 @IMlEditor



INDUSTRY EVENTS

IMI Magazine highlights some of the key events taking place in the industry this month...



📅 May 5th – 8th

THE LONDON MOTOR SHOW

Battersea Evolution, London



📅 May 17th – 18th

AUTOMOTIVE ACTIVE SAFETY EUROPE 2016

Hotel Vier Jahreszeiten
Kempinski, Munich, Germany

May 19th

ASE FINANCIAL CONFERENCE

Whittlebury Hall, Towcester,
Northamptonshire

May 25th

MOTOR INSURANCE WORLD

Double Tree Hilton Hotel,
Milton Keynes, Bedfordshire

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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POLITICAL TRACTION

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I have used this column to talk quite a lot about professional standards and the Institute's stance on licensing of technicians in particular. So, what have we been up to in this regard?

Well, our immediate focus has been on electric vehicles (EVs), plug-in hybrids (PHEVs) and hybrids generally. In other words, any vehicle which operates wholly or partially on high voltage electric systems. Part of the challenge is to educate MPs on exactly what these vehicles are and how they differ from the petrol or diesel cars that they are more familiar with, so we were delighted to be able to take a cross-party group of MPs from Westminster – transported in a selection of EVs and PHEVs – to the BMW Academy near Reading to show them the technology and help them understand the skills challenge that needs to be addressed before these vehicles reach the wider market.

The MPs were able to watch an IMI accredited Level 4 assessment being undertaken by a group of technicians and learn from the technical experts just what risks are associated with working on high voltage systems for untrained, unqualified people. With systems carrying up to 400 Volts DC, there is no question that the results could be lethal.

We followed this event with a hosted breakfast for MPs at the House of Commons where we launched a report commissioned by the IMI and produced by Professor Jim Saker, Director of the Centre for Automotive Management, Ford Professor of Retail Management and Associate Dean of Enterprise at Loughborough University. Professor Saker is a highly respected commentator on matters affecting the automotive industry and his paper clearly spells out the opportunities for the UK economy presented by electric and hybrid vehicles (calculated to be worth £51bn by 2030) and also the challenges that need to be addressed in order to fully realise those opportunities – one of which is ensuring

that skills in the wider industry keep pace with the new technology. His clear recommendation is that technicians need to be licensed to ensure that they are adequately trained to work safely with high voltage systems and that such a scheme should be based on the IMI's Professional Register.

The net result of these activities is that we now have some highly influential advocates within Westminster who are prepared to raise questions and organise debates in the House in support of our campaign for licensing. This will focus on electric and hybrid vehicles initially but will also consider autonomous technologies and the longer term aim for the general regulation of servicing and repair through licensing.

This is undoubtedly quite a long road, as regulation always is, especially with a vehemently anti-regulation government which already has quite a few other political challenges on its hands! However, following the example of the anti-smoking campaign, we are prepared to get there one step at a time and that's why our initial focus is on electric and hybrid vehicles. As yet, the numbers of these vehicles in the market are still small (albeit growing at a very rapid rate) and the service and repair sector is not earning a living by working on them – so now is the perfect time to enact licensing to ensure that the wider sector is properly prepared for when these vehicles proliferate, which they undoubtedly will. More importantly though, acting now will ensure that adequate steps are taken before somebody potentially loses their life as a result of undertaking work on an unfamiliar technology.

As you can see from the activities we have already undertaken, the IMI is absolutely committed to bringing about positive change and differentiating the properly trained, properly qualified people in our sector through the establishment of Professional Standards and recognition of skills, which is the very basis of our Professional Register. I will continue to use this column to keep you informed of our progress.



ANALYSIS



ELECTRIC VEHICLES

AN ELECTRIC LAUNCH

Anyone attending the launch at the end of March of Tesla's Model 3 at the company's design studio in Los Angeles, or watching it on the internet, will have witnessed a weird event. In line with standard practice at happenings like this, there was the usual trendy mood music and special lighting effects, but this was no conventional model launch and was far removed from the rather staid and stodgy episodes at motor show time when a generally world-weary troop of journos move from one stand to another according to a pre-arranged timetable.

Elon Musk, Chief Executive and guiding light, took centre stage in 'smart casual' dress mode and assumed the moral high ground by emphasising Tesla's mission to accelerate the transition to sustainable transport in order to secure the future of the world. His presentation held starry-eyed onlookers in a high state of elation and was punctuated by considerable audience participation in the form of whistles, cheers and whoops of joy and triumph. The impact was as electrifying as the cars and reminiscent of Steve Jobs at the top of his game at Apple.

It's clear that Tesla is becoming a 'disrupter' on a grand scale and poses

a potentially dangerous threat to global car manufacturers who face the prospect of boosting their R&D budgets on alternatively-fuelled vehicles. The company's development from quirky producer of the Roadster, an electric sports car based on the Lotus Elise, to mainstream car producer with a line-up which is firing up consumer enthusiasm, has been achieved in just eight years. In the manner of the latest iPhone and other tech items, Tesla is developing must-have consumer durables for the digitally-centric generation.

Even so, there are formidable challenges ahead. To avoid customer disappointment and capitalise on an order book which reached 180,000 just 24 hours after Model 3's launch and was hovering around the 400,000 marker by mid-April, Tesla has to prepare for a massive rise in annual output from the 50,000 cars in 2015 to more like 0.5mn. This is dependent on the smooth commissioning of the so-called Gigafactory which is scheduled to come onstream next year and will produce the batteries required for the company's car production. And after a loss of £620mn in 2015, there is an urgent need to show investors that the business is capable of making profits.

"The impact was as electrifying as the cars and reminiscent of Steve Jobs at the top of his game at Apple"

MANUFACTURING

BUOYANT DEMAND

After producing 1.59mn cars in 2015 for a ten-year high, the British motor industry continues to roar ahead during 2016. The opening months of the year have seen further production gains and there's increasing confidence that the UK's all-time high of car output of 1.92mn units, achieved as long ago as 1972, will be breached before the end of the decade.

This sparkling performance is being driven by both domestic and export demand, although latest numbers indicate that the former is accounting for a rising proportion. Indeed, the SMMT reports that exports accounted for 71% of car production in February – the lowest percentage for that month since 2005. This stems from the buoyancy of domestic demand rather than any drop-off in exports which, in the context of an overall production increase of 13%, still recorded a 9% rise in unit terms.

Looking ahead, it's difficult to see what could disturb the UK car manufacturing sector's current jauntiness. With so many continental European car producers dependent on the UK market, there's scant chance that a vote for Brexit would derail the export train. Meanwhile, regrettable developments within the British steel industry might have a short term sourcing impact but, in a world awash with steel, there's little danger of supply shortages.



81%

dealer share of motor financing
at the end of 2015 – up from 47%
at the end of the noughties

MOTOR SHOWS

LONDON CALLING

Since the last motor show at Earls Court in 1976 there have been several London-based events in various formats, but none has had the necessary staying power. By mid-May it will be known whether the latest attempt to resuscitate a London Motor Show, to be held at Battersea Park on May 5-8, has been a success or failure. In the case of the latter, it's difficult to imagine that anyone will attempt another event in the capital for some time, if ever.

It's disappointing that manufacturers are standing aloof for the most part and leaving it up to their dealers to carry the flag. This was the construct for the biennial Scottish Motor Show which took place at the SECC in Glasgow until 2003 when the Scottish Motor Trade Association (SMTA), the organising body, recognised that the appeal of static displays had diminished considerably. Instead, the SMTA now runs the show as a two-day annual event in association with Scottish Motorfair at the Knockhill Racing Circuit. In similar manner, Goodwood's 'moving motor show', accompanied by lavish stands and displays with manufacturer involvement, has become a regular and well supported feature during the Festival of Speed.

FINANCE

PCP SHAKE-UP IN USED CAR SECTOR

Following the dazzling success of PCPs in the new car market, with latest figures from the Finance & Leasing Association indicating that they account currently for around 76% of sales, there's growing evidence that PCPs are set to become the predominant means of finance in the used car market too. Recent years have seen impressive growth from a 9% share in 2012 to 39% in 2015.

The retail motor trade anticipates a surge in PCPs for used cars during the current year as dealers intensify their efforts to promote the product. Since PCPs have been one of the most crucial props for the fizzing state of the new car market, there's the prospect that this can be replicated in the used sector. More and more, PCPs are being arranged for

older cars up to four years old, rather than the nearly-new segment which implies the potential for consumers to upgrade and choose premium vehicles due to the greater affordability of a PCP agreement.

In any event, there are sound reasons to expect a continuation of the PCP bandwagon. In part this reflects the vibrant condition of point-of-sale finance which has seen dealers' share of motor financing leap from around the 47% level at the end of the noughties with a value of £5.9bn, to the 2015 outturn of 81% with a value of £16.2bn. Motor finance has developed into an important profit centre for dealerships with the result that every means will be sought to maintain and build upon this success.

ONLINE

TWO TO TAKE ON THE ONE

The RAC's aim of shaking up the used car market may still be on target, but is now charting a different course. A year after introducing free dealer advertising in an attempt to rejig classified car advertising and topple Auto Trader as market leader, the group has joined forces with **Motors.co.uk** and will be imposing charges from the beginning of next year. A new website will be unleashed towards the end

of May which is expected to attract 5.4mn visitors per month and feature over 400,000 used cars.

The RAC had planned to become market leader by the end of last year but Auto Trader has established seemingly unconquerable relationships in the used car sector and claims that 80% of car dealers use it for marketing their stock. On reflection, the aim of dislodging Auto

Trader from its position as the UK's largest digital automotive marketplace was always going to be difficult – even in the context of no-charge advertising.

Even so, reputations are there to be won and lost and the RAC's revised approach undoubtedly has the capability to interrupt the settled order, especially in the event of a pricing war which could include attractive discounts on the RAC's extensive range of products including history checks, vehicle inspections, loans, breakdown cover and insurance. It also helps that the RAC has a captive membership of 8mn motorists.



INDUSTRY ROUND-UP



SUPPLIER

IRELAND GOES PRO

Wheel alignment equipment specialist Pro-Align has opened the doors to its inaugural facility in Ireland, giving workshops across the country access to even better levels of service and support.

Located in Plato Park, Dublin (just off the M50), the facility provides a new base for its sales, servicing and installation teams, and includes demonstration and training areas which allow workshops to see and experience the powerful capabilities of the Hunter range of complete wheel servicing equipment.

Speaking at the launch event of the new facility, Paul Beaurain, Managing Director of Pro-Align, commented: "We're delighted to be opening up our brand new facility in Dublin which will help provide an even more comprehensive service to

customers. We've already experienced a strong demand from workshops for our range of Hunter equipment and this new facility will help to showcase its capabilities and potential, as well as train technicians so they can provide the very best levels of service to their customers."

Pro-Align hosted a well-attended open day to launch the facility. Interested visitors from workshops from both the North and the Republic were in attendance and were able to see a number of Hunter systems in action, including its range-topping HawkEye Elite TD four wheel alignment system in its Quick Check configuration, the Hunter QuickTread drive-over tread depth measurement system, the fully automatic Revolution tyre changer, as well as the innovative Hunter Road Force Touch balancer.

AFTERSALES

A GOOD SERVICE?

"Providing every customer with every service option is a duty of care and in the case of service plans, the value to the customer is very clear. Interest-free, inflation-proof and often discounted, a service plan represents great value to consumers." This is the response from service plan provider EMaC's MD, Angela Barrow, to criticism in Which? magazine about the promotion of add-on products in the car showroom.

In the March issue of Which?, the organisation's Chief Executive, Peter Vicary-Smith, condemns the promotion of added value services in the car showroom, warning consumers "the checkout is when you most need to be on your guard". Products he refers to include: GAP, paint and smart protection and service plans. In the case of service plans Vicary-Smith implies they represent poor value, observing that a plan "will run out before I want to use it".

"Mr Vicary-Smith's observations surrounding service plans are inaccurate and misleading for service plans administered by EMaC," argued Barrow. "As such I am writing to him to clarify his misunderstanding. Our service plans never run out and if a customer changed car their plan could be transferred or they could gain a refund. This is the same industry model that exists across our industry.

"Rather than adding to the cost of motoring, service plans invariably save consumers money and ensure vital servicing work is made affordable. I think that it is important that as we head into a peak sales period for new and used cars, every dealer makes sure service plans are part of every sales dialogue to ensure every customer has the opportunity to benefit from routine servicing, which as other respected independent organisations observe has very tangible benefits on the wallet and in terms of reliability."



USED CARS

USED GETS IMPROVED

'Managing a dealership in a changing marketplace' was the key theme that saw over 100 independent and franchise dealers attend the inaugural Used Cars NI dealer conference on the outskirts of Belfast last month.

Used Cars NI created the event in response to dealer feedback seeking guidance on how best to manage the changes required both by regulation and by an increasingly digital customer audience.

"Independent dealers are often owner/operators, committed to doing a good job and taking care of their customers," said Cecil Hetherington, Managing Director

of Used Cars NI. "In our dialogue with dealers it has become increasingly clear that while they are aware and have largely responded to FCA regulation, they are seeking more guidance on this and the Consumer Rights Act. We developed the first ever Northern Ireland dealer conference to give

them practical guidance on how to both comply with and benefit from these changes and were very pleasantly surprised to welcome more than 100 dealers from across the province."



ELECTRIC VEHICLES

AMT GROUP'S GREEN CREDENTIALS

With growing demand for 'green' vehicles, prestige and specialist Leeds headquartered rentals group AMT has made a £200,000 investment in its fleet with the addition of further models of all-electric cars, including the high performance Tesla. The vehicles will be available at AMT's Leeds, Manchester Stockport and London locations.

Believed to be the first company to offer the Tesla as a daily, weekly or monthly rental option, the vehicles, together with a number of Nissan Leaf models, mark AMT's commitment to growing its fleet to include a wider choice of energy-efficient cars.



Andy Crinson, General Manager of AMT Vehicle Rental, explained: "With zero emissions and low running costs, electric vehicles are becoming increasingly popular and as an independent company we have the flexibility to respond quickly to our customers' demands. We are one of the first rental companies in the UK to offer premium electric cars and hybrids with nearly 10% of our fleet now made up of these energy-efficient vehicles, giving customers a wide range of options: from an economical city centre run-about like the Leaf to the stylish, high performance Tesla sports car."

IN BRIEF

► **Auto Windscreens** has announced that it is launching a UK network of Auto Windscreens Fitting Hubs. A Peterborough hub has already been launched and additional sites, with Portsmouth and Oxford next in line, are expected over the coming months in locations identified as operational 'hotspots'. These will add to the company's Chesterfield HQ and regional deployment centres in Belfast, Leicester, Leeds, Newcastle and Preston.

Bristol Street Motors has unveiled the results of a one million pound investment in a large-scale re-modelling of its Ford dealership in Birmingham. The investment saw Bristol Street Motors Ford Birmingham, which was the company's first dealership nearly a hundred years ago, transformed into a state-of-the-art dealership with a brand new bodyshop, new offices for service reception and an upgraded showroom.

RAC Cars and Motors.co.uk have joined forces to create a powerful new advertising partnership that gives vehicle dealers access to their combined audiences through one relationship, providing dealers with an exceptional route to advertise their stock to a substantial in-market car buying audience.

Autoglass is announcing the nationwide roll-out of a solution to ensure that Advanced Driver Assistance Systems (ADAS) – which support the latest safety features such as autonomous emergency braking and lane deviation warnings – are calibrated to function correctly after a windscreen replacement.

Helen King, Non-Executive Director of Vanarama, the UK's largest independent van leasing broker, has won The Sunday Times Non-Executive Director Award for the Unquoted/Private Equity Backed category. The trophy, which was presented to Helen during a ceremony at Claridge's, London, is awarded for an individual's influence across media, politics, company boardrooms and all aspects of corporate governance and recognises the achievements of non-executive directors within business.

APPOINTMENTS

► A new appointment has been made to the epyx 1link Disposal Network account management team as volumes sold through the platform increased by 60% in Q1 of 2016.

Amy Tew has worked in sales for a wide range of dealerships including Brandish Vauxhall, Johnsons Cars and Peugeot Citroen. At epyx, her responsibility as a sales executive is to work closely with dealers using the 1link Disposal Network to develop strategies designed to enable them to dispose of cars through both retail and trade channels as they approach their stocking days limit.



► **David Maloney** is the new Chief Executive Officer for Volkswagen Financial Services UK Ltd (VWFS) and will lead the company as it supports Volkswagen Group's desire to be a leading mobility provider by 2025. David commented on his appointment: "It's fantastic to be coming back to the UK market at such an exciting time. VWFS has seen significant growth culminating in 2015 witnessing almost 373,000 new finance contracts, over 390,000 new insurance and aftersales

contracts and a total contract portfolio of over 850,000 customers."

► **Online test drive specialist TestDrives2U** has announced that former Sytner Group Operations Director **Geoffrey Page-Morris** has joined the company's advisory board. "I'm a firm believer in the TestDrives2U proposition and immediately saw the potential in this fresh approach," he commented.

► **Bradley Lake** has been appointed as a director of Restorers Limited. Bradley is a seasoned executive with a wealth of experience in the leather care and upholstery industry. "We could not be more excited to have Bradley on board with our company, said Richard Hutchins, CEO of Restorers Limited. "He has brought a great deal of fresh new ideas to the table and increased sales and awareness for the company already."

► **Motofix Group**, a leading UK independent vehicle accident repair and bodyshop group, has today announced the appointment of Operations Director **Brian Johnson**. This newly created role forms a key part of the company's immediate growth strategies.





FRONTLINE



MAKING CONNECTIONS

Looking at the increasing move towards connected cars and the ramifications for retailers.

Data about cars, car ownership and the way they are used is so valuable. This knowledge is so valuable that manufacturers and third party companies are sinking hundreds of millions of pounds into making sure they have the best, and most immediate, information possible.

The reason the information is valuable is that if you know what your customer is doing and how they are using a car then you will be better able to, firstly, build the kind of car they will want to buy in future and, secondly, you'll know how and when to sell them that car. Additionally, and equally important for retailers, you'll know how to look after them while they're running their car.

Gathering this information is relatively simple: connect your car to an external, central location using a black-box and a mobile phone SIM card. BMW was one of the first manufacturers to sell connected cars and continues to invest mega-bucks to make sure it's an industry leader in connected car technology.

IT TAKES TWO

Connecting cars to a central server and therefore the internet also has the advantage that the information can be two-way, and provide the driver with information in real-time. This can go as far as your imagination will let you, but useful services include up-to-date

parking spaces, charging point availability, connection to external apps to set navigation destinations before you get in the car, and warming the car if the external temperature drops below a set point.

It's these useful services provided to the driver that are effectively payment for the manufacturer using data about the driver. If the car owner doesn't sign the permission for the information about the car use over to the manufacturer, then the manufacturer won't provide the connected services to the owner. It's the same way Facebook and other free connected services work. They provide a service free to the user, and in return that service can use the information gained to make money.

DEALER PROFIT OPPORTUNITIES

For the dealership the information gathered could prove very profitable, too. There are two main areas where real-time information about the car could be useful to the retailer.

The most obvious area is with respect to servicing. If the car is feeding back information not just about mileage, but also full engine telemetry, then as the need for a service is approached, the retailer can get in touch with the driver to book the car in. It also means parts could be ordered to arrive just in time for the service, saving on stock financing and better planning of workshop efficiency.

"The majority of retailers will have to rely on information passed from the manufacturers because the manufacturers own the data"

BMW's ConnectedDrive system, available across its entire range, already has the facility to run a diagnostic download remotely. A colleague who drives a new 3 Series was recently surprised by this facility. Having experienced what he thought was excessive turbo-lag on his 320d, he pulled over and phoned the BMW contact centre through the ConnectedDrive system to ask what he should do. The call centre operator then asked him to wait while they remotely checked the car. In a few moments they'd run a remote check and all was fine.

Apart from the surprise that this was possible, there were two added benefits. Firstly my colleague was more confident that the car wasn't going to let him down on route to a meeting and, secondly, he was sure he'd buy another BMW.

KNOWLEDGE IS POWER

Purchasing is the other area where connected cars can help the retailer. In a market that is dominated by PCPs and other finance agreements, the frequency with which customers change their car is increasing. Information about when it's the most cost effective point to change into a new car is also valuable. The guides offer services showing when in a car's life (in terms of both age and mileage) it's best to trade-in to maximise residual value. They also show which models, specifications and colours do best at certain times. If you have this information in real-time, then it's an easier sell to swap a customer into a same, similar or better car because the retailer will be able to offer them the best deal. Link this to full knowledge of the car and the retailer could also speed up vehicle turn-times on the used car forecourt because it will know what's being traded in.

For these two points – servicing and residual value – it's not just the car manufacturers that are getting involved in connected cars. Fleets and leasing companies live and die by the accuracy of their residual value forecasting and any edge they can gain in this area when scaled up across large fleets can mean a significant competitive advantage. It's these companies that are installing

5.4%

of new cars sold this year will have connected technology (and 25.3% by 2020)

their own devices in the cars they supply so they have access to real-time car use information.

Selling cars that have been serviced on time also helps residual values, not to mention fulfils a duty of care.

DEALING WITH DATA

The issue for retailers is getting hold of the data. Whilst none have yet set up their own systems, similar to the lease companies, a handful of groups may have the scale to do this in future. The majority of retailers will have to rely on information passed from the manufacturers because the manufacturers own the data.

The manufacturers are unlikely to give the raw data to anyone for two reasons. Firstly, it's their investment so they want to control what's done with the information and secondly, and more importantly, for the sake of security. BMW is very vocal about the security of its car data. This is for obvious reasons. If the data wasn't secure it would allow hackers to not only track cars, but disable them. For this reason BMW sides with Apple about how secure data should be.

The security issue becomes even greater for retailers because at a NullCon cyber security conference this March Craig Smith, an automotive hacker, demonstrated how he could turn a car into the host for a software virus that would then transfer itself to a workshop's diagnostic software when the two are plugged together during a service. Smith also showed that the virus would then spread to every car to which the diagnostic equipment was subsequently connected.

While Smith's version of the virus was essentially harmless, he aimed to show the vulnerabilities so that manufacturers of both the cars and the diagnostic tools did more to protect customers.

What all this means is that in future, dealerships, and those running them, will, security features in place, be able to offer a better service to their customers and make more money at the same time.

ON THE FRONTLINE

COLIN WOODS, HEAD OF BUSINESS, MARSHALL GRIMSBY BMW MINI AND MOTORRAD

Name of dealership, number of staff on site, number of new cars sold per year?

45 people and 650 new retail vehicles sold per annum.

How long in your current job?

At Grimsby: three months; Marshall Motor Group: three years.

What was your first job?

Originally I was a design engineer, before selling Renault cars for Mann Egerton in Leicester in 1983.



What's your best seller?

BMW has such a diverse range of cars now, but this would be between the 1 Series and 3 Series, both of which represent around 20% of sales.

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

Bring your energy, enthusiasm and smile. We'll supply the rest!

HOW TO SELL IT: RENAULT MEGANE



👉 IMPORTANT BECAUSE...

The Megane is one of Renault's cornerstone cars. New versions usually sell very well, so expect a lot of marketing spend to push the car this year.

💬 WHY WOULD SOMEONE BUY IT...

Renault is pitching the car as a stylish and technology-laden car that's great value. These things are true, plus the engine line-up is also competitively efficient.

👤 WHO WOULD BUY IT...

The Megane is a mass-market family car so buyers are likely to be parents looking for a daily driver that's cost efficient, practical and comfortable.

🔧 BEST TO GLOSS OVER...

Whilst the big central screen, similar in size to that found in the Volvo XC90, is impressive, many of the functions touted as 'new' are already available on rival vehicles. Some of the interior plastics are a tad cheap.

🚗 ON THE ROAD...

Like many Renaults the driving experience in

the standard car is a great combination of 'fun yet compliant'. Higher specification cars come with a 4Control system that adds a slight rear-wheel steering input to offer more agility at lower speeds and greater stability at higher speeds. It's a good system on twisty roads.

📋 ALSO ON THE LIST...

Rivals are numerous in this small family hatch sector, but the obvious ones are the Ford Focus, Vauxhall Astra, VW Golf, Hyundai i30, Kia Ceed, Honda Civic, Mazda 3, Toyota Auris and Peugeot 308.

💰 PRICE AND FINANCE...

Official pricing will be revealed nearer the car's UK on-sale date in June. However, pricing is expected to be very competitive, with prices starting from £16,999, rising to around £24,000.

🛒 UP-SELL OPPORTUNITIES...

The 4Control system is available as an option on lesser trim levels and is attractive if the buyer wants maximum fun. The high-spec GT trim level is also a good bet as it includes a classy body kit that really helps the looks of the Megane.



MOTORCYCLES

CAN YOU TELL WHAT IT IS YET?

Exploring the motorcycle industry's great identity crisis.



As I stood watching the start of the 77th running of the Sunbeam Club's 'Pioneer Run' from Epsom to Brighton for machines manufactured prior to 1st January 1915, the famous "is it a bird, is it a plane?" line from Superman came into mind. The reason was that many of the early Forecars, Tricycles and the Tricars had plates showing they were also eligible for the annual veteran car run in November and some of the above were entered as members of the Veteran Car Club.

The cut-off date for entry may be ten years earlier than the Pioneer Run and the reason for its existence is of course very different. However, all the vehicles that take part in both these events show that at the turn of the last century the design and construction of both two, three and four wheels shared many common features and many manufacturers had not really decided on how many wheels would be on their wagons!

Take Morgan for instance, now seen by motorcyclists as very collectable three-wheelers powered by a JAP or a similar V-twin motor in full view at the front end. The simple design came from one H.F.S. Morgan (after whom the car was named) in 1909, when he constructed his simple three-wheeler with a tubular steel chassis fitted with a 7 h.p. Peugeot V-twin engine, giving a power-to-weight ratio of 90 brake horsepower per ton.

It was first shown to the public in 1910, creating a new type of vehicle which generically became known as the 'Cyclecar'. Having just three wheels it avoided the British tax on cars by being classified as a motorcycle.

The basic machines had little in the way of creature comforts and weather protection and faced serious competition from the emerging small cars and eventually the first production four-wheeled Morgan was released to the public in 1936. Since then it has been established as a low volume but highly desirable and collectable sports cars.

POWER OF THREE

In 2011, Morgan launched a new three wheeler very much based on its original three-wheeled machine, albeit now powered by an American S&S motor. The V-twin powerplant is mated to a Mazda car gearbox, but mounted as before in a tubular steel frame covered by traditional English coach-building bodywork with a cost approaching that of the four-wheeled offerings.

The reason revolves mainly around America and the costs of meeting increasingly restrictive legislation on emissions and accident safety requirements, making it no longer financially viable to sell in the lucrative market with a four wheeler. Bizarrely the three-wheeler is still classed as a motorcycle out there (as here) and, as a result, bypasses the complex requirements.

Move onto this year and the American giant Polaris has released a new three wheeler under the 'Slingshot' moniker. The tubular steel frame is fitted with a 2.4 litre GM motor pumping out 173bhp, mated to a 5-speed gearbox, with final drive being by belt and all running on low profile car-sized wheels.

To the casual onlooker it looks for all the world like a low sports car, albeit missing a wheel at the rear end. Certainly a look around the cockpit reveals a steering wheel, car technology and items like radios, reversing cameras and many other safety aids like roll hoops and three-point seat belts from the car world.

At the launch, the manufacturer was at pains to point out that the legal classification was a 'powered tricycle' and it was not an automobile as it does not have airbags or meet automotive safety standards, despite it being a very safe vehicle. The 'disclaimer' went on to refer people to local standards as to whether items like crash helmets were needed and what class of driving licence was required.

ALL IN THE NAME

So what we have, in many ways, is a case of history repeating itself, whereby manufacturers are looking at legal definitions of vehicles to create new offerings at affordable prices, but in so doing avoiding various restrictions and requirements and then leaving

24.8%

more bike sales in
February 2016 than
in February 2015

it to different countries to police.

It is though not a new phenomenon, as we had for many years the 'Del Boy' special, the Reliant van, the Bond Mini car and many others like them under the Microcar banner. First they had to have the reverse gear blanked and then could be driven/ridden on motorcycle licences – then this was dropped and so on...

It is probably a similar tale in most countries and believe it or not in the 1950s Russia saw a small car built called the NAMI Belka (Squirrel) using the 750c engine from an Ural motorcycle under the instruction of Khrushchev – although it never came to production thanks to its somewhat ugly appearance.

In a similar vein to the resurgent three-wheeler market, a few years ago we saw a move from recreational Quads to road legal versions, some of which barely met the regulations, with few law enforcement professionals (and dealers) really understanding where the boundaries were drawn. To many, the Quad is a four-wheeled motorcycle, yet to drive or ride one you need a car licence not a motorcycle one and you cannot actually take a driving test on one!

In terms of safety, no crash helmet is needed and no protective clothing, although common sense and self-preservation and comfort dictates both, even if the law does not. Unfortunately though, despite its legal affinity being closer to the car world when it appears in crash collision situations, the media calls it a four-wheeled motorcycle!

Moving on, a few years ago an entrepreneur tried to bring back the 'Cyclemaster' devices, basically a small capacity motor that clips to a pedal cycle and is then engaged to assist going up hills – you could pedal faster than it was capable of propelling the bike. He managed to overcome every legal hurdle except one – because of the motor it was classed as a moped and therefore the rider needed a full motorcycle helmet just to pedal it along even with the motor disengaged, making it a non-starter in the sales war!

NEW CATEGORISATION REQUIRED

Now we have the electric pedal cycle debate, with the MCIA clarifying what is legal and what is not. So, is it not time for both the motorcycle industry and the car world to take a look at the various categories existing and maybe create new ones where needed, or really clarify existing ones so there is no ambiguity?

The acronym KISS (Keep It Simple Stupid) seems to spring to mind, so everybody understands exactly what each vehicle actually is and where it sits legally. Personally, as it stands, I think I have just written a column on cars and not PTWs!

TAKE AIM

At the end of March, the DVSA changed the way headlamp aim is measured on the MOT test. The new testing standards emphasise the importance of correct alignment and stress that it shouldn't be just a quick check. The method involves just a few simple changes and doesn't need any new equipment.

Apparently headlamp aim consistently tops the MOT compliance survey as one of the most likely items to be assessed incorrectly by testers, and the new changes will look to reduce errors and increase test consistency.



On the rocks – again

Historic Italian manufacturer MV Agusta, which was revived by Claudio Castiglioni nearly 20 years ago and since then has been bounced through a large number of owners thanks to its see-sawing financial situation, is in trouble yet again.

Now, despite being allied to AMG, which has a significant 25% stake in the business, it has asked for something called 'concordato di continuità' – an agreement of continuity – which is a form of protection against creditors. Effectively this allows a breathing space, freezing loans and stopping the firm from falling into bankruptcy.

With one of the strongest brand names in motorcycling, it seems unlikely that MV will be allowed to disappear into the history books and this is just another chapter in its chequered financial history!



IN BRIEF

► Italian electric motorcycle specialist **Energica** has expanded into the United Kingdom by choosing Salisbury-based Moto Corsa as its first official dealer in the British Isles.

► Clearly going for the record in coming back from financial disaster, **Buell Motorcycles (EBR)** has begun making bikes again at its US factory in East Troy, Wisconsin after it was bought by Liquid Asset Partners in January this year.

► The all-new and bang-up-to-date **2016 Bike Tyrestore (BTS) Tyrecyclopedia** is now available. Having established itself as the motorcycle and scooter industry trade tyre bible, the easy-to-use sales tool and workshop guide lists tyres by sector and size, showing both BTS and manufacturer codes, product description and suggested selling price.

► Birmingham City Council's £5m Creative Fund, which is managed by Finance Birmingham, has just invested in Digbeth-based retro-bike builder **Mutt Motorcycles**.

► **Infinity Motorcycles**, which has 12 showrooms across the UK, has been identified as one of London Stock Exchange's '1000 Companies to Inspire Britain'.



COMMERCIAL VEHICLES



DISPATCH DISPATCHED

Reporting on the launch of the Citroen Dispatch, Peugeot Expert and Toyota Proace.

PSA Peugeot Citroen and Toyota have unveiled their new joint venture medium panel van ranges to be sold in the UK as the Citroen Dispatch, Peugeot Expert and Toyota Proace – names all used for the current models. Like the current models, the latest will be built at the PSA Sevelnord plant in northern France and will be based on a PSA platform with PSA engines and transmissions. The platform itself is new, based on the modular PSA EMP2 platform already used for the Citroen Picasso/Grand Picasso and Peugeot 308 cars.

The new models will be available in more body styles than before, even though there will be no high-roof van variants. The vans will be available in three body lengths and will offer gross payloads up to 1,400kg. In addition, there will be extended cab versions with seating for up to six, a platform cab for conversions and a combi model to transport a driver and up to eight passengers.

Initially power will come from 1.6-litre and 2.0-litre Euro 6 compliant diesel engines, offering power outputs between 95hp and 180hp. Sales are due to begin in September 2016.

Martin Gurney is Director Fleet and Used Vehicles for the PSA Group in the

UK and was present at the unveiling in France. He works closely with Jeremy Smith, Head of Business Sales at Citroen UK, who will be responsible for selling the new Dispatch, and Nick Crossley, Head of Business Sales at Peugeot UK, who will be responsible for sales of the Peugeot Expert. Citroen and Peugeot dealers will be handling sales to SMEs and fleets with up to 50 vehicles, and the fleet teams will handle sales to larger fleets. All three vans made their international debuts at The CV Show in April, when full specification and pricing was announced.

COALESCENCE NOT ON THE CARDS

Both Citroen and Peugeot have channelled van sales through their respective business centre networks, which also handle business sales for cars. Does Martin Gurney plan to change that with the arrival of the new Dispatch and Expert?

“No, there are no plans to develop a separate van centre network. We have a well-established Citroen Business Centre network that has been in place for many years now. On the Peugeot side, this is something we have been focusing on for the last couple of years and we now have a dedicated group of 50 or so dealers, that are there with

“In some of the larger urban dealerships there are joint Peugeot and Citroen franchises too, so van customers are able to see both manufacturers’ van ranges side-by-side”

the same level of standards that you would expect from the Citroen dealers, to satisfy the SME business opportunity.

“For us the car and van business opportunity go hand-in-hand and we see no particular reason or need to separate vans out.”

That said, both brands have standards that lay out what the dealers should offer and, where appropriate, that includes extended servicing hours to meet the needs of van customers. In some of the larger urban dealerships there are joint Peugeot and Citroen franchises too, so van customers are able to see both manufacturers’ van ranges side-by-side.

A DIFFERENT PERSPECTIVE

Gurney moved from being Fleet Director at Peugeot UK to his current position around 18 months ago, which has given him a different perspective on the market.

“From a brand perspective, I tend to think about PSA share. We took around a 17% share of the van market last year and were clearly number two (Volkswagen was the second best-selling light CV brand in 2015, but the combined total of Peugeot and Citroen LCV registrations was greater). You can’t maintain or grow from that

34.7%

rise in overseas demand for British-built commercial vehicles in 2015

position unless you are active in all aspects of the market.”

Gurney thinks that whilst Peugeot has traditionally covered all aspects of the light CV market, it has had a tendency to be more focused on the bigger fleets while Citroen has been more focused on servicing the SME sector.

“Having a different mix of business is part of our success. With me taking responsibility for fleet for both brands and with more investment from our Peugeot dealer network in business centres, we are not intending to steal business from each other, but just recognise that there is an additional business opportunity there for Citroen with the bigger fleets and Peugeot with the SMEs.

“In terms of the opportunity, we need to maximise everywhere. We’re phenomenally successful with Partner and Berlingo – within their segment they take about 34% share. Whereas with the current Expert and Dispatch, we take about half our average share – so we’re around 8.5%, around 9,500 vehicles per annum.

“My team’s medium term ambition – so we’d like to be there by the end of the third year of the vehicle’s life – is to take our average market share in this particular segment to 17%. Assuming the market is a similar size and this sector remains about a third of the market, that for us would probably be around 10,000 incremental sales. That sounds incredibly ambitious but it’s still only getting back to our average position and not even starting to move towards where Berlingo and Partner are, which is clearly where our longer term ambitions might lie.

“So there are three ways we are going to do that. Firstly we have a number of long-standing loyal customers that perhaps don’t buy current Expert and Dispatch, because it doesn’t quite do the job, in terms of payload or volume or efficiency. At the core of where we want to grow is sales to SMEs via our newly established Peugeot business centre network and our long established Citroen network. Then finally, for the bigger fleets, we have some fantastic large customers, but there are plenty out there that we don’t deal with.”

IN BRIEF

► **Renault Trucks dealer JDS Trucks, based in Blackburn, Manchester and Leeds has launched a new customer charter: #CodeBlack.** The charter states:

“JDS Trucks will be there for its customers when they need them, have clear and understandable processes, understand its customers and the needs of its customers, be open in its communication as well as provide the right vehicle, at the right time.”

► **SMMT data shows that demand for British built commercial vehicles rose by over a third in 2015, with 88% of exported CVs sold in the EU.**

In total, 94,479 CVs were built in Britain in 2015 and 47,052 were exported.

► **VW Commercial Vehicles has opened applications for its 2016 apprenticeships for parts and service advisors and technicians.** The two or three year apprenticeships will be operated at VW’s van centres or authorised repairers and are open to 16–24 year olds. Further information is available at www.volkswagencv-apprenticeships.co.uk

► **Haulage operators will welcome news from the budget that the government plans to halve the Severn Crossing tolls** once they pass back into public ownership in 2018. The current tolls, at £13.20 for a van and £19.80 for a truck or coach are the most expensive in the UK.

► **Scania has produced an urban tipper based on research from its partners and academics and features a range of safety features.** The basis is an 8x2*6 layout featuring three steering axles for better manoeuvrability, with automated transmission and full air suspension.



LEGAL LINK

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



QUESTION

We recently uncovered evidence that our receptionist may have been stealing from the petty cash register. Unfortunately she has just given birth and has therefore started her period of maternity leave. Can we still invite her to a disciplinary hearing, or do we have to wait until she comes back from leave in nine months' time?

Generally speaking, an employee's maternity leave should not act as a barrier to progressing a disciplinary matter. However, as a minimum, you should refrain from contacting the employee during the first two weeks after she gives birth, as it is a criminal offence to require an employee to do work of any nature during the compulsory maternity leave period.

It is important to ensure that the employee is not discriminated against because of her maternity leave by being treated "unfavourably". If she is disadvantaged because of her maternity leave, this could give rise to a discrimination claim. As she is not legally required to "work" (and by extension, attend a disciplinary hearing) while she is on maternity leave, it would be sensible to consider other options in the event of a refusal to attend, such as holding a meeting

off-site, or allowing her to submit written representations.

As with any employee, it is important to ensure that you adhere to the ACAS Code of Practice and your own internal disciplinary procedure, and conduct a thorough investigation before progressing the matter to a disciplinary hearing.

Additionally, she may request to be paid if she uses her entitlement to 'keeping in touch' (KIT) days to attend any disciplinary or investigatory meetings.

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&Emmet.

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DEALER SALES



Glenn Thompson explains why, when selling cars, there are no corners to be cut.



CASH IN THE STATIC

It seems the art of showing customers the car they are interested in commonly falls into three camps:

- 1. The instant approach:** meet the customer, within seconds show them the car they mentioned. Give them a very generic presentation of little personal relevance.
- 2. Save time:** recite lots of features while on the test drive; it doesn't matter they can't see them, just list as many features as quickly as possible.
- 3. Don't bother:** the customer would have read all about the car and would not be in the showroom if it wasn't right. Just crack on and sell the car. Deal with objections later.

If these don't sound like they would deliver the best customer experience and chance of a sale, there is a fourth option:

- 4. The professional 'static demonstration':** this approach takes some time. Invest in conversation with the customer, build rapport and identify their needs while discovering how the car will fit into the customer's life. This information affords a structured delivery of a static demonstration. VW and many more use the five point walk around. Use this opportunity to highlight the relevant points of interest or importance to the customer. It makes for a really personalised presentation of the vehicle, tailored to that customer, which in turn increases trust levels in you.

But what if I try the fourth option and I get an objection? You become aware of an objection early enough to overcome it. What's your alternative? Find out much later when they can't buy the car because of something we failed to deal with because we were not aware of it!

What option do you or your executives take?

MY IMI

Legal and Sales CPD courses, page 54



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He who COMPARES

Steve Maund exhorts dealerships to inculcate product comparison knowledge into their sales staff.

The advent of the internet has been mostly a wonderful thing, especially for those of us who are embarking on the journey to getting a new car. It allows us to undertake so much research before visiting a car dealership: manufacturers have their sites where brochures can be downloaded and vehicles can be configured; finance calculators show how much a car will cost per month; and crucially, all the latest buyer incentives are there to see, updated on a regular basis.

New and used car dealers equally have embraced the internet age and eagerly advertise why customers should buy from them. Even private sellers have an internet presence through the medium of used car advertising sites.

Then of course there are the online motoring journals and video reviews that enable prospective buyers to get a good sense of what each new model is all about and how it will fit into their lives. Just like their traditional paper-based counterparts, they will often feature group tests that make direct comparisons with models in the same price bracket, or that appeal to the same rational or emotional buying motives.

These peer group comparisons are very useful, as despite the internet and all the information about individual car brands and models that is available online, finding out how similar cars



STEVE MAUND IS A SENIOR INSTRUCTIONAL DESIGN CONSULTANT WITH LEARNING AND DEVELOPMENT AGENCY RTS GROUP

"For prospective customers to find out for themselves how cars compare, the choices are limited"

from different manufacturers compare to one another is a challenge that still remains. Just like in advertising, manufacturer and dealer websites avoid making comparisons with their vehicles' direct competitors.

For prospective customers to find out for themselves how cars compare, the choices are limited. Maybe there is a group test undertaken by a motoring journal that can be tracked down and reviewed online or in print. Alternatively, the specification lists can be printed out and interrogated line by line. If neither of these options is viable, then perhaps one should consider a visit to a dealership and a discussion with a sales professional? After all, if anyone is going to know how a car compares to its competitor models, it will be the people who sell it... or will it?

COMPARATIVE FAILINGS

Sales consultants representing a particular brand typically know about that brand's product range. However, this is the information that people can, should they want to, find out for themselves *via* the internet et al. But what of the comparative? How does the SEAT Leon compare to the Mazda 3 for example?

In my experience, both as a retail customer and as someone who works in the automotive industry, this is where many a sales consultant fails

spectacularly. Yes, they can tell you all about the model they sell – think 'talking brochure' – but little or nothing of how it compares with any other vehicles the customer is considering. Why is this? Surely as professional sales people it is their responsibility to be fully up-to-speed with their competitors? Shouldn't all sales professionals know the strengths and weaknesses of their products and, more importantly, those of the competition? Can they really be selling when they don't know what they are up against? What kind of a service are they providing to customers?

As already mentioned, all the product information can be sought without the need to visit a dealership. Also, it's the norm to find that a test drive can be booked online, as can a service. There are also sites that provide valuations for part-exchanges. Since the dawn of the digital age then, customers can often be more informed than sales consultants.

WHERE'S THE VALUE?

So where is the added value of engaging with a sales consultant if they can't answer the questions that we find difficult to answer ourselves? Why can't they tell us how the models that they represent compare with what we already drive or any other car on our shortlists? If they are truly sales 'professionals', surely they should have a firm grasp on the car market: what's new, what's good, what's bad, what's coming out soon and what's about to be replaced. What are the purchase incentives and funding offers available

from other brands? Moreover, what are the sales arguments that can overcome competitors' strengths and any perceived weaknesses in their own model's specification?

Depending on their role, countless experts both at the manufacturer and at national sales companies or importers spend hours, months and often years benchmarking their new products against the core competitors during development and building up to market launch. As part of new model training, it is usual to have some sort of competitor benchmarking so that everyone attending can return to their dealerships knowing what a great product they will shortly have in their showrooms and how it compares to the competition. Crucially, they will discover where and how it beats the competition.

All of this new found knowledge and experience is great for those attending

the training and for the next few months or so, until a competing brand introduces a new model or an existing one receives a 'product enhancement', or facelift. Then of course there are the purchase incentives, including financing, that could change month by month.

TAKING CHARGE

So, whose responsibility is it to keep abreast of all these changes?

Well, as a retail team, isn't it everyone's responsibility to take a professional approach to this? Continuous professional development isn't just a training course. It's about keeping up-to-date with everything that's happening in your world. And the more you do it the less onerous it becomes. It becomes a habit. Fifteen minutes every day, maybe more sometimes, checking out what's happening in your retail world: the car industry

Sales managers: whatever happened to good old fashioned product quizzes? What about tasking your team of sales consultants with researching given brands so that news updates can be given at sales meetings? Think about how customers have changed their behaviours and how much more knowledgeable they are. Think about the value sales professionals can add if they provide a service that is challenging for customers to obtain from elsewhere. Think about the professionalism of knowing the market place in which you compete and demonstrating this to customers.

As with so much in life, it's not rocket science. It's a simple matter of knowing your competition as well as you know your own product, wowing the customer with your knowledge, and then adopting informed arguments as to why that customer should buy from you.



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MESSAGING ON THE MARCH

Nicky Kriel explores the increasing primacy of messaging apps over traditional social media platforms.

The rise of messaging apps have been making headlines.

WhatsApp reached one billion monthly active users earlier this year and globally the top four messaging apps have over taken the top four social media platforms. So does the rise of messaging apps signal the end of traditional social media platforms like Facebook and Twitter? What does this mean for your digital marketing strategy?

Before you rip up your social media strategy and invest all your energy on messaging apps, remember social media platforms are still growing and your customers are still using them.

What this trend does means:

- Think mobile first when you plan strategy
- Start investigating how to reach your customers *via* chat apps
- Find out what your customers are using and how they like communicating

THINK MOBILE FIRST

Smartphones have come of age. According to Ofcom's 'The Communications Market Report' August 2015, two-thirds of people in the UK now own a smartphone, using it for nearly two hours every day to browse the internet, access social media, bank and shop online. In fact, 34% of adults check their phone within



NICKY KRIEL
IS AUTHOR OF
'HOW TO TWITTER
FOR BUSINESS
SUCCESS'

five minutes of waking up.

- The biggest growth in social media has been in apps like Instagram and Snapchat
- 80% of Twitter monthly active users access Twitter through a mobile device
- 90% of Facebook users access Facebook through a mobile device
- 47% of all Facebook 1.5 billion monthly active users only access Facebook through a mobile device
- In 2015 Facebook, Twitter, LinkedIn, Instagram and Tumblr upgraded their messaging features
- Buy buttons have been introduced on Facebook, Twitter and Pinterest to make it easier to buy within the app

You have to assume that people are going to access your website *via* a mobile site rather than a desktop. Is it easy for them to navigate your website, make purchases, sign up or contact you using a smartphone? Are you spending any of your advertising revenue on mobile ads yet?

WHAT'S UP WITH WHATSAPP?

Chat apps have a higher retention and usage rate than most mobile apps. The majority of users are young.

The biggest messaging apps in the world are WhatsApp, followed by Facebook Messenger. In 2014, the number of WhatsApp messages overtook the number of text messages

sent and the number of WhatsApp messages doubled in 2015.

Snapchat is also one to watch this year. It has more than 100 million monthly active users who view a stunning eight billion videos a day. They also spend an average of 25 to 30 minutes on the app each day. Snapchat has a very young demographic and I think this year we will see growth in the 35+ age groups as it becomes more mainstream.

Even relative newcomer, Slack, has over 2.7 million daily active users...

Marketing to your customers on messaging apps is not straightforward. A blatant sales pitch in a private chat will not go down well. But perhaps your existing customers might like to join an exclusive group where they are the first to know about new models or special deals. Think like a consumer rather than a marketer. What would be useful to your customer?

Pay attention to messaging apps. If they weren't on your radar, they need to be now.

Just a word of caution, before you get overly excited by this trend, make sure you survey your customers. What are they using and how do they prefer to communicate? Everyone seems to be chasing the millennials but who is spending the most money with you at the moment? I suspect there might be a few grey hairs. Are they using chat apps?



FEATURED COURSE

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THE SEARCH IS ON

Alex Humphries advises on increasing your business's conspicuity online.

The automotive industry is arguably even more competitive online than it is offline, with hundreds of dealer websites and portals all vying for position on that elusive top page of Google. Whether you're a dealer group, portal or independent family-owned garage, you've got to ensure that your website does the basics to stand a chance of ranking. With that in mind, here are a few SEO (search engine optimisation) 'top tips' to help you out:

Do your keyword research! Keywords are one of the fundamental parts of any website, and including them is an absolute must. However, getting rankings for the right keywords is even more important.

Of course, every dealership wants to rank for the term 'used cars', but it's an extremely competitive SERP (search engine results page). Realistically, are you going to be able to achieve this and get in among the key players such as Auto Trader? By all means ensure that you mention 'used cars' on your site, but don't put all your eggs in one basket. Try targeting keywords around particular models of cars, deals or finance offers.

Backlinks Links play an important role in getting your site to rank, and it used to be that you could build



ALEX HUMPHRIES IS A MARKETER AT LEEDS-BASED DIGITAL AGENCY BLUECLAW

"Improving your local visibility is becoming increasingly important as Google shows more results based on a user's location"

links willy-nilly on any site you like in order to boost your rankings, which is partly how link directories became popular. However, these days are now behind us, at least in theory, with thanks to the Google Penguin. Following its release in April 2012, the Penguin algorithm has been penalising websites with low quality links, and so if your website has a poor link profile it is likely that you will struggle to rank, no matter how much effort you put into it.

We know that links from relevant, high-authority, high-trust flow domains such as publications will increase your chance of ranking higher, which is why we take a journalistic approach to our content marketing and PR campaigns. In the automotive sector, this is even more important with the competitive nature of the SERPs.

Going local Improving your local visibility is becoming increasingly important as Google shows more results based on a user's location. In fact, Google has recently announced which factors play a part in local SEO and how it decides on when your business appears in local results. These include how relevant your business is to the search, the distance from the searcher and how well your business is known. Make sure that you have a Google My Business listing and that it is kept up-to-date with information such as opening hours and contact details. Encourage customers to leave a review on Google as these also show up on your local listing.

On the page From a technical SEO perspective, simply doing the basic things right will help. Make sure your title tags are correct and less than 60 characters, and ensure that metatags are clearly written, include the relevant keywords, and are less than 160 characters. Exceeding the character limit will mean that your title will appear truncated in the SERPs. Also ensure header tags (H1) are correctly structured, and try to make them different from the title tag.

Mobile With over half of search queries now being made *via* a mobile device, it's essential that your website is mobile-friendly. This is mostly about user experience so ensure that the site is responsive, easy-to-use, page load speeds are kept to a minimum, and do not use pop-ups – these annoy mobile users as they are difficult to close.

When going through your digital strategy, keep these tips in mind, and you should see a positive impact on your rankings.

Editor says

To the uninitiated even a relatively simplistic overview of the art of SEO such as this can appear rather complex. Over coming issues we will be returning to some of the advice listed here, providing more detailed guidance and demystifying jargon.



GET MOBILE

Nick King *advises on how best to advertise your wares on mobile platforms.*

Traditionally, Boxing Day is the online peak of the year. The online sales start, those with shiny new mobiles and tablets are keen to test out their new toys – and probably most common of all – those of us who have run out of things to say to the family by day two, are spending our time online, checking out the best deals, between leftover turkey sandwiches and the final few quality streets. As we move into that period between Christmas and New Year, when no one seems to know what day it is, and onwards into the New Year, our online activity remains at a high and our desire to purchase all things shiny and new sky rockets.

We see a boost in Auto Trader traffic in January to March every year, and we know that the automotive industry enjoys a positive uplift too. We also know that 30% of car buyers change cars at the start of the year, simply because they are bored with their existing vehicle and fancy something new to start the new year with.

WHILE THE IRON IS HOT

Now is the time to capitalise on a buoyant market: consumer confidence remains high, interest rates low and plenty of good finance deals are to be had. It is a good time to make the most of the general consumer optimism.

So we know the desire to buy is there, and we know that our potential customers are researching their next purchase online, before setting foot on a forecourt. So if you're not putting your stock online, or displaying it digitally to the best of your abilities, these ripe and ready consumers are going to pass you by.

In the last year, a third of all online consumer interactions with new and used car content across manufacturer and automotive websites were made using a smart phone – an increase of



NICK KING
IS INSIGHT
DIRECTOR AT
AUTO TRADER

**“70% of all
advert views
on Auto Trader
are made
using a
mobile device”**

over eight times as many in the last three years – showing that while mobile optimisation was important three years ago, it has now become an essential platform within the car buying journey.

97% of all UK households now own a PC or laptop, 79% use a smartphone and 51% own a tablet, with a third of the population owning all three. 70% of all advert views on Auto Trader are made using a mobile device.

THE PHYSICAL AND DIGITAL CONFLATION

Today's car buyer expects a different approach – your forecourt is now online – so you need to manage that digital forecourt as carefully as you do your physical one. Firstly, all your stock needs to be online –

because that is where all those car buyers are looking, so if it's not online, it's effectively not for sale. But just being online isn't enough: your adverts need to stand out, be visible and attractive to car buyers.

So multiple, quality pictures of your stock is essential. If you have stock that is a few weeks old, refresh the pictures, change the attention grabbers, and work on the text of the advert to accurately describe the benefits of the vehicle. Monitor your price position too – you should be prepared to change it regularly in line with the retail market to stay competitive. Your website and digital presence is your new forecourt: you need to make sure it's working hard for you.





Innovate with ONLINE INDUCTIONS

Darren Bedford explains why the first 90 days in any role is vital to achieving success.

For many years the industry has suffered with an average staff turnover of close to 40% and of course some much higher. Historically, the first 90 days of employment was viewed as probationary period and not an induction and not surprisingly this culture is still very common today. Realistically many of us still call upon skills, techniques and experiences that were gained in those early days of a new position or role.

The complexity of the recruitment process has continued to grow from first, second and third interviews, to personality profiles, to specialist recruitment day and collaborative recruitment processes. The investment in both time and money has spiralled over the last 10 to 15 years. This is understandable as we all see the benefits of attracting the right candidate to our businesses. The reality is that too few go on to receive anything approaching a structured induction afterwards and sometimes this amounts to nothing more than a box ticking exercise.

Symco Training set out to provide its customers with a foundation tool that would enable a clear learning pathway to be delivered to all delegates: from their first day within the business and without them having to leave the working environment. The 'First 90 Day Programme' is part of a suite of online training sessions in the



DARREN BEDFORD IS SALES DIRECTOR AT SYMCO TRAINING

"Realistically many of us still call upon skills, techniques and experiences that were gained in those early days of a new position or role"

SalesFitness programmes which deliver bite-sized 5-15 minute modules to the delegate's inbox on a daily basis, facilitating small amounts of learning every day: a structure that improves retention. A series of tasks designed to be completed and discussed with the delegate's manager not only demonstrate the learning but also encourage quality time to feedback and discuss progress. A range of online quizzes record the delegate's understanding and build to provide a complete training record of the topics covered.

PREVENTING THE TURNOVER

Working in partnership with specialist consultants, Symco Training, Scotland based John Clark Motor Group, which employs over 1200 colleagues across 30 dealerships, has reduced its annual sales staff turnover to just 7% through a video-based, 'at desk' coaching programme. Overall staff turnover for the business is 19%: an all-time low.

"The need to deliver for our customers to a consistently high level across the whole company means employees need to embrace our learning culture from day one," said Colin McAllister, Group Training and Development Manager for John Clark Motor Group.

"We found traditional induction methods, including shadowing work colleagues who are already under

pressure in the sales and aftersales environment, to be counter-productive," he continued. "At one of our dealerships we experienced turnover of service advisors every five weeks, but since we've been working with Symco on this unique approach our latest recruit has been with us for almost a year now."

"The first three months are critical in building the foundations for a rewarding and mutually profitable relationship. We want our staff to develop from the moment they walk in, so if they don't progress in that time then ultimately they aren't a good fit for our business."

Explaining his own experience, Sales Executive for John Clark Motor Group, Brodie Paterson, said: "In my previous role I had minimal training, which often involved looking at how not to do things or shadowing poor performing sales people. Since starting at John Clark Motor Group I've taken things back to basics and applied new techniques, thanks to the programme, which has yielded results. It's a constant learning process that works around my schedule."

This focus on training and developing their people was rewarded recently when the team at John Clark collected the Best Training and Development Programme at the 2016 AM awards.

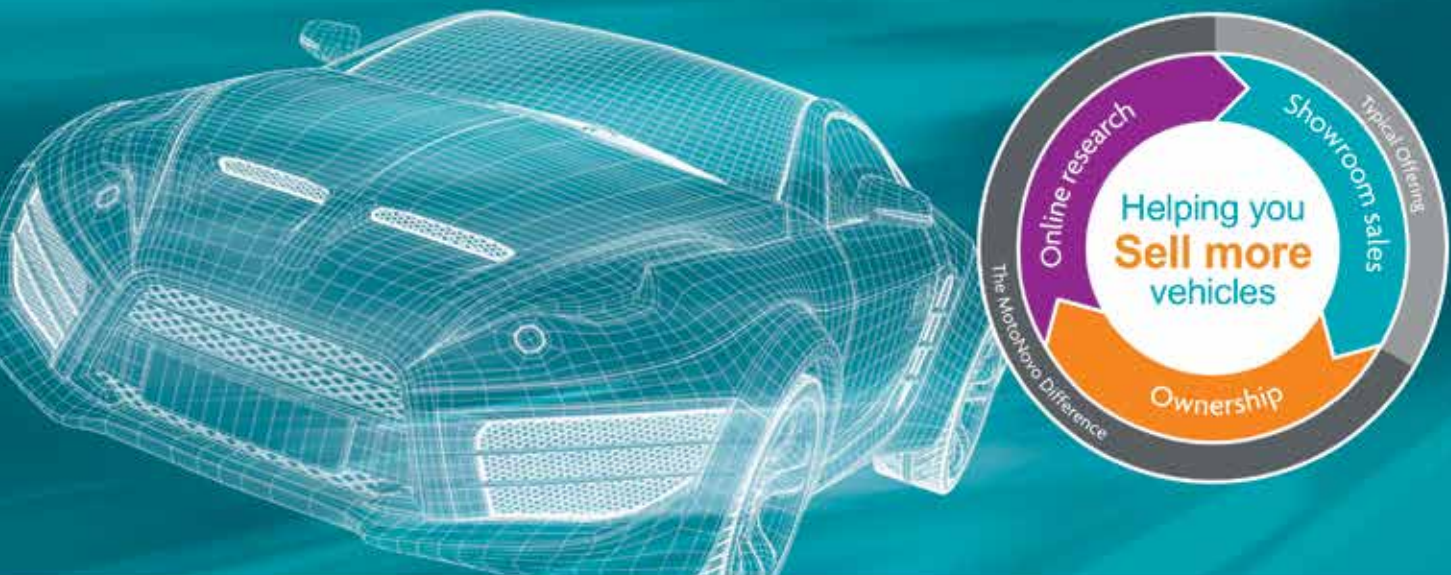
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ADAPT *and* PROSPER

Mark Standish analyses trends in dealer finance and explains why providers must look to be flexible and innovative in their solutions.

In 2015, 81.4% of private customers used dealer finance for their new car purchase, up 10% year-on-year, while used car finance grew 9% (FLA). However, the unsecured loan market is also on an upward trajectory, growing 6.8% in August 2015 (Bank of England). The used vehicle market is particularly susceptible to the return of unsecured lending and if, as an industry, we do not embrace change, a return to the pre-recession era of what seemed like terminal decline for dealer finance is a risk that would impact almost all motor dealers.

New car sales are forecast to rise modestly in 2016 and we expect used sales to continue an upward trend. It is in used car finance that we continue to see scope for growth, but as an industry we have to earn this growth by helping to create greater value with dealers and consumers. For us, this is all about innovation.

MotoNovo sales, which are dominated by the used market, rose by over 35% in 2015 and we are gearing up for more growth in 2016. We credit much of our success to our on-going efforts to bring fresh ideas to market. It seems innovation works and it is something that as an industry we must build upon as the route ahead. Whether it is products/services, technology, the customer journey,



MARK STANDISH
IS THE CEO OF
MOTONOVO
FINANCE

online tools or new channel innovation initiatives, we have to keep dealer finance fresh and relevant to the customer needs and the way in which they buy and 'consume' motor finance. A straightforward 'vanilla' approach will not be enough.

ALL CHANGE

In the car retailing market place, we see unprecedented levels of change; new and used sales have risen, but so has competition. Customers are better informed and better protected and new entrants, often through digital channels, continue to probe for opportunities. If these market pressures tell us anything, it is that doing the same thing we have ever done will not keep us in the game. We must keep our 'foot to the floor' and develop propositions for the multi-channel environment in which car retailing now operates.

Central to the development of dealer finance (as a profit and marketing tool) will be taking market share from direct, supermarket and high street lenders. Already, secure dealer finance can offer competitive pricing, affordability, flexibility, high acceptance rates and a higher level of consumer protection than unsecured loans. However, does the typical consumer know this? We have to get

the message that secure dealer finance is different and entirely appropriate to car financing to prospective customers in the showroom and especially online. We must also keep the offer easy-to-access and fresh and compelling – demonstrating through both product and finance buying experiences that customers can get the 'good outcome' mandated by FCA compliance.

In 2016, we must seek to win the hearts and minds of consumers and the media and encourage our dealers to further embrace change continuously. We must demonstrate that dealer finance is the smart option. In line with this thinking, we have lobbied some of the most respected consumer publications successfully on the features/benefits of dealer finance to help provide a more accurate picture for their readers. At the same time, we continue to develop and test new initiatives, and looking ahead we urge the wider industry to join us on this journey.

"It is in used car finance that we continue to see scope for growth"



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The IMI has developed an accreditation to increase the professional standards of those selling F&I products in the automotive industry. More information is on page 22 of April's magazine. There is also information on the F&I accreditation in the IMI/ITN feature film. The film can be found on the IMI YouTube channel www.youtube.com/user/theimivideo





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THE SOLUTIONS ARE OUT THERE

Vince Powell looks at the software solutions available to assist dealers with key areas of fleet management.

The modern dealer principal or manager has myriad considerations within the business. A dealership's loan fleet, a chief asset, ranks among the highest. The purview of a dealership's fleet is constantly shifting and growing, but any problems arising from this can be alleviated with easy-to-use software and services.

DRIVER BEHAVIOUR

Whilst the dealership landscape is shifting, the importance of the test drive shouldn't wane, and most dealers will still rank the test drive as one of the vital aspects of their sales process. However recent developments, such as unaccompanied test drive programmes and extended trials, represent a significant investment for any dealer.

Telematics is one of the trending pieces of technology in the automotive industry and dealerships are steadily committing to its integration. The insight telematics provides can be invaluable and can drastically improve both fleet safety and sales. DCM Connected was created with just this in



VINCE POWELL
IS MANAGING
DIRECTOR
AT FLEET
MANAGEMENT
COMPANY DCML

"The insight telematics provides can be invaluable and can drastically improve both fleet safety and sales"

mind: offering dealerships a powerful tool to equip their sales force and fully harness their fleet.

Tools like DCM Connected monitor and record the driving traits of every demonstrator or courtesy car driver: measuring acceleration, braking, rpm and speeding, and providing data showing driving behaviour and usage. Using this, dealers are able to tailor their sales approach upon their return. In the unfortunate event of an accident, the increased accuracy of telematics data is also a means of protection and reinforces a dealer's peace of mind by avoiding claims disputes.

SCHEDULING

Scheduling issues are a recurring headache, presenting dealers with a number of difficult, awkward decisions and encounters. Dealer fleet and scheduling software can be very intuitive, allowing easy bookings processes and often eliminating paperwork – while some tools integrate a day rate insurance offering too.

Management software can extend far beyond this. Our own DCM Connected grew from Dealer Car Manager, which still thrives as a standalone tool, offering automatic number plate recognition, integrated web and app platforms and email functions. Interactive and connected diary systems can play an essential part in efficiently organising fleet availability, and streamline unnecessary admin and bureaucracy – maximising your fleet.

MILEAGE TRACKING

Access to the loan fleet is a fundamental part of the industry. However, whilst this provides a wonderful lure for good salespeople, it can be a genuine headache to run – particularly with working out mileages and pleasing HMRC. Mileage tracking frequently throws up a few curve balls for dealers.

However, this is easily remedied. Now smartphone uptake is near-universal, GPS apps are a viable and legitimate mileage tracking solution. Many apps will even log expenses, fuel economy and set up compliant reports for HMRC. An integrated approach with GPS apps is an easy-fix to these predicaments.

ACCIDENT MANAGEMENT

Accident management programs can also ease a lot of the pressure and headspace for managers. There are myriad onward mobility options for dealerships and they aren't utilised enough. Accidents are thoroughly stressful for anyone and everyone involved. Dealerships usually take a lot of this hassle, and many loan fleets struggle to cope as a result.

Accident management programmes take on the strain for both customer and dealership vehicles, giving access to an external fleet in non-fault accidents while the car is repaired. Not only do customers get a reliable and stress-free service from your dealership, the load on the fleet is lightened.

CONNECTED DEALERSHIPS

Modern dealerships are embracing technology more rapidly than ever as they attempt to strengthen sales and minimise costs. Many analysts are even predicting the rise of e-commerce within the dealership sector as a result of this. Whilst this can prove challenging, using the right technology to maximise existing opportunities and solve emergent problems is key.



Clearing up CONFUSION

Telematics and fleet management software can provide huge benefits for fleets, but how well does the industry understand their uses?

As a leading fleet software company we are surprised by the number of times we are approached by fleets tendering for fleet software, when what they really want is a telematics system. Perhaps a similar thing happens to leading telematics companies?

It is clear to us that, among some people working in the fleet sector, there is confusion between the two. So what is the difference?

The simplest way to think of it is that telematics produces useful fleet data and fleet software analyses it. This is, some readers will already be thinking, a massive oversimplification, but it is a useful rule of thumb.

A telematics device, whether a black box permanently fitted to a vehicle or running on a smartphone or other device, records information about vehicle use. This can cover basic parameters including where a vehicle has travelled and at what speed. However, more complex products will allow you to track information about driving style and even vehicle wear and fault finding.

Systems like this tend to produce a mass of information that is almost impossible to interpret manually



ASHLEY
SOWERBY IS
MANAGING
DIRECTOR OF
CHEVIN FLEET
SOLUTIONS

"The simplest way to think of it is that telematics produces useful fleet data and fleet software analyses it"

and fleet management software is the best way to make sense of it. Effectively, it provides the means for you to create an IT infrastructure that replicates your fleet policy. Want to know which drivers are exceeding the average MPG figure that you have put in place for your fleet? Telematics can record that information and fleet software will then highlight the offending drivers and vehicles.

We've already mentioned that this view is a somewhat abridged version of reality and it is important to point out two provisos. One is that fleet software doesn't just draw its data from telematics. In fact, many fleets don't use telematics at all but pull in information from dozens of other interfaces, ranging from fuel card data to insurers and from the DVLA to leasing providers.

What is also true is that telematics systems are not just designed to collect data but can also be used for proactive fleet management. This is especially true in commercial vehicle fleets where systems can geofence vehicles, automatically plan delivery routes or remotely control when a load space is locked or unlocked.

THE BEST SOLUTION FOR YOU?

As a fleet manager you may be wondering which of these types of technology you need to achieve your objectives. The key here is to decide exactly what those goals are and then talk to various suppliers about how they might be achieved.

During this process you may discover other things about the products that will be a great benefit for your fleet. However, whilst it is easy to be seduced by all of the features of powerful modern fleet management and telematics software, it's also important to keep sight of why you believed the technology could benefit you in the first place.

When it comes to the tendering process, a good tender document is at the heart of ensuring that you find the solution you need. Over the years, we have advised hundreds of fleets on writing tenders and have also been able to nominate independent experts to whom fleets could turn for advice.

We will always help where we can and we try to be as independent as possible when it comes to constructing the tender. Our view is that it is in the interest of all parties to ensure that some of the basic confusions that exist around technologies like telematics and fleet software are avoided.

THE SCIENCE OF SALES

Paul Smith explores why retailers will be looking to science to reveal value latent in data from customers and their cars.

Data scientists represent a fairly new professional discipline, but they are already in the front rank of technologists being recruited to analyse the large volumes of data that automotive retailers will want to scrutinise as emerging omnichannel sales models become the norm, and digitally-informed marketing strategies take over.

IBM says that the data scientist represents an evolution from the traditional business or data analyst role: it requires being a direct interface between a wide range of data sets and the showroom sales agents. They need to help turn streams of data into actionable insight and intelligence – sometimes in real-time.

Data-delving specialists already proliferate, with vacancies for data scientists advertised in business and technology magazines and on job sites; data analytics techniques – the data scientist's stock-in-trade – are the subject of multiple conferences and seminars. Right now most of the vacancies are in well-healed sectors such as financial services and luxury retail, but the automotive market is set to join these early adopters.

According to Nick Gill, a senior VP at Capgemini and Chairman of its Automotive Council, dealerships should be getting ready for their own version of the 'data deluge' that's been customary

in other retail sectors for some time now. There is a growing expectation that massive 'Big Data' sets may prove integral to developing reliable and consistent new and used car sales opportunities in the 2020s, and beyond. Such opportunities will be achieved by scrutinising the data to profile car buyers and predictively reveal characteristics that will inform courses of action that dealers can leverage to win loyalty, boost customer satisfaction and, most importantly, close more sales.

The discipline of data analytics is a development of earlier techniques often referred to as Business Intelligence or BI. BI software suites helped order and analyse enterprise data in order to glean insights into how companies could serve their customers better. They might uncover routes to efficiencies in-store, through the supply chain or at the back in the warehouse. There are various definitions of data analytics available. One that will probably be of most use to car dealerships explains it as "the process of examining large data sets containing a variety of data types to uncover hidden patterns, unknown correlations, market trends, customer preferences, and other advantaging business information".

MINING THE DATA

"Data scientists start with a hypothesis – such as people living

in a certain area and of a particular demographic are more likely to buy an electric car," explains Capgemini's Nick Gill. "They will then 'mine' data from a wide range of sources to substantiate the theory, and if it stands up, they identify the people to target with that particular message."

Delving into their data would enable dealers to answer key questions like 'which of your customers and prospects will be buying a car in the next three-to-six months?'; 'what types of vehicle are they considering?' and 'what price do they want to pay?'

"Having an accurate picture of which customers are likely to remain loyal and which will churn, is valuable," Gill adds. "If you know one of your customers is switching from one brand to another, as a group with both brands in your portfolio, you can introduce them to the sister dealership – and thereby keep their custom within the group."

The ability to gain reliable foresight of car buying patterns would naturally enable dealers to focus their sales and marketing strategies on demographic categories likely to yield greatest customer engagement. For the commitment to return dividends, however, dealers need to change their view of data, Gill says, and recognise it as "a genuinely scientific approach to communicating with car buyers".

Gill also predicts that, initially, dealer



MEMBER

PAUL SMITH

POSITION:
DIRECTOR,
TRAKA

LEVEL:
FIMI



groups will commission data science services 'from specialist providers', but he thinks that within five years dealers will be employing their own in-house data science teams. Embedding such specialists into a dealership sales structure will, however, bring challenges.

As indicated, data scientists are supposed to differ from typical information technology professionals in that they are not necessarily 'techies', nor do they necessarily have computing expertise (although many have). However, they are likely to come from statistics or mathematical modelling backgrounds.

If the automotive sector may be welcoming these data scientists a little later than many, it has the advantage of being able to learn from the experiences of its predecessors. As with any 'new' manifestation of IT, managing expectations is critical to delivering long-term value.

AN ABUNDANCE OF DATA

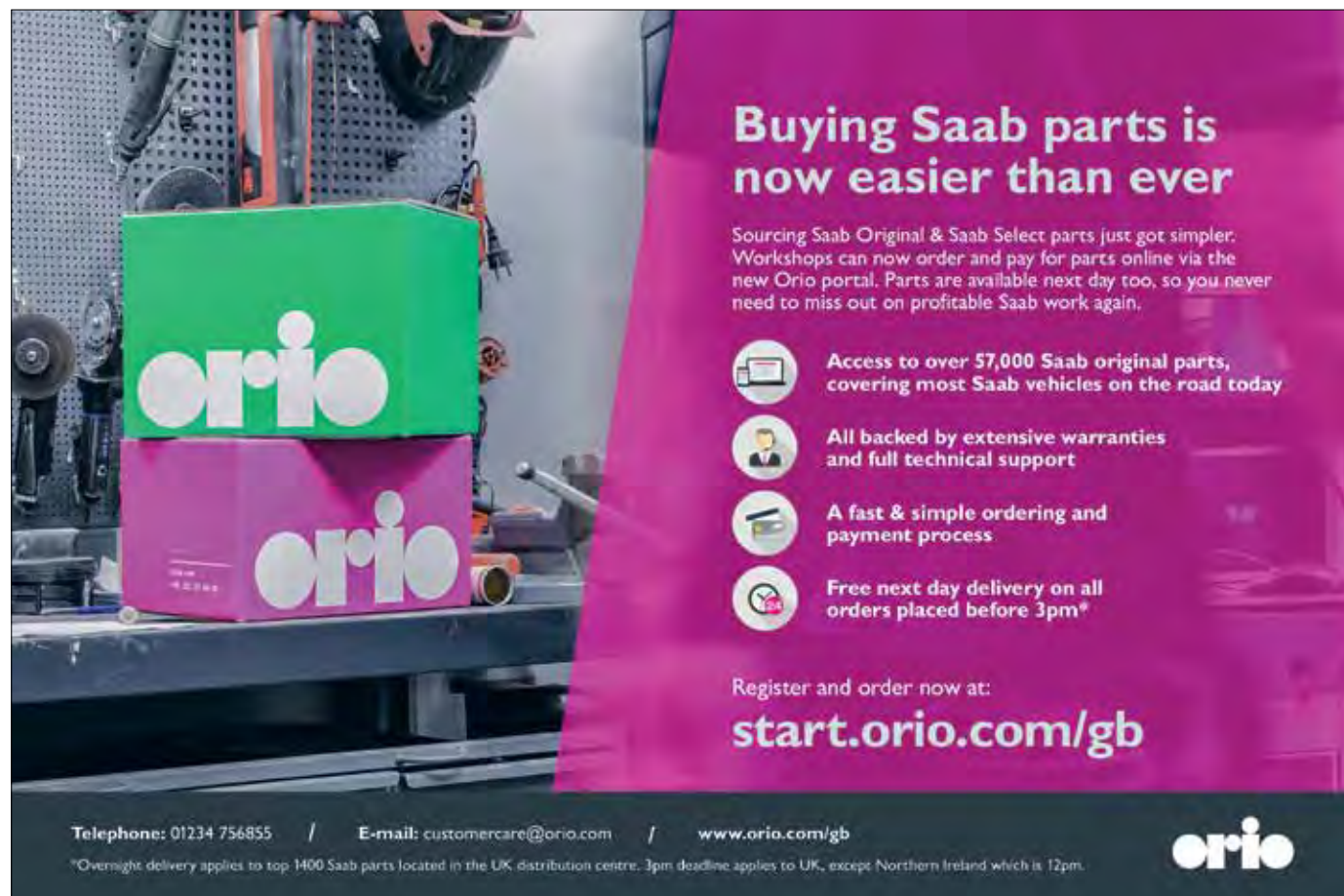
Whatever approach to embracing data analysis dealer groups adopt, automotive data scientists will have no dearth of data to work with. CRM solutions, omnichannel platforms, and online customer enquiry systems are already generating petabytes of the stuff. Whether a dealership decides to in-source or outsource this new resource, the process is not as straightforward as simply taking data sets from the CRM system and handing them over to a data scientist to work on – as Derek Franks, a data scientist with IBM's Centre for Applied Insights, has noted: "Models are only as good as the data you feed them, so it's important to think about how you organise and manage the data," Franks says. "Data scientists are often jokingly referred to as 'data janitors', because we spend 80% of our time 'cleaning-up' data."

Looking ahead, it is the connected

"Whatever approach to embracing data analysis dealer groups adopt, automotive data scientists will have no dearth of data to work with"





vehicle revolution that many market-watchers see as releasing masses of commercially-actionable car usage-based intelligence that, ultimately, will trigger the 'big data' revolution in this market. Data sent from customers' cars will include information about vehicle usage and servicing that should be captured and used to inform CRM and omnichannel strategies.

Dealerships need to ensure they are qualified and have the resources to exploit this rich seam of 'on-road' intelligence. They need to do so to ensure that they remain part of the connected vehicle value chain. The wider hope within some quarters of automotive retailing is that the arrival of connected cars in large numbers will be a major driver for the technology industry investment. Such investment could deliver the increased processing power and the algorithmic efficiencies needed to sift the big data sets quickly enough to put the fresh intelligence to work before it goes stale.



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The returns OF THE MAC

How one independent garage owner has added a new revenue stream that allows him to compete with dealers in his locality.

In the daily battle by independent garages to compete alongside big dealerships, finding a sustainable new income stream can be a game changer.

If that can be achieved with your existing customers while building their loyalty – and without spending a ton of money – well that’s nirvana.

That’s what’s been done by Murdo MacIntosh of M M Auto Services in Dundee, who has added the sale of cars and vans to his portfolio but without ‘the metal’ on the forecourt.

Murdo has linked up with Car Leasing Bargains, operators of a ‘virtual showroom’ through which he has completed the sale of 21 new vehicles since September. His is one of 32 independent associate garages across the UK now operating the Car Leasing Bargains model.

“It is a great opportunity for us,” said Murdo, “not only is the sale a valuable income stream but we regularly pick up the follow-on business. The customer comes in, trades up and we get a servicing deal for two, three, even four years. About 70% of sales have come from existing customers.”

Murdo’s operation is lean, consisting of him, a qualified technician and an apprentice. He set up M M Auto Services around five years ago and has built the business to between 600 and 700 customers.

But with larger dealer groups ‘swallowing up’ the smaller ones, leaving just two or three independents in the town, he felt the second hand

car market was changing. Of particular concern, was being able to acquire quality stock for the business to grow.

He said: “Servicesure introduced us to Car Leasing Bargains, which has assisted us greatly. It makes us an unusual mix of aftermarket garage but with a new car sales concept; it offers a way of stretching out to new customers.”

A WIDE CHOICE

Sales from his website have ranged from a small entry model Kia to an Audi QUATTRO, and the offer extends to a range of commercial vans, such as Citroen Berlingo and Transit size options.

“In the daily battle by independent garages to compete alongside big dealerships, finding a sustainable new income stream can be a game changer”

The potential purchaser is offered a wide choice and finance options to suit their needs, including personal and business contract hire.

Prospects are good, with the aim to achieve 20 to 30 used car sales plus around 50 lease agreements for cars or vans in a full year.

Ruth Leighton, Business Development Manager for Car Leasing Bargains, who set up the business with partners in 2003, explained the concept and what’s needed to become an associate garage. “The garage must have a good customer base and a website; they have in effect already dug their well and what we do is help them get more from that well.

“We don’t want them to spend money, there are no expensive newspaper adverts – it’s about looking after and retaining your existing customers.

“People feel comfortable with someone they know so if you can provide them with what they need they’re less likely to go elsewhere.

“The risk for an independent is their customer will go to a dealer to buy a car and that dealer will tell the motorist they must return to its service department or they will invalidate the warranty, which isn’t true,” she said.

To become an associate, the garage must obtain a credit broking licence from the Financial Conduct Authority (FCA), along with limited permissions for debt counselling and debt adjusting. It costs £100 and typically takes around eight weeks, although the FCA has up to six months to complete the process.

Car Leasing Bargains, which is based in Ceredigion in Wales, also provides a full day’s training covering how to stay FCA compliant, the paperwork and the product itself.



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PROCESS DRIVEN

*Whilst car technology, construction and repair methods continue to change at rapid pace, when it comes to processing vehicle repairs, little has altered. Yet, as **Heather Grant** reports, improvements in process can significantly reduce cycle time, increase throughput from the same resource, increase profits and lower the cost of repair.*

The collision repair industries around the world are usually pretty conservative when it comes to change. Repairs carried out to vehicles today from a process point of view are not that different to how they were managed 20-30 years ago. It can be argued that some of the key metrics like cycle-time are actually longer today. The bodyshop industry has been through a tough time during the recession, typically with a shortage of vehicles to repair, resulting in a bodyshop attrition rate during the last five years as high as 500 lost per annum.

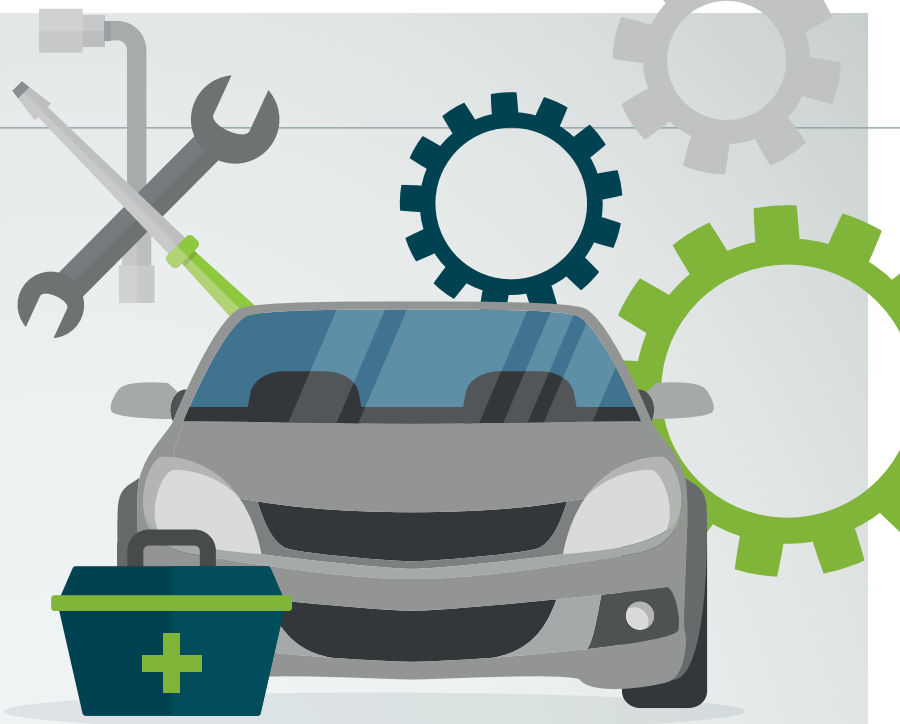
However, all of that has now changed, and in the last year we've seen the situation reversed where there now aren't enough bodyshops to repair the number of vehicles that insurers and accident management companies require. This has of course put significant pressure on shops to be able to obtain greater throughput, while reducing cycle-time in order to increase profitability and customer satisfaction.

Many forward thinking shops with money to invest in their future are now looking at methodologies that exist that can be applied to their trade in order to see significant business benefits, over



HEATHER GRANT
IS FORMER
EDITOR OF
BODYSHOP
MAGAZINE

"The market appears to be looking at two key methodologies used in other sectors of industry that have been extremely successful but have not made the mainstream of collision repair"



and above the cost savings made by negotiation with suppliers, in order to achieve a greater discount.

Manufacturers too are challenging traditional thinking. AkzoNobel, for example, has adopted what it calls a 'Planet Possible' approach – doing more, with less. "Sustainability isn't just about making the most of the planet's resources," said George Sneddon, Technical Service Manager Europe North Vehicle Refinishes, AkzoNobel. "When it's applied to bodyshop process it's about increasing efficiencies by reducing waste, time and materials. Just one example is creating processes like our UV-A system which consumes 80% less energy compared to infra-red curing."

The market appears to be looking at two key methodologies used in other sectors of industry that have been extremely successful but have not made the mainstream of collision repair. These are 'lean thinking' (Lean) and the 'theory of constraints' (TOC). Although Lean practitioners would argue that TOC is part of Lean, the latter does require a completely different approach to repair than pure Lean theorists apply.

LEAN MACHINES

In simple terms, Lean is about improving the value stream (things, and only things that add value to the customer) while at the same time stripping out waste. Lean, born from the Toyota production system in Japan, applies this thinking to shops, typically by reducing variability in repair and

creating a Takt (step-by-step) timed system to create what amounts to a production line in the shop.

Rye Street Group began working with bodyshop consultancy Muradi on Lean in 2009. "We're great believers in continuous improvement, and are always exploring ways to reduce waste activities and streamline our business," said Bill Duffy, Managing Director, Rye Street Group. "In this industry efficiency is everything, so working lean is essential if you want to survive and prosper."

"By involving the entire team we got them to buy into what we wanted to achieve and improvements to our business and processes came quickly. Lean made us look at what we do from a different perspective, and we brought in new measurements, targets and incentives which have helped us to develop our own bespoke process which we call the 3Qs – Quality, Quantity, Quickly. Gary Steele from Muradi was a fantastic mentor, and we worked closely with him for several years. His enthusiasm, knowledge and passion for Lean rubbed off onto us all!"

THE PROS OF CONSTRAINT

TOC takes a different approach. It focuses on the constraints or bottlenecks in the shop which, by definition, determine the throughput. It recognises that the majority of the effort should concentrate on the primary constraint while making sure that the rest of the work upstream subordinates itself to the constraint – meaning that it is never starved of work.

These methods of workflow all sound simple. However, implementation of them requires a real understanding of the underlying theory, as well as faith that the new workflow methods you are adopting will work for you. One keen difference between the two is that Lean is typically called a 'lean journey', where the shop is taken through value-stream mapping and systematically taking out waste. TOC on the other hand can be implemented relatively quickly.

Jon Parker, whose business Bodyshop Revolution now operates in the UK, North America and the Middle East said: "As implementers of TOC, we took one and a half years to work out how to repair motor vehicles. This effectively creates a blueprint which enables bodyshops to get as close as they can to the ideal TOC workflow model. We've proven many times over that adopting

these methodologies outstrips the performance of a traditional shop.

"Once we've been through the theory in detail it's almost like a light bulb comes on with many shop owners," added Jon. "They realise that much of the effort they have been putting into believing what contributes to throughput is not actually valid, and that there are some amazing gains to be had once they understand how work actually flows. In the early days it took some convincing for people to believe what we were able to achieve and we had to build our own bodyshop in the UK. We also now have our own shop in San Diego, California to act as a demonstration centre showing the methods we use."

DON'T BE IN HOCK TO TRADITION

One thing is proven: significant profitability increases and customer

"One thing is proven: significant profitability increases and customer service cannot continue to be provided by traditional repair and workflow processes"

service cannot continue to be provided by traditional repair and workflow processes. There is a lack of predictability, scalability and replicability from the current method of repair, and only by moving to what has become the 'norm' in many other industries, such as TOC or Lean, can the desirable metrics be achieved. Whichever route is chosen, both Lean and TOC will give significant benefits over a traditional shop's workflow, and it's up to owners whether they want to embark upon a Lean journey, or adopt a TOC blueprint for success.

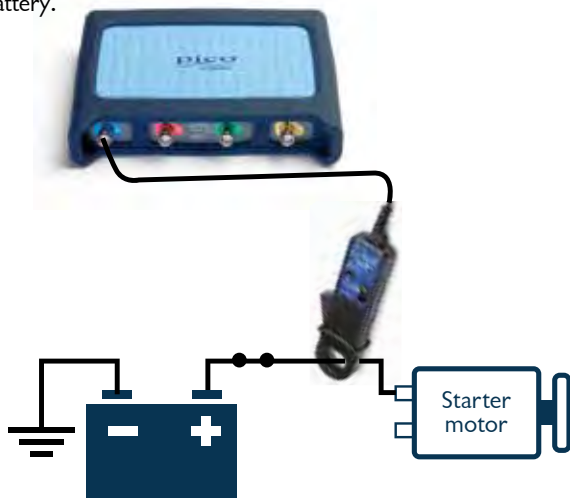
"It seems crazy that shop owners build larger facilities and extensions onto existing shops when there is a perfectly feasible way of getting between 30% and 60% more throughput from the same footprint and staff numbers, just by changing the system by which you repair cars," concluded Jon.

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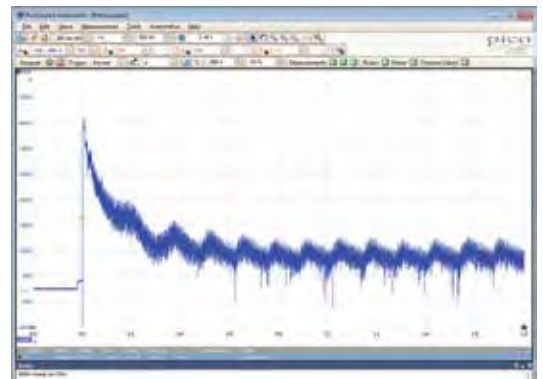
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The once and FUTURE KING

Diagnostics, once just another tool, is well on its way to becoming the heart of your business. Alex Wells looks at how we got here and where we might end up.

Let's start at the beginning. In simple terms, diagnostics is the name given to the process of searching for and correctly interpreting error codes produced by a vehicle's on board electronics systems.

Systems self-test every time the vehicle is started to ensure all sensors and actuators produce the right signals. In addition, some systems have real-time data logging so that the number of faults, as well as the time between events, are recorded. When abnormal behaviour or a 'fault' is detected the electronic systems produces a hexadecimal 'code'.

Volkswagen introduced the first on board computer with scanning capability for its fuel-injected Type 3s in 1968. Over the years the systems became more common.

LEGISLATION

Diagnostics as we understand it today developed in the 1990s as Auto Industry Insider's Andrew Marsh explains. "Diagnostics was born with the advent of electronic fuel injection and closed loop emission control systems. Driven by legislation in the USA, the emission control system has to function for a certain mileage and



ALEX WELLS
IS AN
EXPERIENCED
AUTOMOTIVE
JOURNALIST
AND FORMER
EDITOR OF BODY
MAGAZINE

lifespan without fault. Should a fault occur the system needs to flag this to the driver to ensure immediate repair.

"Europe and other regions followed suit, covered by On Board Diagnostics (OBD) legislation. Around 2000, the USA and Europe moved towards OBD with data logging (OBD II).

"From the year 2000, vehicles gradually became fully networked via a number of data systems. We saw the mass market introduction of control modules covering all interior systems, the integration of transmission control with the engine management system, the integration of suspension control with transmission shift quality options, and active safety systems.

"Diagnostics is now the primary route to checking the electronic health of a vehicle – but requires expert knowledge to interpret the data."

There has been a marked lack of standardisation over the years as Andrew acknowledges. "Manufacturers employ separate fault codes. Until recently, even the OBD port format varied from marque to marque. The upshot is a proliferation of devices that have a short working life before they become obsolete."

TRENDS

So where are we going?

Tony Gill, Operations Director at Autologic Diagnostics thinks he knows. "Autologic is trying gauge what the future will look like," he reveals.

"This may mean developing online resources rather than hardware devices.

"The connected car isn't far away. In fact that's what SAE J2534 Pass Thru is all about."



SAE J2534 is the communications standard adopted by vehicle manufacturers that enables compliant devices to reprogram vehicle ECUs. European and US legislation requires vehicle manufacturers to make vehicle diagnostic and reprogramming applications that are compatible with J2534 devices.

"Looking forward from now," says Tony, "garages need to ask the question: do they need access to Pass Thru and with which manufacturers?"

"The question is though, how many independents are using this system efficiently? By the time the majority are, Diagnostics over Internet Protocol (DoIP) will become the preferred method of servicing by vehicle manufacturers. However, this will still leave cars manufactured prior to the deployment of DoIP telematics, requiring diagnostics and Pass Thru should they need reprogramming.

"Independents must invest in feature rich products and services that solve issues, save time, and increase productivity and profitability. The current AssistPlus device provides comprehensive diagnostics, aligned with software and technical support solutions. Our competitors tend to rely on tools that report on fault codes or specific functions, while we help our customers to fix cars!

"In any profession, knowledge is king, so technicians have to keep up-to-date with the latest trends, vehicle specifics and fix solutions. This may be achieved at specialist training sessions, online self-help, or retaining the knowledge relayed to them by the Autologic Assist team of master technicians."

FUTURE DIRECTION

Where might we end up? "Carmakers always developed diagnostic tools in partnership with external suppliers," says Andrew Marsh. "They work alongside the engineering teams to deliver working diagnostic systems right from the start of sales.

"Due to BER and subsequent provision in Euro V legislation, all external aftermarket system suppliers have a right to access vehicle manufacturer data – but the diagnostic codes have to be reverse engineered once a new model goes on

sale. These systems offer data between six and nine months after a vehicle first hits showrooms."

Is this sustainable for anyone?

"Diagnostic 'boxes' are out of date," says Andrew. "Licensed software should run on any suitable IT. Instead of multiple devices, the repairer could have a single laptop/notebook with many systems loaded onto it.

"There is an argument that if vehicle manufacturers gave software at nominal cost, or even for free, that it would drive parts sales, which is what they are actually after.

"It's clear that every time a manufacturer tries to prevent information access, alternative data and parts flourish. Sometimes it's not even reverse-engineered, which increases risks to motorists and raises potential liability for garages.

Andrew adds: "Vehicle manufacturers need to recognise what Mercedes-Benz did before 1900 – that no one cares about details because the owner will blame the name on the front of the vehicle. Thus they should work to ensure no matter how the vehicle is 'abused' in service, the outcome is good for the owner."

MONETISING DIAGNOSTICS

What about working with diagnostics today? Aftermarket consultant Andy Savva knows a thing or two about this having run several successful garages: "Whilst they may have the equipment, in many cases garages are not turning diagnostic investigation into a revenue stream. They aren't properly explaining it to their customers, and thus can't justify charging for it.

"Most customers think when their EML light appears the garage can just connect a black box to their car which will magically identify and fix the problem.

"The garage must explain and educate the consumer about the pitfalls of this attitude and explain the value of the process. Equipment must never be a substitute for knowledge in interpreting the information from any diagnostic process."

PROFIT OPPORTUNITY

The next step is to be able to perform any resulting repairs in an efficient and

COMMENT



Andrew Marsh
AUTO INDUSTRY
INSIDER



Andy Savva
AFTERMARKET
CONSULTANT



Tony Gill
OPERATIONS
DIRECTOR AT
AUTOLOGIC
DIAGNOSTICS

profitable manner: "The garage must be able to purchase the correct part from a supplier that has the stock, is price competitive but not necessary the cheapest, and can deliver quickly.

"It's important to mention the profit opportunity of using OE parts rather than aftermarket," argues Andy. "For example, an OE part from an aftermarket supplier costs £100. The retail price from a franchised dealer is £178. Assuming the garage sells the part at £150 you can tell the customer that you have saved them £28.

"Meanwhile the aftermarket non-OE part costs £70. How much can you actually retail at and justify the cost of that part? What benefits are there in using that non-OE product?"

SPECIALISATION

Considering the insatiable demands of equipment update and training, how can independents keep up? Is it best to try to go for all-makes or as diagnostics becomes the core of the business, do independents need to specialise?

Andy comments: "My belief is that the (independent) garage cannot exist in its current format offering all-makes servicing and repairs. Our industry is under-skilled and technology is moving rapidly, hence the ability to service and repair all vehicles in a skilled and professional manner is near impossible. I have constantly argued this point for years. A garage today must narrow its services and become experts in its field, within its local area and hopefully beyond."

"Garages should carry out a SWOT (strength, weakness, opportunities and threats) analysis of their local marketplace, as well as look at the vehicle parc demographics within a given radius of perhaps five miles. It is also vital to assess what other local garages are offering, before deciding which strategy should be taken.

"Once this has been established the level of investment for tools and equipment, as well as additional workforce, marketing and branding, and not least a proper training and development programme for employees, has to be ascertained."

Andy concludes: "It's not an easy task and holds many challenges, but the rewards can be much greater."



FEATURED COURSE

Understanding diagnostic fault codes and live data

CPD Credit Value 8

M £166.50 +VAT

NM £185 +VAT

Format: Classroom/
workshop

For more
information on
the courses and
how to book,
please turn to
page 54

**AUTOMECHANIKA
BIRMINGHAM**
VENUE: NEC
WHEN: 7TH - 9TH JUNE 2016

IMI leads the way at AUTOMECHANIKA

With Automechanika Birmingham a matter of weeks away, we look at the IMI's involvement in the extensive seminar schedule at the show.

Over 10,000 industry professionals are expected to visit the NEC across the three day show and both the feature area and seminar programme will provide key focal points to showcase the latest systems and developments. The IMI is delighted to be on-board as a Feature Partner for the event and will be hosting a number of seminar sessions.

Also, special guest BBC F1 presenter Suzi Perry and IMI CEO Steve Nash will be exhorting the benefits of IMI Professional Registration and the campaign for a licence to practise for technicians. Eminent automotive academic Professor Jim Saker will be joining us too, to discuss the future of the retail sector: will technology squeeze out the independents?

WORKSHOP OF THE FUTURE

The **Workshop of the Future** is an interactive showcase of the latest technologies impacting the industry and a chance to gain the knowledge and skills required to future-proof your business.

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IMI SEMINAR SCHEDULE

Tuesday 7th June

TIME: 12:00

WHERE: Keynote Theatre

TITLE: **Professional registration for technicians**

IMI SPEAKER: Steve Nash – Chief Executive Officer

TIME: 15:45

THEATRE: Keynote Theatre

TITLE: **Securing and measuring ROI on training investment**

IMI SPEAKER: Dr Paul Spear – Return on Investment Manager

Wednesday 8th June

TIME: 12:00

WHERE: Aftermarket Theatre

TITLE: **Plugging the hybrid & electric vehicle skills gap**

IMI SPEAKER: Tom Denton – eLearning Development Manager

Thursday 9th June

TIME: 10:00

WHERE: Keynote Theatre

TITLE: **The changing world for Vehicle Testing Stations – MOT requirements demystified**

IMI SPEAKER: Steve Scofield – Head of Business Development

HOW TO REGISTER

The show is free-to-attend – to register and find out more about the myriad reasons to visit go to www.automechanika-birmingham.com

A STEER IN THE RIGHT DIRECTION

FEDERAL-MOGUL MOTORPARTS' STEERING AND SUSPENSION BRAND, MOOG, HIGHLIGHTS SEVERAL INHERENT DESIGN ISSUES WITH ORIGINAL PARTS ON POPULAR VEHICLE MODELS IN THE AFTERMARKET.



BMW

TRAILING ARM BUSH REPLACEMENT

One challenge that technicians face is the time consuming, impractical process of replacing rear track trailing arm bushes on certain BMW models.

To replace the bush, technicians are required to dismantle parts of the rear axle in order to gain access to the trailing arm. MOOG's solution is to change the design of the bush, removing its collar. Now the component can be replaced using a specially designed tool and without dismantling parts of the rear axle, making the process quicker and safer.



MERCEDES-BENZ

DUST BOOT DESIGN

MOOG diagnosed that when the ball joint oscillated to its maximum angle on certain Mercedes-Benz models, the dust boot could come into contact with surrounding components and become damaged. This can cause water and small particles to penetrate the ball pin housing and lead to corrosion and premature wear, causing the component to fail.

In order to prevent contact with surrounding components, MOOG has changed the design of the boot: doing this optimises performance and ensures longevity of component life.



VOLKSWAGEN

WISHBONE BUSHINGS

MOOG recognised that improvements could be made to the design of the vertical bush fitted to popular VAG model wishbones. On the original component, the rubber section was manufactured with voided areas and inferior rigidity, resulting in excessive movement and in some cases this could cause unbalanced driving. MOOG has changed the material to a more rigid rubber and redesigned the vertical rubber bush to prevent excessive movement of the silent block. This results in a more stable driving experience and longer component life.



LAND ROVER

TRACK CONTROL ARM

MOOG identified that the adjustable design of a Land Rover Freelander's rear track control arm is susceptible to rust, particularly the threaded part of the component, which is open to the elements. This creates difficulties when adjustments are required during an alignment. To rectify the problem, MOOG has applied a cathaphoresis coating and grease to the thread, enabling maximum protection from corrosion and rust, whilst not affecting maneuverability of the component and ensuring a trouble-free adjustment during service.



RENAULT

DUST BOOT WEAR

Damage to dust boots on certain Renault models can cause water and small particles to penetrate the ball pin housing, which leads to corrosion of the ball joint, resulting in premature wear and increasing the likelihood of component failure. In order to combat the denuding effects of water and partial ingress, MOOG has added a plastic protection plate to the ball joint kit that provides a solid and smooth surface, avoiding damage to the dust boot and increasing component life.

MOOG details these common issues, the specific models they affect and the suggested solutions in its Easy Solutions Bulletins (ESB). These free documents can be found and downloaded from www.moogproducts.co.uk

HAPPY DAMPERS

ZF SERVICES UK CHARTS THE DEVELOPMENT PATH OF ITS CONTINUOUS DAMPING CONTROL (CDC) SYSTEM, EXAMINING THE UNDERLYING TECHNOLOGY, REVIEWING VEHICLE APPLICATIONS, AND HIGHLIGHTING AFTERMARKET OPPORTUNITIES FOR MAINTENANCE AND REPAIR.



A conventional shock absorber has a preset damping curve. This is a compromise to cover all driving situations: whether in fast or slow traffic, on smooth or rough roads, carrying only the driver or a full complement of passengers and luggage. By contrast, CDC adjusts damping forces optimally for each individual wheel in real time, from comfortably soft to reassuringly firm and stable.

By now largely taken for granted as standard or optional equipment, the pursuit of such a system has in fact taken a considerable time to reach its current level of performance.

Development work on a continuous damping control system began in the late 1980s at Mannesmann Sachs AG, a company subsequently acquired by ZF in 2001. The team of designers and research engineers assigned to the project already had around a decade's worth of experience with electronically controlled damping systems, but these were simple, manually activated systems using electric motors to adjust damper characteristics.

More responsive electromagnetic systems were soon devised, featuring two or three separate stages of damping and threshold controllers capable of choosing between them depending on driving conditions. However, a fixed number of predefined damper settings addressing infinite possible combinations

of driving conditions still represented something of a compromise. Safety being the primary concern, these early adjustable damping systems were predictably firm rather than renowned for their contribution to passenger comfort.

Manufacturing costs were high due to the complexity of the production process, which required the connection of two external solenoid valves to each shock absorber. While exploring ways to reduce these costs – and at the same time improve ride comfort and maintain safe handling – it became obvious that it was not practical using a finite selection of damper characteristics. At this point, the decision was made to instead develop a system based on a step-less or continuously variable valve.

While the designers worked on creating the new valve, research engineers set about developing control systems to coordinate the individual damper components. Eventually, the system was ready for presentation to the first prospective end-user customers.

EARLY ADOPTERS

SsangYong was the first manufacturer to embrace the CDC concept, incorporating the system in its 1997 Chairman model.

Paying close attention to this differentiation in the marketplace, other pioneers including Audi, BMW, Ferrari, Maserati and VW specified CDC on selected luxury and sports models. The technology soon impressed Audi and BMW sufficiently for it to become standard equipment on their top executive models.

The effect was to drive production volumes up and make transition into the mid-range segment a cost-effective proposition. The breakthrough into standard equipment came in 2004, when BMW fitted CDC to all 7-series models and Vauxhall/Opel equipped its high-volume Astra, Vectra and Zafira models with the adaptive damping system.

CDC OPERATING PRINCIPLES

At the heart of the CDC system, the electronic control unit receives inputs from an array of vehicle sensors monitoring all influences on the vehicle. The latest generation of CDC has these sensors integrated directly into the control unit, instead of the accelerometers located on the vehicle's bodywork in earlier versions, helping to reduce weight, energy consumption and fuel emissions.

Different road conditions, vehicle loading (passenger and luggage complement) and driver inputs (steering, braking and



acceleration) are all accounted for by analysing variables such as body, wheel and lateral acceleration. The control unit uses these calculations to adjust the damping force at each wheel via the proportional valves fitted to the CDC dampers. The end result is a vehicle with optimised ride comfort, enhanced driving dynamics through reduced rolling and pitching, and shorter stopping distances due to improved road contact.

WORKSHOP OPPORTUNITIES

CDC dampers are among the most popular vehicle parts offered by ZF Services under the Sachs product brand, and consequently CDC-equipped vehicles are regularly seen in the workshop. Diagnosis and repair opportunities are particularly likely during and

following the winter season, when untreated icy roads can cause suspension damage through kerb or verge impacts or encounters with potholes.

The CDC system can perform self-diagnosis of electrical faults and will illuminate the CDC control lamp on the dashboard if a problem is found. Diagnostic equipment can then be used to assist with tracing the cause, and on some vehicles the sensors of the CDC system can be checked by comparing actual component readings against target values.

Despite the sophistication and complexity of the control system, a CDC damper can be checked and, if necessary, replaced in the same way as a conventional damper in the event of an electrical or mechanical fault. No work on the electrical system is required, other

than disconnecting the plug from the wiring harness of the proportional damper valve during removal and reconnecting it during installation.

RECOMMENDATIONS AND PRECAUTIONS

CDC dampers must always be replaced in pairs. To ensure full functionality, the spring assisters (bump stops), protective gaiters and top mounts must also be checked for wear before installing the dampers. It is recommended that a service kit consisting of spring assister and protective gaiter is obtained for each replacement damper.

To avoid side loading the dampers, final tightening of the mountings should only be carried out after the vehicle has been lowered and its full weight

is on the wheels. The steering geometry can then be checked and adjusted as required.

Finally, after Any CDC damper change, the system functions need to be checked by confirming that the CDC control lamp extinguishes within approximately ten seconds of switching on the ignition.

CPD LEARN & LOG FEATURED COURSE

ZF Steering and Suspension

CPD Credit Value 10

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NM £170 +VAT

Format: Classroom/Workshop

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A LINK IN YOUR ARMOUR

ZF TRW LOOKS AT THE PRINCIPLES OF OPERATING AND REPAIRING MULTI-LINK SUSPENSION ON A VW PASSAT B5.

The removal and installation of suspension components should be performed using appropriate tools; the use of crowbars and heavy hammers may cause damage to other components.

In order to remove the bolt which secures the upper control arms in the example of the VW Passat it may be necessary to use a special tool as this bolt is relatively long and secured tightly in the stub axle. Environmental factors such as water and salt often cause corrosion in this area. The tool allows for the upper control arm removal without the time-consuming disassembly of the vehicle stub axle.

After disassembling the old parts, on to the installation of the new ones. First clean the contact surface of the dust cover. If the dust cover is not cleaned, water will drain into the ball joint through the capillary effect and corrosion will follow soon after.

All nuts and bolts must be tightened at the right torque using new nuts. Over-tightening the bolt can cause real difficulties when the time comes to remove them. Not only that, a bolt which has been over-tightened undergoes more stress than it was designed to handle – which can cause a weakness and compromise the safety of the car.

Bolts which are difficult to reach are more prone to damage; be sure to check whether they need replacing once removed.

ALL NATURAL

It is very important to install the control arm mounting bolts to the vehicle when the suspension is under the load of the car and its wheels are in a natural position. Tightening them on a raised vehicle, when the suspension is not under load, causes unwanted torsion strain in the metal-rubber elements.

This causes faster wear and damage to newly installed parts, possibly from the point of the

assembly. Care must also be taken not to damage the rubber ball joint bushings.

After the repair an examination of suspension geometry must be performed. A final check of wheel alignment will find any other issues that could have been missed during the inspection (e.g. a slightly bent control arm), as the correct wheel alignment is not possible with these issues. It also ensures even tyre wear and that the car will behave as designed.

When returning the car to the customer, it is good practice to give them an overview of the operation of the suspension system. It is unacceptable to drive onto high curbs or over bumps at high speeds. This rule applies to all types of suspension, but the multi-link suspension system is particularly susceptible to damage resulting from improper use.

Finally, it is a widely held belief that multi-link suspension systems have a high failure rate. Whilst this type of suspension is susceptible to damage from improper use, there are a number of other factors to consider. Some believe there are durability issues for parts within the system. This, however, applies mainly to low quality spare parts offered on the aftermarket. Other factors adversely affecting the sustainability of these suspension systems are very bad quality roads and mistakes made during repair and maintenance.



BELT UP

DRIVE SYSTEM MANUFACTURER DAYCO LOOKS AT THE DEVELOPMENTS THAT HAVE LED TO THE PIONEERING BELT-IN-OIL (BIO) SOLUTION.

The introduction of a belt as the means to drive the engine's primary drive system in mass produced vehicles effectively began in the 1970s, but it wasn't until the 80s and 90s that they became a commonplace component alongside the timing chain.

The advantages of using a belt, rather than a chain, are varied and, from a mechanical perspective, include a simpler drive mechanism and the design freedom offered by flexible drive routing. Other significant benefits are that they are quiet and less expensive; but with the growing demands for vehicle manufacturers (VMs) to reduce exhaust emissions and increase fuel efficiency, perhaps the greatest advantage is their environmental contribution.

A belt is lighter, which means that it requires less energy to rotate and produces less friction, which means less energy is wasted during the engine's operation. These energy 'savings' contribute to the overall efficiency of the vehicle and help to achieve environmental targets for emissions reductions and fuel economy.

Taking these advantages and developing the concept further, Dayco pioneered the belt-in-oil (BIO) solution for automotive applications – including the world's first BIO drive system in 2007, when it developed the engineering solution to supersede the previous chain



driven high pressure injection pump for the popular 'Lynx' engine, which had been widely used to power various Focus, C-Max, S-Max, Mondeo, Galaxy, Tourneo Connect and Transit Connect models between 1998 and 2013. Since its successful introduction, BIO technology has now been incorporated into several engines from other vehicle manufacturers, including PSA and VAG, as well as additional Ford engines, such as its multi award-winning 1.0-litre EcoBoost unit.

BEST OF BOTH WORLDS

BIO technology has brought in a true revolution in power transmission systems because developing a solution that enables a drive belt to work

inside the confines of the engine has meant that the best of belt and chain technologies have been brought together.

As a result, the previous advantages associated with a chain driven system over an external belt system, in terms of the size of the engine, have been mitigated and the more evident advantages of a belt transmission have been maintained. These benefits translate into the ability to reduce the weight of the transmission system and therefore reduce its inertia, which combined with the lower friction properties of a flexible belt, delivers the twin environmental benefits of lower fuel consumption and reduced emissions. The technology also produces noticeably lower noise levels than a comparable chain driven system.

The belt, however, is but one element within the system that also includes mechanical

transmission components such as special tensioners with specifically developed bearings and innovative damping systems able to generate the friction needed in the presence of lubricating oil.

AFTERMARKET SOLUTIONS

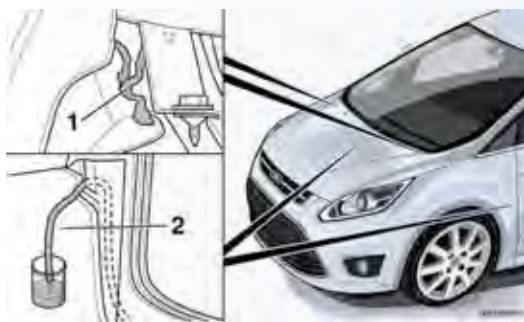
Although the requirement for an aftermarket solution for BIO applications has to-date not been great, the combination of the time period since their initial introduction and their wider use has meant there is a growing need for such a solution. As a result, motor factors and their workshop customers will welcome the news that Dayco Aftermarket has now introduced a range of BIO belts and kits to cater for the likely requirement for these applications, including the original Ford application.

As the primary drive system on the Lynx engine is driven from the injection pump, the performance of the injection pump drive system is crucial, which is why Dayco has developed a complete replacement 'cartridge' that entirely substitutes the chain driven system with the BIO system that superseded it.

Therefore, in addition to the belt itself, the cartridge also includes the corresponding belt pulleys to enable workshops to update the engine and remove and replace the chain driven sprockets and all other evidence of the original chain-driven system.

TROUBLESHOOTER

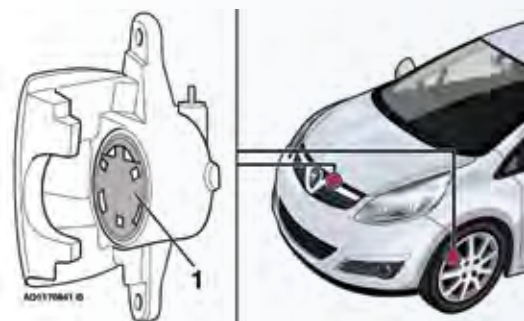
LEADING TECHNICAL INFORMATION SUPPLIER AUTODATA SHARES FIXES TO THREE COMMON PROBLEMS FOUND IN MODERN MOTOR VEHICLES.



Ford C-Max WATER INGRESS

Question: We are experiencing a problem identifying water ingress on a 2010 Ford C-Max. The front carpets are getting wet, resulting in condensation on the windows. We have carried out exhaustive tests but can't see how the water is getting in. Can you help?

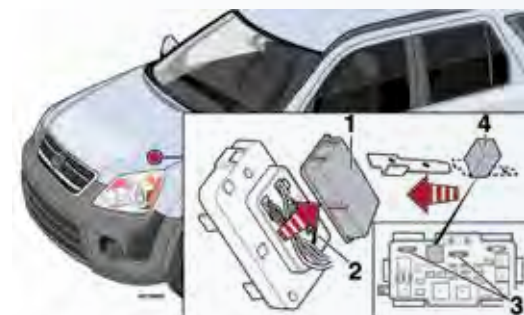
Answer: We are aware of this problem, which is caused by water entering the vehicle via the lower bodywork joint at the A-post (Fig 1.1). Remove the side trim panels in the RH and LH footwells. Using a suitable extraction tool remove any residual water from the A-post (Fig 1.2). Seal the lower bodywork joint at the A-post with a proprietary body sealant. When the sealant has dried, paint the sealant to match vehicle body colour. Ensure the carpets are thoroughly dried out.



Vauxhall Corsa BRAKE NOISE

Question: We look after a 2007 Vauxhall Corsa 1,2 and are having a problem with brake noise. The car has only done low mileage so the brake discs are in very good condition and we have cleaned the front brake pads twice now in an attempt to stop the brakes squealing. But the customer is now complaining of the problem again, do you know of any issues with this model?

Answer: The issue of front brake squeal during normal braking has been noted before. The problem has been solved by fitting a new design of the front brake pad kit, which now includes a shim that fits between the brake caliper piston and the brake pad (Fig 1.1). Two new front brake pad kits, one for 12mm thick brake discs and one for 22mm brake thick discs, are available from your local Vauxhall dealer. Fitting the modified brake pads and shims should fix the problem.



Honda CR-V ELECTRICAL PROBLEMS

Question: We are experiencing a problem with a 2004 Honda CR-V 2,2 i-CTDi. It is illuminating the engine check lamp and storing trouble code P1298 (electrical load sensor – voltage high). We have checked the vehicle wiring but as we can't find any sensor on the battery we suspect it may be an engine control module problem. Can you help?

Answer: The electrical load sensor is located in the engine bay fuse box/relay plate and has suffered a problem with a faulty soldered joint. This problem also affects some Honda Civics made between 2001 and 2005. Disconnect the battery, remove the fuse/relay plate lower cover (Fig 1.1) and disconnect the three pin multi-plug (Fig 1.2). Remove the two fuses (Fig 1.3) and the electrical load sensor (Fig 1.4). Replace the electrical load sensor and refit components in reverse order of removal. Reconnect the battery and delete the trouble code. Start the engine and run to obtain normal operating temperature. Allow engine to idle for 10 minutes with all electrical load switched off. Carry out battery reconnection reset procedures to reset memory functions.



This is Mike Bellaby, Senior Supplier Development Engineer at TRW.

Whether he's approving steering linkage parts for TRW or preparing for his next sidecar race, he makes sure every component has been tested to the limit. That's why the only brand to pass seven independent safety tests for steering linkages was TRW.

For a truly great performance, rely on True Originals.

Watch Mike's story at
www.trwaftermarket.com/steeringlinkages

TRUE ORIGINALS

A TRW SYSTEM



www.trwaftermarket.com/steeringlinkages

With TRW, every part is built to meet the challenge, just like the 4,000 engineers, designers and product experts around the world who make them. With over 100 years' OE experience, TRW writes the standards for safety and quality.

TRW

A NOT SO EASY RIDE

IMI members get on their bikes to raise money for a good cause.

Last month, IMI members Dave Foster and Tim Richards, along with colleague Chris Belfield, all from Covéa Insurance's Claims Motor Engineers team, braved the rain and wind to cycle the 50 mile Wiggle Vale Vélo Sportive, raising funds for Covéa's partners – Ravenscliffe High School and Sports College in Halifax.

Joining hundreds of other cyclists, the route headed east from York and included an ascension to the very top of the Yorkshire Wolds. The wet, undulating conditions tested the riders to the limits, but upon crossing the finishing line they were rewarded with medals and protein bars, before posing for one final exhausted and sweaty photo to celebrate their achievements.

The real success of the day though was raising over £800 for Ravenscliffe and the team sends thanks to everyone who sponsored them – making all that effort worth it!



THE CAUSE

Ravenscliffe High School and Sports College is Calderdale's only secondary special school, providing education for up to 140 students aged 11-19. The school caters for pupils with a wide range of special educational needs.

For more about the great work that goes on at Ravenscliffe, see

www.ravenscliffe.calderdale.sch.uk

It's not too late to donate, with the gang's JustGiving page still open at

www.justgiving.com/recycled-engineers

TEAM STATS

Distance - 50.22 miles / 80.82 km

Moving time - 4h 4m 43s

Average speed - 12.3 mph / 19.8 kph

Maximum speed - 38.2 mph / 61.48 kph

Total climbed - 1,946 ft. / 593 m

Average temperature - 5 °C

Amount of rain - lots!

BUSINESS FOR SALE

JOHN GRUNDY MOTORING SERVICES

What: Mobile car mechanic

Where: Welwyn Garden City, Hertfordshire

Asking Price: £35,950 furniture; fixtures included

Returns: T/O in excess of £70,000; NP In excess of £35,000

Includes: Website and phone numbers, fully equipped, tooled and liveried van

John Grundy Motoring Services has been established since 1985 and has developed a reputation for supplying a very good mobile car mechanic service with fair pricing and as a result has a very high rate of repeat customers and referrals through recommendations. It is only due to relocating that IMI member John is selling.

This is an ideal opportunity for a young and ambitious mechanic looking to go self-employed with the kick-start offered by an established business with an owner there to help with a handover period and without the worries of taking over premises with a lease agreement, a landlord, or rent and rates to contend with.

If you are interested please call John Grundy on 01707 323653

NOTICES

Obituaries

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

VAUGHAN PRATT

AMIMI, Hampshire, aged 48

MICHAEL WEBBER

MIMI, Surrey, aged 77

New Fellows

(MAY 2016)

B BELL HON FIMI

Senior Traffic Commissioner,
Department for Transport

M BOOTE

Managing Director,
Smart Insurance UK,
Derbyshire

A CROOK

Technical Director,
GotBoost Ltd,
Mid Glamorgan

J GREENWELL HON FIMI

Chairman, RAC Foundation,
London

S HODDER

Head of HR & Business Support
Institute of the Motor Industry
Hertfordshire

J S KEOGH

Owner, John Keogh Cars,
Republic of Ireland

J H PITCHFORTH

Director, North London Garages,
Middlesex

R J SIMCOCK

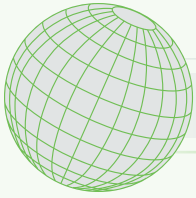
Managing Director, ST9 Investigations
& Recovery Ltd, Staffordshire

J P STEVENS

Director, Guava International Ltd, Surrey

K L WOOLLEY

Chief Operating Officer
Institute of the Motor Industry
Hertfordshire



IMI PASSAGE TO INDIA

The IMI is collaborating with Indian government agencies with a view to bringing IMI international qualifications and certifications to the automotive industry in India.

The automotive initiative is part of a larger Indian government plan to up-skill 200 million people across many industrial sectors: the largest vocational training agenda in the world.

The UK India Education Research Initiative (UKIERI) has funded research on mapping UK National Occupational Standards (NOS) with India's and the IMI has been working closely with the National Skills Development Corporation and the Automotive Sector Skills Council (ASDC) to initially map UK NOS to six Indian auto occupations.

During two weeks in April Herbert Lonsdale, the IMI's International Business Development Manager, visited leading government agencies, educationalists, employers and training providers on a fact finding visit to India. He also consulted with the key automotive organisations to see how the IMI can contribute to upgrading professional standards.

"The UK India Education Research Initiative (UKIERI) has funded research on mapping UK National Occupational Standards (NOS) with India's"



Herbert commented: "UK skill certifications are widely accepted in most parts of the world and the IMI's UK heritage and international reputation for the quality and 'work ready' relevance of its automotive qualifications aligns with the Indian government's aims to advance skills and employability across India – and in other countries too. The Indian Ministry of Skills Development says that about 14 million Indians work in other countries: 70% of whom are unskilled or semi-skilled workers."

The IMI is engaged with the ASDC in working towards setting up IMI/ASDC Centres of Excellence, to help achieve its aims. In addition, the Indian government has embarked on an ambitious project

entitled 'Make in India', in which global companies are invited to set up manufacturing bases in India.

SPREADING THE WORD

In a busy schedule of meetings Herbert met representatives from Indian companies and global OEMs, including: ASOKA LEYLAND, ACE HONDA, Mahrindra & Mahindra, Toyota Motor Corporation, Suzuki and TATA.

He also met the Indian Minister for Skills and Entrepreneurship, Mr Shri Rajiv Pratap Rudy, among several other luminaries in the government and skills sector – and still squeezed in time to visit the Taj Mahal with his IMI merchandise, as the picture shows!

PEOPLE CONFERENCE



PEOPLE CONFERENCE People – The Key To Success

16 JUNE 2016, PARK PLAZA RIVERBANK, SE1 7TJ



POWER TO THE PEOPLE

The AM & IMI People Conference returns for another year.

Employee retention and recruitment are key areas for UK businesses in 2016, according to LinkedIn's latest Recruiting Trends report.

The survey found 33% of respondents believed employee retention to be a top priority, compared with 41% who chose recruiting highly skilled employees. However, as transfers and internal hires were backed by just 11%, the report said putting an in-house recruitment process in place provided businesses with an opportunity to "win the talent war".

Staffing is just one of the areas that will be addressed at this year's AM & IMI People Conference. Others will include:

THE SKILLS SHORTAGE

This growth in new car registrations is leaving dealers short of staff. The market in 2015 hit a record 2.6 million registrations and top 10 AM dealer group Lookers has predicted that the market will hit three million by 2020, meaning even more people will be needed to sustain the sector's expansion in the showroom, in the workshop and the back office.

Among the speakers at this year's conference will be Katie Saunders, HR Director at JCT600, who will shine a light on the Yorkshire-based dealer group's

Wired programme. Wired was established to prepare ambitious members of its workforce for managerial positions. About 160 employees are enrolled and last year 40% received a promotion. This year's goal is to encourage 10% of the workforce to sign up, which would take the programme up to about 200 recruits.

Steve Nash, IMI CEO (pictured), who will also take to the stage at the conference, has written on the issue of vehicle maintenance apprenticeship recruitment in these pages and estimates that the industry needs 12,000 apprenticeships a year "just to stand still".

He said a lack of careers focus in schools and youngsters being encouraged to remain in the classroom post-16 were part of the problem.

THE REGULATORY LANDSCAPE

The Financial Conduct Authority (FCA) is soon to publish its market study into remuneration and questions are already being asked about whether the current salary structure, particularly for sales executives, needs to change.

Based on the FCA's 'treating customers fairly' remit, speculation over the future of commission payments, especially for F&I products, has been rife. Some dealers are already experimenting with different pay

structures to both retain current staff and to attract new recruits.

BDO has produced its annual salary review, which shows pay to be on the increase in the automotive sector. BDO partner Steve Le Bas will explore salary trends, structure and pay plans at the conference and will ask whether commission should be linked to other areas, such as processes and quality of experience, rather than just sales volume.

FISHING IN A DIMINISHING POND

If dealers are to grow their business they will need to adopt practices that see them casting their recruitment nets much wider, including offering different models of working.

A more flexible approach would attract more women, particularly mothers returning to employment; millennials, who demand a better work-life balance; graduates; and people from different backgrounds. To explore the topic further, a panel of dealer speakers will explore diversity in the workplace.

Tickets are available to dealers and manufacturers, with a limited number of supplier tickets on sale. To book, please contact Nicola Baxter on 01733 468289, or email nicola.baxter@bauermedia.co.uk

EVENT REPORTS

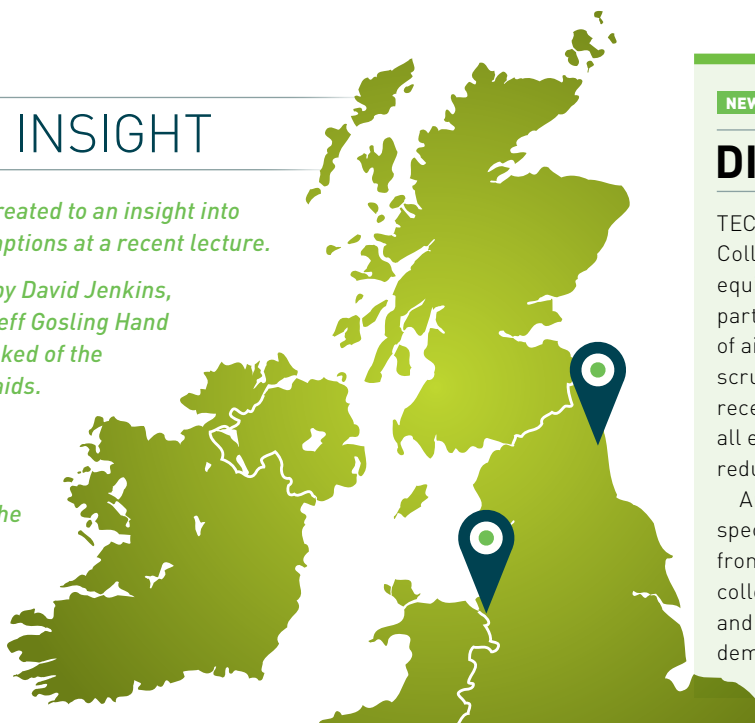
CHESHIRE MA

ADAPTIVE INSIGHT

The Cheshire MA was treated to an insight into the world of vehicle adaptations at a recent lecture.

The lecture was taken by David Jenkins, Technical Manager of Jeff Gosling Hand Controls Ltd, and he talked of the complexity of mobility aids. Interestingly though, even the most complex conversions must be able to be operated in the normal driving mode.

The evening concluded with a lively question and answer session.



NEWCASTLE MA

DIESEL DO NICELY

TEC4 Ltd was invited to Newcastle College to demonstrate its new equipment for cleaning diesel particulate filters (DPFs). The quality of air in the environment is under more scrutiny than ever before because of recent revelations in the media, and all eyes are on the motor industry to reduce particulate (soot) emissions.

Around 40 guests attended and a special thank you to Wayne and Alan from TEC4 who also sponsor the college's Student of the Year Awards and come into lessons during term to demonstrate to automotive students.

ACCELERATE YOUR BUSINESS PERFORMANCE THROUGH TALENT

Recruitment throws up all sorts of challenges. So don't worry if any or all of these pain points sound familiar.


Autotech Recruit can help your business gear-up to get your recruitment process to full speed.

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Call us on **01234 432977**
www.autotechrecruit.co.uk

FORTHCOMING EVENTS



Sussex MA
Fri 03/06/2016, 18.30-22.30
90TH ANNIVERSARY DINNER CELEBRATION
Venue: The Old Ship, Kings Road, Brighton BN1 1NR
Tickets: £30 per head
For more information and to book your tickets please contact Douglas Wragg

The roaring twenties saw the General Strike, a decade of fluctuations in unemployment and the effects of the Great Depression. During this period the motorcar was becoming more available and affordable due to mass production techniques emerging at that time.

The result was more cars taking to the road, which created a massive demand for a support infrastructure such as fuel outlets, repair shops, showrooms, parts supplies and specialist engine re-conditioners and trimmers. Subsequently there became a need for a central coordinating and stabilising organisation to guide and police the fledgling industry so that an orderly and fair market place could be created.

Based in London, the Institute of the Motor Trade (later renamed the Institute of the Motor Industry) had already been created in 1920 for this very purpose. But by 1926 the leaders of the various garages and related trades in Sussex formed their own local organisation named The Institute of the Motor Trade Inc. (Brighton and Mid-Sussex Section), and its inaugural meeting was held at the Old Ship Hotel in Brighton, chaired by P.T. Caffyn.

Today the networking is less formal, but supported by IMI HQ, the Sussex Centre Member Association, located at Northbrook College, enjoys 10 quality lectures a year, the occasional factory visit and a summer outing. Members attending the Sussex Centre find a welcoming and professional atmosphere where they can easily achieve their training commitment to CPD.

With its long history and strong foundation, here's to another 90 years!

MAY

IRTE North London

Sat 07/05/2016, 6.30pm

QUIZ AND SUPPER EVENING

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

Please contact Paul Arber for further details and to book tickets

Newcastle MA

Tue 10/05/2016, 7pm start

LUCAS UK AUTOELECTRICS

Speaker: Alan Povey of Lucas UK

Venue: Newcastle Automotive workshops, 34-36 Invincible drive, Armstrong Industrial Park, Newcastle Upon Tyne, NE4 7HX

RSVP to Michael Jackson

Birmingham MA

Wed 11/05/2016, 8pm start

AIR-CON & 1234YF REFRIGERANT SERVICE & REPAIR

Speaker: Dave Gordon, Sales Manager of TEXA UK Ltd.

Venue: RAC, RAC House, Brockhurst Crescent, Bescot, Walsall, WS5 4AW

Derby College MA

Wed 11/05/2016,

6.15 for 7pm start

CAMSHAFTLESS ENGINE TECHNOLOGY AND NEW DOUBLE CLUTCH TRANSMISSION DEVELOPMENTS

Speaker: Schaeffler UK

Venue: Rooms B1 & B2, Derby College, The Johnson Building, Locomotive Way, Pride Park, Derby, DE24 8PU

Cheshire MA

Mon 16/05/2016, 8pm start

ANNUAL GENERAL MEETING AND AN EVENING WITH STEVE NASH

Speaker: Steve Nash, CEO of IMI

Venue: Crewe Arms Hotel, Nantwich Road, Crewe, CW2 6DN

RSVP to Malcolm Yearsley

IRTE SOE South Wales MA

Thu 19/05/2016, 6.30pm

AN INTRODUCTION TO PICOSCOPE

Speakers: Philip Rutt, and Steve Smith of Pico Technology

Venue: The new Automotive Centre, Cardiff and Vale College (CAVC), New City Centre Campus, Dumballs Road, Cardiff, CF10 5BF

RSVP to Georgia Foley

Norfolk MA

Tue 24/05/2016, 8pm

ANNUAL GENERAL MEETING

Venue: Roy's Motor Company, 242 Sprowston Road, Norwich, NR3 4HT

KENT REGION

JOINT PROGRAMME EVENTS (MAY)

Kent events are organised as part of a joint programme with IMI, IRTE/SOE, The Welding Institute (TWI) Kent Branch, and the Chartered Institute of Logistics and Transport (CILT) Kent group.

Please book your attendance for each event via the CILT on 01536 740 104 or email membership@ciltuk.org.uk using the unique reference codes supplied.

Kent TWI

Thu 19/05/2016,

7pm for 7.30pm start

SAFETY REGULATIONS AROUND CYLINDERS IN FIRES

Speaker: Chris Birch, BOC

Venue: Blake Room 028, Greenwich University, Chatham, ME4 4TB

Reference code: KTG0357

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West of Scotland

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Yorkshire Region

Kevin Scholey AAE MIMI
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kscholey@ford.com

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

Paul Arber I Eng FSOE FIRTE
07747 116264
paul.arber@zen.co.uk

MEMBERSHIP



THANK YOU

The IMI would like to say thank you to members who have renewed their membership for 2016/17.

Your commitment through membership ensures the IMI can maintain its focus on promoting highly-skilled and competent members, while inspiring best practice, driving up standards and encouraging new talent to join this exciting industry.

The IMI continues to support members with new exciting projects ahead in 2016.

AA GARAGE GUIDE PARTNERSHIP

This strategic partnership will see the IMI's Professional Register promoted to AA Garage Guide visitors and to the 60,000 AA members who require an MOT each month. To make full use of your free listing on the AA Garage Guide site, visible by millions of motorists, go to <https://garageguide.theaa.com/content/imi> and follow the simple steps to activate your profile.

The IMI looks forward to working with you in the coming year as it faces ever more exciting developments within the sector. If you have any questions about your membership, please contact the membership team on +44 (0)1992 519025 or email us at imimembers@theimi.org.uk

For further information on the benefits you receive, go to www.theimi.org.uk/member

DVSA MOT TESTER CHANGES

DVSA are changing the way it authorises MOT testers and managers this year for classes 1 and 2 (Motorcycle) and classes 3, 4, 5 and 7 (Light Vehicle). The IMI is here to support members with this change, with an offer to provide all training and development needs via its eLearning platform.

Find out more at www.theimi.org.uk/mot

IMI DRIVING CHANGE

The IMI has been working with ITN Productions to produce a programme, hosted by Natasha Kaplinsky, which explores the importance of the motor industry. The programme will play an important role for the IMI and its members in shaping the future of motoring, championing motoring professionals, as well as demonstrating the benefits of licensing and professionalism to the public and politicians. To watch the programme, go to www.theimi.org.uk/driving-change

INTERNATIONAL

The IMI has successfully opened an IMI member lounge in Malaysia. Open from Monday to Friday, it comes equipped with a library and online learning facilities. The lounge will also be used to hold educational talks by automotive specialists.

IMI

MEMBER BENEFITS INCLUDE:

Free AA Garage Guide listing

NEW

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

ADVICE ON WHAT TO LOG FOR CPD

You can make your own decisions about the kinds of CPD that you do and plan your CPD to suit your needs and the time and resources available you. To get the most out of your CPD and for it to count towards your target, it should be focussed on making sure you are up-to-date, competent and effective in all areas of your job role.

Any activity where you learn something new and that is relevant to your job role can be counted as CPD, including:

- Workplace learning
- Member Association (MA) events
- Courses or e-learning booked through the IMI
- Courses or e-learning booked outside of the IMI
- Nationally Recognised Qualifications (Degree, Diploma, VRQ etc.)
- Reading (books, articles, reports etc.)
- Seminars and conferences

For more ideas of how to achieve CPD, go to www.theimi.org/free-cpd



CPD STAR OF THE MONTH

Peter Harrison AAE MIMI

"With advancing technology this industry changes all the time and you are constantly learning - no job is the same and challenges can occur on a daily basis. Not only do we see changes in the workshop we also see this within our processes and applications in the office. This includes the introduction of CPD. I have worked in the industry for many years and using CPD in the workplace enables me to log our activity and keep track of the work we do. CPD demonstrates we take pride in our profession as we actively seek to embrace and engage with our ever-changing workplace development going forward."



CPD SUPPORT EVENING

If you need help logging your CPD but don't have time during the day, CPD Support Evenings are a great opportunity to call the team outside working hours.

This month we will be available to call until 19:00 on Wednesday 18th May.

Call us on **01992 519025** for a quick tutorial, a reminder of your log in details or for help with what to log.



Meet the team...

LEFT TO RIGHT: REBECCA, HAYLEY, GEMMA, SUE, CIARA AND LISA

The CPD team are here to help with all of your CPD questions and to support you in reaching your target.

Call +44 (0) 1992 519025 or email us on cpd@theimi.org.uk

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

BODYSHOP MANAGEMENT: GETTING RESULTS AND MAKING PROFIT

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

Due to popular demand, there are limited places available.



Date: 17 May 2016
CPD Credit Value: 8
M £180 NM £200

FEATURED E-LEARNING

LV/MC MOT ANNUAL TRAINING AND ANNUAL ASSESSMENT – FREE PRACTICE

This eLearning course will enable you to PRACTICE for the requirements of the annual training subjects as specified each year by DVSA.

The course includes a PRACTICE annual assessment.



Available online now at www.theimi.org.uk/mot

HYBRID AND ELECTRIC VEHICLE: REPAIR OR REPLACE HV COMPONENTS

With HEV's increasing popularity...

SOLD OUT – JULY DATES TO FOLLOW
PLEASE CALL TO REGISTER INTEREST

Date: 1 & 2 June 2016
CPD Credit Value: 70
M £378 NM £405

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

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

AUTOMOTIVE AIR CONDITIONING SYSTEMS DIAGNOSIS

Provides knowledge essential to the servicing of light vehicle air conditioning systems.

Date: 7 & 8 June 2016
CPD Credit Value: 17
M £333 NM £370

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.

FORENSIC COLLISION INVESTIGATOR (POLICE STAFF OR POLICE CONSTABLE)



HEDDLU GOGLEDD CYMRU
Gogledd Cymru diogelach

NORTH WALES POLICE
A safer North Wales

CRIME SERVICES based at the Force Forensic Collision Investigation Unit, St. Asaph

An awareness session for the above role is to be held at North Wales Police Headquarters, Glan y Don, Colwyn Bay, LL29 8AW on Wednesday, 11 May 2016 (2.00 p.m. – 4.00 p.m.) To reserve a place please contact the recruiting section on 01492 804699.

POST REF: 14908

Grade: Police Constable OR Police Staff S01 (£27,244 – £29,014 per annum) on appointment moving up to S02 (£29,878 – £31,620 per annum) after accreditation.

This post will also attract for police staff only 14% shift allowance and 14% weekend working allowance. There is also a requirement to provide on-call cover in this post and therefore respond to an incident within 60 minutes.

Please note the successful applicant will be required to provide 5 years commitment to this role.

The post holder will be required to conduct detailed investigations into fatal and life threatening incidents involving motor vehicles by the application of mathematical principles to determine their cause and ensure the Force meets the criteria laid down in the ACPO

Protocol [2013] – *Forensic Collision Investigation and Reconstruction within the Police Service.*

- Applicants will need good mathematical ability and the selection process will include a maths assessment.
- Due to the nature of the role applicants will be required to hold a minimum full car driving licence. Applicants will be required to have an assessment drive prior to any offer of appointment.
- The successful applicant will be required to attend and pass a 4 week external residential course UCPD Level 4 (<http://aitsuk.com.Courses>) course scheduled to commence 26 September 2016.

Maths assessment will be held week commencing 13 June 2016

Interviews will be held week commencing 20 June 2016

Level 1 Welsh spoken skills are required for this post i.e. the ability to pronounce Welsh places and Welsh forenames and to use basic phrases. A self-learn resource is available to help attain this basic requirement on www.north-wales.police.uk

Closing date: **31 May 2016**

Return to: SSFPoliceStaff.RecruitmentExternal@nthwales.pnn.police.uk



Calex UK specialise in working within the automotive sector with many large automotive manufacturers delivering bespoke learning and development programmes to maximise the skill levels and productivity of today's retailer staff.

Calex UK have **TWO** exciting opportunities for skilled, motivated and passionate automotive **TECHNICAL INSTRUCTORS** working with Jaguar Land Rover based at the Academy in Leamington, Warwickshire. These exciting and rewarding positions involve delivering Jaguar Land Rover Learner Journey programmes to Adult UK Retailer Technicians or UK Retailer Technical Apprentices depending on the role.

Applicants need to have a good track record of automotive training and or high levels of experience within the retail automotive sector. Successful applicants will have excellent communication and organisational skills along with a real passion to make learning exciting and engaging. All trainers will complete the Jaguar Land Rover Trainer Accreditation qualification within the first two years of these roles.

Applicants will preferably have teaching and assessing qualifications but this is not essential.

If you feel that you have the right skills and passion to meet the high expectations of these roles then apply **TODAY**. Both roles come with competitive packages including company vehicles, pension and health care options.

Successful applicants will be expected to complete a DBS assessment prior to employment.

Apply through our web site www.calexuk.com or email chrisnewton@calexuk.com directly with a covering letter and CV or ask for more detail.

Calex UK Ltd is committed to providing equal opportunities in employment and creating an inclusive working environment.

Giving customers **control** over motor finance, giving you new ways to **create leads**

Car Finance Checker is the UK's first motor finance micro-comparator. It's designed to let customers browse and compare offers from your panel of lenders - and then have complete visibility of their likely eligibility. For car portals, dealer web sites and car showrooms, it's a groundbreaking way to create the highest quality leads. Want to know more? Contact iVendi now.



CarFinanceChecker.com