



MAGAZINE

INSTITUTE OF THE MOTOR INDUSTRY

NOVEMBER 2015 £5.50

MODERATION ON MODERNISATION
A VIEW ON THE MOT SYSTEM MODERNISATION

THE FRANCHISED FALL GUYS
HOW THE FRONTLINE HAS
COPED WITH 'DIESELGATE'

OUT WITH THE OLD
IS THE DEALER FORECOURT TO BE
CONSIGNEE TO RELIC STATUS?

diesel

A DIRTY WORD

Diesel gets dragged through the mud

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Everyone hates diesel

There is really only one issue upon which I can base my monthly musings. It is the story that dominated our media for nearly two weeks of execrations, indignation and disapprobation. No, I am not referring to England's abysmally premature exit from the Rugby World Cup – an abrogation which felt a little like the hosts of a dinner party going out for a meal and leaving their guests to order takeaway. Nor am I talking about Lewis Hamilton's questionable decision to dye his hair a more shocking blonde than Courtney Love (for want of a modern day blonde tearaway – I must be getting old). I of course refer to the VW emissions scandal: the revelation that the German super brand had been using software to cheat the emissions test.

The news broke just a little too late to be featured in October's magazine, but perhaps this is no bad thing. As mentioned, media reaction – with its eye perennially on the headline and not the body of the story – poured forth in a tsunami of shock and horror. The merry-go-round of speculation span at a giddy velocity: its screaming carriages of rhetoric telling us of the inevitable demise of diesel, the billions Volkswagen will be forced to pay its many wronged parties and the certain wholesale public adoption of electric-powered vehicles.

Of course, such contentions do warrant thought and debate: just at a rather more subdued speed. This is the purpose of November's diesel special. Starting on page 20 a host of articles explore the real ramifications of the scandal that – on social media platforms at least – became known as 'dieselgate'. Industry experts and journalists alike lend their wisdom to reveal the truth behind diesel, the impact on the frontline, the law's actual position and the likelihood of any tangible shift in public attitude to alternative forms of transportation.

Hopefully it provides exposure to the balanced set of opinions we weren't privy to in the days after the 'diesel' hit the fan...



Tim Kiek, IMI Magazine Editor

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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.

YOUR VIEW



INDUSTRY EVENTS

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

November 3-4

ADVANCED ENGINEERING UK 2015

NEC, Birmingham



VISIT THE IMI STAND AT **ESHER HALL, J11**

📅 *November 10-11*

MECHANEX

Sandown Park, Esher



📅 *November 19-21*

THE SKILLS SHOW

NEC, Birmingham



📅 *November 24*

SMT ANNUAL DINNER

Grosvenor House, London



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**Including batteries
& ignition special**
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NEVER STOP DEVELOPING

IMI CEO Steve Nash looks at some of the individual lessons we can learn from the VW emissions scandal.



The recent scandal surrounding the rigging of emissions tests raises some very interesting issues around individual responsibility and culpability and may give rise to some significant changes for managers and leaders in all businesses.

I am not just talking about the departure of VW's CEO, Martin Winterkorn. Whether he did or didn't know about what his engineers did to meet the emission standards, it is accepted that the CEO of a major corporation is ultimately responsible and will invariably fall on their sword in response to a major corporate scandal affecting their company. It goes with the job, as does the risk of prosecution if their company's misconduct is serious enough, and they are rewarded accordingly whilst they are in the job.

What is more concerning is the talk of legal culpability transferring right down through a company to all of those who may be seen to have been involved in the decision chain that led to corporate misconduct – either by direct action or, perhaps, by failing to ask pertinent questions, such as how VW's engineers achieved the emission standard at little or no cost when they had originally stated it would cost at least €300 per car (only to be told by the corporate finance people that they had to find a cheaper solution)!

The point is that management and leadership comes with a great deal of responsibility these days and that responsibility is growing. So it's no

longer sufficient to simply promote someone because they are better at doing their job than their peers and then let them get on with it. However worthy a candidate someone is for a senior position, it is untenable to expect them to undertake such a role without sufficient training and without continuous professional development (CPD). This is why IMI developed management accreditation, based on a very well researched set of competencies that are relevant to managers and leaders in any business. It is also why we encourage our members to undertake CPD.

Traditionally individuals working in automotive retail undertake progressively less personal development training as they rise through the ranks, with those leading the business very often undertaking the least of all. A variety of excuses will be given: I have done it all before, there's nothing that's relevant to me, etc. Obviously this is a significant risk, both to their business and, in the new legal environment, to them personally. That is why, as the professional body for the automotive sector, we at the IMI champion continuous professional development and work with a wide variety of employers, at all levels, to help establish standards and accredit training that will not only benefit businesses, but ensure that managers and leaders are fully equipped for the challenges of running a modern business in today's environment.

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IMI MAGAZINE

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DESIGN: www.zedpublishing.co.uk

PRINT: Linney Print

©2013 Institute of the Motor Industry
ISSN: 1742 5204

IMI Magazine is printed on paper taken from sustainable forests. Opinions expressed in articles do not necessarily represent those of the Institute of the Motor Industry. The publishers cannot accept responsibility for

claims made by manufacturers, contributors, advertisers or readers.

Annual subscription (10 issues): UK and Europe £45; overseas surface mail £50; overseas air mail £62. To subscribe call 01992 511521 or visit www.theimi.org.uk



ABC – Members of the Audit Bureau of Circulation. Average Net Circulation 1 July 2013 to 30 June 2014: 13,482



INSTITUTE
OF THE
MOTOR
INDUSTRY



ANALYSIS



ALTERNATIVE POWERTRAINS

AN ELECTRIC UPTAKE

Within the UK's buoyant new car market, the performance of pure electrics and plug-in hybrids is skyrocketing, thanks in large part to the wider choice of models now available ranging from basic city cars to high performance sports cars. According to Go Ultra Low – the jointly funded partnership between government and the motor industry – sales during the January to September period amounted to 20,992 units, an advance of 139% compared with the corresponding period of 2014. At this level the category still accounts for a paltry 1% of the market. But this heady rate of progression, if maintained, would result in a 20% market share in less than four years, equivalent to the present penetration rate in Norway where electric cars enjoy their highest

“More and more consumers are likely to be won over by forthcoming technological leaps along with a more widespread recharging infrastructure.”

acceptance among European consumers.

More realistically, Go Ultra Low envisages a 5% share by 2020 which equates to sales of more than 100,000 units. On present evidence this seems easily achievable given the blizzard of electric and plug-in hybrid models which are scheduled to be launched during the next few years by every major car producer. More and more consumers are likely to be won over by forthcoming technological leaps along with a more widespread recharging infrastructure. It's possible also that the recent rumpus concerning the impact on air quality of diesel emissions, kindled by the Volkswagen scandal, will act as a fillip.

The biggest impediment in the UK to a widespread embrace of pure electrics and plug-in hybrids on the part of consumers is likely to be worries over the security of electricity supply. The gap between generating capacity and demand is narrowing to an alarming extent with the closure of some coal-fired power stations, and experts are warning of a crunch as soon as the end of next year when power outages may become inevitable.

TELEMATICS

WHO YOU GONNA CALL?

The continuing brawl for servicing and repair work, between vehicle manufacturers and their franchised dealers in one corner and the independent aftermarket in the other, is set to become more rancorous. This follows the EU's decision to make the eCall automated electronic emergency system a mandatory fitting on all new cars in Europe from 2018.

The independent aftermarket deduces that vehicle manufacturers will configure the in-vehicle telemetry systems required by eCall for their own commercial purposes, including access to on-board diagnostics and predictive maintenance schedules. Clearly the independent sector would be seriously disadvantaged in the absence of access to this data and information.

Even with access, though, there is still a perceived threat in the event that all data and information is routed through vehicle manufacturers' servers, thereby facilitating a monitoring and intelligence gathering of the independent aftermarket's activities. By providing real time information this could enable vehicle manufacturers to respond quickly by adapting their own aftermarket offerings and hence compete more effectively. Instead, the independent sector is supporting the development of a standardised telemetry platform which would permit on-board data to be transmitted directly and independently to their own servers.

APPRENTICES

A WAGE TO ATTRACT TALENT?

Apprentices in the motor industry are forecast to be at least £1,000 a year better off as a consequence of proposed changes to the national minimum wage. This will surely lead to a plentiful supply of high quality applicants, thereby safeguarding the skills necessary to secure the UK's

400,000

cars were scrapped in the 2009-10 scrappage scheme

VEHICLE MANUFACTURER

SCRAPPING FOR BUSINESS

Vauxhall's rivals in the UK car market will be keeping a close watch on the marque's performance during the next few months to determine the extent to which its 'Scrappage Allowance' scheme is providing a boost to sales. Introduced in October, and similar to the government-backed programme which operated during 2009-10, Vauxhall's dealers are offering customers a £2,000 trade-in for any 'old banger' when buying a new car. Added potency stems from still permitting scrappage allowance customers to benefit from other available incentives such as finance and free insurance offers.

There can be little doubt over the effectiveness of scrappage schemes in reviving flagging demand. Around 400,000 cars were scrapped as a result of the earlier UK initiative, thereby providing a much needed stimulus to a market badly affected by the economic recession which followed the 2007-08 financial crisis. More recently, scrappage schemes in other markets have been instrumental in reinforcing sales momentum for example in Spain where sales are more than 20% ahead so far this year and are forecast to breach the 1mn marker for the complete year for the first time since 2008.

In implementing its own scheme Vauxhall will be hoping to thwart a further erosion in its market share which has declined to 10.1% during the first nine months of the year compared with 10.7% during the same period of 2014. Appealing to younger buyers looking to trade-up from their first car to something affordable and more desirable will be a key target, with the additional aim of instilling long term brand loyalty.



TESLA

EXPANDING AMBITIONS

Evidence of Tesla's steady and successful evolution from low volume to mass market electric car producer mounts daily. The launch of the Model X all-electric SUV at the end of September represents a significant step in the company's development through entry into another model segment with the potential for a substantial output boost. Production during the current year is forecast at 55,000 units, increasing to around 100,000 next year. If the company's plans are fulfilled, Tesla will launch Model 3 (a smaller version of Model S and competitor to the likes of BMW's 3 Series and Jaguar XE models) in mid-2017 and ramp up annual output to 500,000 cars by 2020.

A crucial phase in Tesla's development is the establishment of a presence in Europe. The company's first European assembly facility began operations in the

Netherlands in September and plans have been announced for a UK-based research centre. Although not a common sight on the country's roads, the marque is becoming increasingly evident in the UK marketplace and is set to secure greater exposure following the decision to open a showroom in London's Oxford Street.

There's still some way to go and several pitfalls to negotiate, but Tesla is transforming from quirky Californian start-up to mainstream global producer. The company's brilliance has been to develop and produce a range of electrics which look like conventional cars with desirable attributes as opposed to unappealing oddities. Nowhere is this more apparent than in Model X which has won universal praise from the motoring media for a wide range of qualities including: good design, stunning performance and impeccable safety credentials.

increasingly prominent role in the global automotive sector. The hope and expectation is that some young people who start out as apprentices will go further than NVQ qualifications, proceeding to degree level and eventually become the motor industry's future leaders.

Fears that these higher wage costs would cause companies to review the extent of their apprentice intake – and jeopardise the government's target of generating 3mn apprenticeships during the next five years – seem likely to be

defused by Chancellor of the Exchequer George Osborne's decision to require all large companies to pay a levy to finance the apprenticeship system. Details concerning the amounts payable and what constitutes a large company will be announced in the November spending review.

Meanwhile, trade associations and individual companies are anxious that quantity does not compromise quality. There's increasing criticism that many of the 2.3mn apprenticeships created over the past five years have offered

little more than work experience rather than providing the foundations for learning skills. In the case of the motor industry, higher wages, along with the prospect of a satisfying career in a dynamic and alluring sector should be sufficient to attract the best young talent and meet the challenges of managing the increasingly complex technologies which will feature in future products.





INDUSTRY ROUND-UP



TRAINING

ON THE ROAD

Schaeffler is taking to the road with a brand-new fleet of 'Technical & Customer Support' vehicles.

The company, renowned for its technical training expertise, has introduced three REXPART branded vehicles which will enable trainers to give hands-on professional support to technicians at trade shows and distributor customers' premises.

Each van started its life as a high roof long wheel base Volkswagen Crafter, but have been heavily adapted to include a customised workshop style interior and a roof mounted race paddock style awning that can be quickly erected to provide a 9m² product display and training environment.

Nigel Morgan, Managing Director, Schaeffler Automotive Aftermarket (UK) Ltd, believes the vans will prove very successful. He said: "We have put a lot of thought, effort and capital into putting this fleet on the road. Each van is not just a way of shipping stuff about but essentially a mobile training academy in its own right, so they can be put to a wide variety of uses based on what our customers want to see at their event."

"I am very excited about the prospect of being able to deliver even more high quality, professional standard training to both our customers and independent workshops around the country."

FINANCE

YOU'VE BEEN WARNED

iVendi is warning more customer choice could be needed when it comes to point-of-sale finance. Company CEO James Tew said: "The FCA's actions on GAP were designed to tackle a perceived lack of customer choice. What would happen if the same approach was applied to point of sale motor finance?"

"The fact is that most dealers currently offer only a very limited choice, some simply sticking with one product from one lender. If we are to head off any potential FCA intervention, we need to start offering more."

"In our view, dealers need to ensure that there are genuine options for car buyers, with different types of products and also different interest rates providing for those with different risk appetites."

LEASING

INCREASED SCOPE FOR VANARAMA

Best known for leasing vans-to-trade (and its irritating advert) Vanarama is launching Vanarama Cars to take advantage of the booming personal and business leasing sector. As the majority of new car drivers now choose to lease their car in much the same way as they do their mobile phone, making sure they have the most up-to-date and reliable technology available, the demand for leasing continues to grow. Vanarama Cars will use the huge buying power it already has with the major manufacturers to source cars from all the top marques, selling via its website www.vanarama.co.uk/cars

AFTERMARKET

SOUNDS LIKE A PLAN

Autodata has further enhanced its decades of support for colleges and training establishments with a new subscription plan, designed to give every student the opportunity to access affordable technical information as part of their education.

The company has supported the education sector for over 25 years, dating back to the

provision of paper-based manuals right through to the sophisticated online systems of today. The programme has expanded considerably in recent years and this latest initiative widens the range of centres that can benefit and utilise Autodata as part of their teaching.

The new plan is offering qualified and accredited centres

full access to their premium 'Diagnostic & Repair' subscription on a 30-user licence for the significantly reduced annual cost of a standard 1-user licence.

Rod Williams, Autodata Chief Executive, said: "A large amount of technicians currently working in the UK will have grown up using Autodata throughout their education and we feel a responsibility to ensure this continues into the future."

"Learning about the importance of using accurate and



up-to-date technical information is vital for any student heading into the industry and this package makes it feasible for education providers to incorporate Autodata as part of their programmes."

For more information visit www.autodata-group.com/uk/education

USED CARS

PRE-REG IMPACT ABSORBED BY DEMAND

The recently growing use of pre-registrations has yet to feed any significant impact into auction values or volumes. It seems that a combination of self-generated franchise dealer activity has been

able to absorb the growing number of nearly new vehicles as manufacturers and dealers seek to achieve ambitious volume targets. This is the conclusion from NAMA as it assesses the latest auction sales data.

Paul Hill, NAMA's Chairman said: "It seems that for now franchised dealers have been able to absorb the increasing volumes of pre-registered stock

that we understand are a growing feature of the market. With retail sales growth for new cars at a little over 3%, it seems likely that dealers are successfully retailing used stock, potentially helped by the availability and price of finance. The demand from consumers is there and the value proposition of a pre-registered car with low rate finance is a compelling one."

IN BRIEF

► **Traka Automotive** has seen rapid acceleration in demand for its systems since its parent company Assa Abloy bought eTag to create Traka Automotive late last year. Traka Automotive brings together market leading key management hardware from Traka with software from eTag designed to enable dealers to track and report on car key movements and locations.

► **Pendragon PLC** has been awarded the Investors in People standard for the seventeenth year, recognising its ongoing commitment to providing a great experience to members of its team and customers alike.

► **Auto Windscreens** (part of the Markerstudy Group of Companies) has confirmed that the deal to purchase AA AutoWindscreens has completed. With no time to lose to ensure the full integration of 200 staff and technicians, this is cited as a phenomenally successful exercise in communication and collaboration by the Sunday Times Best Companies Top 100 listed organisation.

► Long-standing automotive learning and development agency **RTS Group** has changed hands in a management buy-out. Managing Director Malcolm Miller, along with fellow directors John Brannigan, Alison Noble, Kat Searle and Jess Starley have bought the Chippenham-based business from founder and chairman Richard Wells. They plan to grow the company, including relocating it to larger offices within the town by the end of this year.

DISTRIBUTOR

HEAVEN IN A PAGE

Leading autoparts and workshop equipment distributor, Andrew Page, has declared its financial year ending 30th September 2015 as its best yet, following record revenues and investment, a major industry award, and a commitment to further expansion in 2016.

"This is another year in which Andrew Page has experienced significant growth," explained

Mark Saunders, Andrew Page Chief Executive. "Everyone in the company should feel immensely proud of the hard work and dedication that have enabled this success."

An investment of over £8m in the business has been a key focus for Andrew Page in 2015, this has resulted in a new mezzanine floor and huge stock injection into Markham Vale, an upgrade to the fleet with 500 new delivery vans and significant investment in an enhanced digital telephone system.

APPOINTMENTS

► **Sean Eckersley** has joined Jaama's major account management team, while the company has also recruited Roy Baynham as a business development co-ordinator, with his focus on booking appointments with potential customers for Key2 – the company's multi award-winning online fleet management solution.



► **Peter Lake** has become a new member of the Board of Management of the ZF Group. He is also responsible for Corporate Market after being handed the portfolio by CEO Dr. Stefan Sommer.

► Automotive video expert CitNOW has strengthened its senior management team by hiring bodyshop and repair industry pioneer **Mike Monaghan** as Channel Development Manager to support the company's growth in the insurance claim and accident repair sectors.



DEALER

STRATSTONE SITE RELOCATION

Stratstone is pleased to announce the launch of its new, relocated BMW and MINI Leeds retail centres which open to customers today with enhanced facilities.

Located on Gelderd Road, the new sites are in a prime, convenient location and easily accessible at the junction with the ring road.

Trevor Fussey, National Franchise Director for Stratstone said: "The new site has been a year in the making and we are delighted to open our doors to the public. The location provides a fantastic experience for our customers, allowing us to showcase a wider choice of new and used cars. We look forward to welcoming familiar and new faces to take a look around."





COMMERCIAL VEHICLES



FORD'S COMMERCIAL SUCCESS

Looking at how Ford has maintained the success of the Transit over the years.

September's registrations data shows that Ford is having a good year for light CV sales in 2015, which won't come as much of a surprise to the industry since Ford has been the light CV market leader for the past 49 years. Ford sold 80,833 light CVs in 2015 to the end of September, an increase of 23.6 per cent over the same period in 2014. 65-plate registrations in September helped Ford to break the record it set in March for the highest monthly sales of light CVs. The company registered 16,526 light CVs in September, topping the March

record of 16,497 – and also showing an increase of 19.4 per cent compared with September 2014.

Ford's run of light CV success began with the launch of the Ford Transit 50 years ago. The van made the semi-forward control layout introduced by the Bedford CA 13 years earlier the popular choice for van buyers, improving the all-important cross-cab access for van drivers by moving the engine forward into a separate compartment away from the interior, a formula that every successful large van has followed since.

"Our commercial vehicle

"Ford's run of light CV success began with the launch of the Ford Transit 50 years ago"

performance this year has been exceptional," Andy Barratt, Chairman and Managing Director of Ford of Britain proffered at the recent Frankfurt Show, where the company unveiled the revised Ranger pickup, "we are seeing a real change in demand.

"All vans are heavily specified – it's not unusual to have air conditioning or satellite navigation and more and more, we're seeing driver panels involved in the selection of commercial vehicles and a number of fleets doing a longer-term test, maybe up to three months, to gather real-world fuel economy on back-to-back testing.



19.2%

growth in CV registrations
in first 9 months of this
year compared to last

“Our biggest challenge is managing an order bank of commercial vehicles where historically we have always satisfied customers from existing supplies. Demand is outstripping supply at the moment and we are managing that incredibly well where we can. But you don’t stay that strong without investment.”

SERVICE NIGHT AND DAY

Ford launched Transit 24 in April this year, designed to keep Transits on the road 24 hours a day by offering extended opening hours at Ford’s Transit Centre dealers, easily booked while-you-wait servicing and priority treatment for urgent repairs in the Transit Centre network workshops. Late night servicing on Thursdays means that Transit drivers can drop off a vehicle by 4.00pm and collect it on Friday at 10.00am. Options include online service booking, vehicle collection and delivery – and there is free wi-fi in waiting areas.

Ford’s latest initiative is to launch commercial vehicle mobile servicing. “We’re rolling out fully equipped 2-tonne Transits with technicians,” Barratt explains. “We will have a network of people throughout the country who can then go out and maintain an individual vehicle whether it’s at a depot, the place of work, on a building site, or at the driver’s home.”

Barratt clearly feels there is a demand for mobile servicing. “There are a number of fleets with their own workshops and they may need supplementary help. There are a lot of people that may be involved in construction who want servicing to take place while the vehicle is not active, but is parked at a site, bearing in mind that in a lot of trades all the tools and equipment are on the van so they can’t be separated for any time from it.

“Clearly we would do overnight or early morning servicing, but to service the vehicle while the operator is actually working is utopian, so we are going to continue to develop that. We’ve started to roll it out now and we’ve got a demonstration vehicle touring the country at the moment.”

INNOVATION

Barratt says these are exciting times and while product is a big factor in this for Ford’s commercial vehicle range, he also sees innovation playing an important role. Products such as Ford’s telematics package is generating demand and providing vehicle operators with useful data.

Leasing has come to play an important part in van business particularly for larger vans like the 2-Tonne Transit. Barratt explains: “We have a Ford Lease option that we sell through all 100 of our Transit centres, which is a partnership between Ford Credit and ALD. That’s seen phenomenal growth in the last two years and we continue to promote Ford lease in every one of our dealerships.

“Outside that, there is growth of flexi-rent still, which offers a flexible option for most people. That flexi-rent really runs through every category of commercial vehicle, so it just gives that reassurance.

“We continue to look at the best ways to operate a Ford vehicle. We constantly benchmark lease rates and ease of access and we are determined to be as vibrant in the commercial vehicle space as we are in cars.”

Like many of its competitors, Ford offers petrol-powered derivatives of its smaller vans. While this may be in part to satisfy demand for some LPG conversions, some of it may also be to satisfy demand from low mileage users who may otherwise experience problems with diesel particulate filter regeneration. “It’s all around usage,” commented Barratt. “Commercial vehicles remain primarily diesel, so there’s a modest uptake on petrol and it remains an option for those who want it, where it wasn’t available before. If you’re not doing a high mileage and you’re a small local business, petrol may be the best option in terms of your cost of ownership equation and our objective is to remain as flexible for the end user as possible. We never expected to have huge take-up, but we wanted customers to have the choice.

IN BRIEF

► **A Renault Traffic powered by the Energy dCi 120 1.6-litre twin-turbo diesel engine was the best performing light CV at the recent MPG Marathon.** Driven by Van Fleet World editor Dan Gilkes, the van averaged 57.65mpg over 403 miles, giving a 20.3 per cent improvement over the official combined fuel consumption figure of 47.9mpg.

► **Overall commercial vehicle registrations grew by 19.2 per cent to 321,302 in the first nine months of 2015, compared to the same period last year.** Light CV registrations grew by 17.4 per cent to 284,161, while truck registrations climbed 35.6 per cent to 37,141. DAF Trucks leads the heavy truck market with 8,037 registrations, 26.1 per cent up on the same period in 2014.

► **Wrightbus and Volvo have secured an order to supply 38 hybrid double-deck buses to Go Ahead London.** The buses are based on a Volvo B5LH hybrid chassis with Wrightbus Gemini 3 bodywork. The bus is claimed to reduce fuel consumption and CO2 emissions by 39 per cent compared with a diesel powered vehicle.

► **In the year to August, UK CV manufacturing rose 34.1 per cent compared with 2014, while August manufacturing was 70.3 per cent up on August 2014.** 31,496 of the vehicles built are for the home market with 30,099 being exported.

► **Nationwide food distributor JJ Food Service has specified the 7.5-tonne GVW Isuzu Forward N75.190 to join its 140-strong fleet.** The vehicles are fitted with Isuzu Truck’s Easyshift automated transmission and Solomon’s dual compartment refrigerated body with a moveable bulkhead. Carrier Transicold Xarios refrigeration equipment is used for all the vehicles.





MOTORCYCLES



THE SALES AND MARKETING ILLUSION

An anecdote reveals why a slick sales patter can sadly sometimes trump solid service in the eyes of the credulous customer.

The trade itself is often the best source of information and stories, especially when you get down to grass roots level with those who just 'tell it how it is'. So, there I was drinking coffee in a well-known family dealer who has a good reputation for service and is very customer-friendly. My friend excused himself and went to make sure the handover of a new machine was going according to plan as the purchaser (a regular) was one who wanted to get the maximum out of every deal, asking for various items to be thrown in. Having sent the customer away reasonably happy, he went on to tell the story of how the customer had been in and out of the shop on a daily basis for over two weeks before finally signing up for what on the face of things seemed to be the deal of the century; yet the customer still wanted more!

A DISAPPOINTING DEFECTION

By now my friend was in full flight about customers and the lengths you have to go to keep them coming back. He was in 'unloading mood' and went onto to tell me the story of a regular for over ten years who had suddenly defected to a rival brand.

In this case the customer was a high mileage touring rider who was averaging 75,000 miles over a two year period before trading in for a new model. During this time he regularly had the bike, a Japanese sports tourer, serviced at my friend's dealership. He then traded it in for the latest version of the machine and repeated the process, regularly appearing for accessories and clothing in between services. Despite the fact my friend keeps meticulous records to regularly update his customers on missed deals, the fact that this particular customer had not re-appeared at the end of two years to

part exchange the bike for a new machine had slipped his attention.

Some six months later the customer suddenly appeared in the shop with a new BMW parked outside. The usual cup of coffee was offered and gentle quizzing of the customer began. It transpired the rider had wandered into the BMW dealership for a look and was persuaded to make the change to the German marque with the promise of a very good part exchange deal with a few extras thrown in – normal sales techniques really so no real surprise there.

However, when the nature of the deal came out it seems that the trade in was much less than he would have got through my friend and the price of the machine the customer bought was several thousand pounds more than a new version of his regular mount. Yet the customer was adamant it was good deal as the suited and booted salesman had promised a superb back-up service involving loan bikes during servicing amongst other things and he had ended up getting a free bike out of the dealer!

The last statement obviously caused an eyebrow to be raised and needed more questions to be asked. Apparently the salesman had lived up to his promise and delivered in every respect because the bike had been off

"The trade itself is often the best source of information and stories, especially when you get down to grass roots level"

2.8 billion

miles covered
in 2014 by show
motorcycles

the road nearly half a dozen times in the first six months with various recalls and faults resulting in numerous loan bikes being given.

It had got so bad that he had been a loaned bike for six weeks on which he had covered nearly 3,000 miles on before they finally admitted that there was little that could be done with his bike other than to offer him a brand new one. The customer proudly pointed to the model outside and said he couldn't fault the service the other dealer was giving him by doing that.

More careful questioning elicited that what had actually happened was that the dealer had given him the book value of his original purchase based on the relatively high mileage covered in the time it had been on the road. He had then deducted this from the price of the new bike and the customer had stumped up the difference, several thousand pound in fact.

NOTHING'S FOR FREE

Despite my friend's protestations that it was not a free replacement the customer (who was a successful (!) businessman) would not accept that he had actually paid for the new bike, he was convinced it was all part of the exceptional service he was getting.

Somewhat exasperated my friend asked whether the customer felt he had not got good service at his dealership. "No it is good, but not in the same league as I am getting now."

So the obvious question was along the lines of how many of the five bikes he had bought from them had ever broken down or needed anything other than regular servicing and associated items like tyres. "Well none!" came the reply while also admitting he had never needed a loan bike because the servicing was normally done while he waited!

My friend was diplomatic in trying to point out that in reality the customer was actually getting the better deal with him, but the customer was adamant that the best deal was coming from elsewhere because of the service levels offered.

As my friend concluded, there are some deals you will never win thanks to clever sales and marketing – and customer stupidity!



The Mooof is on fire

No not a spelling mistake, but a European brand which has been a leading supplier of scooters and commuter machines in the Benelux countries for over seven years. In particular, Moof's Neco scooter brand has become something of a must-have fashion accessory.

Now Moof has introduced a new motorcycle brand: Bullit Motorcycles. The two launch models are commuter-friendly

125cc machines (pictured), but a 300cc and 500cc café racer models are already under development with a view to taking the Bullit range into new market sectors.

Both the Neco and Bullit ranges offer a 24 month guarantee and the UK operation will be handled by Henry Maplethorpe, who will be in charge of setting up and maintaining a UK dealer network.



EXHAUSTING TASK

As manufacturers struggle to confirm to ever-tightening emissions regulations, we could see them combining the exhaust system into the swinging arm to save weight. With Euro 4 emissions laws coming into full effect by the start of 2017, new bikes are likely to need more complicated exhaust systems resulting in greater weight. The solution is to use the swinging arm – as a recent patent by Honda shows – with the arm being used as the silencer. BMW has already patented a similar design and Erik Buell also filed a patent as far back as 2009. With manufacturers being required to meet the very strict Euro 5 regulations by January 1, 2021 they will need to come up with solutions to keep the weight down as well as emissions low, so this could be one option.

In Brief

► **Triumph motorcycles** has been hit with a \$2.9million penalty for failing to meet Safety Act reporting requirements by National Highway Traffic Safety Administration in the US. The problem relates to a recall which took place in the UK 15 months before it launched a US recall for the same fault on the Street Triple.

► As predicted here the tie-up between **MV Agusta** and Mercedes-AMG saw the unveiling of a 'show bike' at the recent Frankfurt Motor Show. The MV Agusta F3 800 was painted in the exclusive colour 'AMG solar beam' with black wheels, along with black highlights and the AMG logo on the sides of the trim.

► In the USA electric bike company **Mission Motorcycles** based in San Francisco intends to file for Chapter 7 bankruptcy. The main problem has been the loss of the powertrains manufactured by Mission Motors which is no longer trading!

► As one might have expected given their joint ownership, **Ducati Motor Holding** has changed its importer into China and will now be using Audi China to help increase its dealer network in 2016. Ducati already has a production plant in Thailand, which assembles motorcycles for the Asian market.

LEGAL LINK

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



QUESTION

A few of my staff have reported their colleague smelling of alcohol at work and slurring his words when he is speaking to customers on the telephone. He is currently off work and his sick note says that he is suffering from stress. Can I take steps to dismiss him?

If suspected alcohol abuse is affecting the employee's performance then you should investigate further and decide whether to initiate disciplinary or capability procedures.

The fact your employee is signed off work due to stress does raise a couple of issues. You need to be wary that your employee's behaviour may be a symptom of an underlying medical condition such as depression. If your employee has two years' service he may bring an unfair dismissal claim, but you should note that there is no qualifying period for a disability discrimination claim. Obtaining a medical report on your employee could help to establish whether he has a disability or not or whether there is an underlying condition.

The fact your employee is potentially disabled does not necessarily mean that you cannot apply your capability procedure to him, but you will need to consider whether reasonable

adjustments should be made. Alcoholism in itself cannot amount to a disability, but other linked conditions, such as depression, sometimes can.

Procedural fairness is an important requirement of a fair dismissal. You may be able to dismiss your employee on grounds of misconduct or capability, but before going down that route you need to make sure you have thoroughly investigated his colleagues' suspicions, gathered information about the employee's illness, and whether alcohol is impacting on his performance at work.

HELPLINE

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BENEFIT

DEALER SALES



Glenn Thompson looks at how sales people can convert a phone call into a showroom visit.

PHONE SHARKS

Lately I have been listening to incoming sales calls, both mystery shop and real calls. Many of those calls end with statements from the customer along the lines of: "I will give you a call back if I am interested".

This leaves me slightly confused as surely they are interested, why else would they have called? On analysing these calls often the customer's initial enquiry is of a common theme, something that would have been included on the internet about the car such as: how many owners, what's the mileage, what's the specification?

Given the customer has already read this information the questions must actually hide a deeper, underlying one. It would seem to me that the question the customer is actually asking is more like: "Are you the one to help me?"

If we can understand this element, then perhaps we can work out a better call handling structure than the so often utilised 'winging it' approach. Our structure must understand and demonstrate the primary goal of receiving that call – driving the showroom appointment.

Clearly the question asked by the customer must not be avoided, even if of a more tricky nature such as: "What's your best price?" or: "What would you give me for mine?" If we avoid the customer's question, we cannot build trust.

The challenge is to find a way of engaging the customer: using their question to demonstrate our desire to help, whilst driving that showroom appointment as a logical outcome to the enquiry and thus the call.

Next month we will look at some tools that can help to achieve the showroom appointment.

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MY IMI

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

A CHANGING LANDSCAPE

Philip Harmer looks at the shifting parameters of employment law in the UK and what they mean for employers and employees alike.



The government has announced the implementation of the new National Living Wage (NLW) for workers aged 25 or over, from April 2016, in response to the divergence between the minimum wage and the real cost of living.

Predictably, the announcement, which will see the minimum wage topped up to £7.20 an hour for workers 25 years old and over and then reach £9 an hour by 2020, has received criticism from industry and pressure groups alike.

While the new law falls short of the current cost of living at £7.85 an hour and £9.15 in London, the NLW does reduce the deficit by half, and of course is a minimum legal threshold and not a ceiling.

Furthermore, dissenters suggest that it will encourage discrimination, with employers hiring those under 25 to avoid the top up; and with 'wage age' differentiation currently permitted under an exception to the Equality Act, it is feared discrimination will only increase.

More positively, it is believed the measure will increase productivity due to a reduction in absences. There is also a reduction in the corporate tax rate from 20% to 18% over the next five years and an increase in Employment Allowance from £2000 to £3000.

Businesses failing to comply with the new law and the minimum wage will be subject to penalties to a maximum of £20,000 for each person paid below the statutory minimums; though the current regime has been a toothless tiger with regards to criminal prosecutions.

To simplify the process, HMRC will



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also be the prosecuting authority for pursuing criminal sanctions for non-compliance, with guilty verdicts carrying the possibility of director disqualification for up to 15 years.

GENDER TRANSPARENCY

Adding to the woes of employers is the implementation of the mandatory gender pay gap reporting which, based on the current trajectory, will be implemented next March. This will require private sector firms with 250 or more employees to publish the difference between the average pay of their male and female employees.

It is also considered likely that there may be a requirement to provide information which is broken down by grade or job role and possibly to highlight particular factors such as commission, incentives and bonuses.

By taking the opportunity to actively measure pay discrepancies and implement initiatives to eliminate them by creating a more defined, perhaps graded staff structure, businesses mitigate the litigation risk and encourage ambition and productivity.

As a result, businesses likely to be affected would be best advised to start looking at the gender pay gap structure sooner rather than later, bearing in mind that any documents and emails

will be disclosable in any future related Tribunal proceedings, unless such they attract legal privilege.

Yet with UNISON losing three applications for judicial review of tribunal fees, allied to a further decline in claims compared to previous years, businesses may feel that the chances of proceedings against them are unlikely.

TRADE NOT IN HEAVEN

Perhaps the notions of equality and liberty are somewhat stretched when it comes to collective action with the proposed Trade Union Bill, which will and is intended to curtail Unions' power to strike.

Currently a Union can take strike action, providing they do so within four weeks of getting the vote, regardless of the level of the turnout – which in some cases has been as low as 20%. The Bill requires at least 50% of members to vote in a ballot before it can be carried (40% of members in public services), with at least 40% voting in favour of a stoppage for it to be legal.

From this standpoint and adopting a utilitarian approach, it could be argued that the Bill will encourage greater solidarity and is demonstrative of a proportional representation, advocated as being in the interests of democracy.

“...businesses likely to be affected would be best advised to start looking at the gender pay gap structure sooner rather than later”



MEMBER

SALLY SAYS

IMI Head of Human Resources Sally Anne Hodder analyses employment issues and offers advice to members on her blog Sally Says www.theimi.org.uk/sally-says





Hot PROPERTY

Daniel Cook looks at how the property market is affecting manufacturer and dealer strategy.

The car dealership property market has experienced significant growth in recent years, driven by manufacturers demanding dealers upgrade their facilities following years of patience, and we see no signs of this abating. Demand for suitable property assets is far outstripping supply, particularly in London and the South East. Despite the buoyancy of the market there are some key issues that dealers, landlords and investors alike need to bear in mind as the automotive sector continues to evolve and respond to the pressures currently facing all dealers:

MANUFACTURER PRESSURE

Manufacturers, particularly those at the higher end of the market, are increasingly demanding that their dealerships offer high specification facilities that can accommodate ever-expanding product ranges. It is clear, even to the casual observer, that competition amongst automotive manufacturers has become particularly intense in recent years, resulting in manufacturers offering more impressive selections to gain the upper hand. This rivalry is now trickling down to the frontline of car sales: the dealerships. Dealership groups are therefore increasingly being required to accommodate these bigger and better ranges and, as a



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“...many are finding that their current premises are straining under the pressure from the manufacturers that they stock”

result, many are finding that their current premises are straining under the pressure from the manufacturers that they stock. This has served to force some dealerships to seek out alternative premises – thereby further inflating demand.

INCREASING LAND PRICES

The car dealership property market of course does not exist in isolation and, like all other property sectors, it remains exposed to rising land values. We see the main barrier for dealers being the strong residential market across the UK, but particularly in the South-East. In the majority of cases dealers and manufacturers are ‘priced out’ of the market and in the medium term things are likely to get worse before they improve. The government has set a target of one million new homes by 2020 and in order to achieve this, we believe planning restrictions, particularly on commercial uses, will have to be relaxed, which is very likely to exacerbate the problem for dealers.

THE NON-DEALERS ARE COMING

Even disregarding residential demand, it is not only other car dealerships that are driving up demand for suitable commercial real estate. Discount supermarkets such as Aldi and Lidl, roadside retail developers and even gyms are making it even more difficult

for dealership groups to acquire suitable premises. In the past it was frequently the case that these other players would simply occupy the premises of dealerships once they became vacant. Given the impressive growth these other industries have enjoyed however, businesses from entirely different trades are becoming progressively more bullish in their own pursuit of new premises and now often find themselves in direct competition with car dealership groups.

BEYOND THE FORECOURT

Interestingly, as well as driving up prices, and by extension returns for investors, these developments in the market have also led many to be innovative with the methods they employ in an attempt to reach new customers. Manufacturers such as Tesla have recently attempted to stand out from the crowd by trying out pop-up stores – mobile stores housed in two shipping containers that take just a few hours to set up – to reach a larger range of customers and achieve greater sales. Similar enterprises have been adopted by Mercedes-Benz at the Bullring in Birmingham and Infiniti and Audi at Westfield in Stratford. Another fascinating initiative has been implemented by the South Korean car maker Hyundai, which has pioneered

a new way of selling cars that bypasses salesmen by encouraging deals online and displaying select models in a retail unit at Bluewater in Kent. As the 'internet of things' continues apace, we may see further successes in the digital sphere like this in due course.

INVESTORS PREPARE

These innovations in the car dealership sector point towards increasing polarisation in the market. Whilst it is true that many new and established players are increasingly looking towards innovative solutions to the problems associated with traditional forecourt-based dealerships, many others are investing significant amounts of capital into bigger and better facilities: BMW sites in Leeds and Cheltenham being only two examples of numerous new developments and we are aware of

dozens more. This level of investment in dealership facilities does not appear to be subsiding any time in the foreseeable future. Current demand for dealership property is at a level not seen since before the crash in 2008 and, with new car sales seeing continuous growth over the past three and a half years to Autumn 2015, the market is likely to remain both dynamic, and attractive, well into 2016.

FINAL THOUGHT

It remains to be seen what impact the VW Emissions crisis will have on the property market, but it is possible that a sudden influx of aftersales work could be a 'silver lining' for dealers. The short term effect on the popularity and strength of the VW Group brand on car sales will be known relatively quickly, but the effect on the property market may take longer to evaluate.

Editor says

As alluded to in Daniel's excellent article, manufacturers and dealers are facing two competing realities: the increase in demand for cars and subsequent increase in the number of cars to sell; and the insatiable widespread private and commercial demand for property. There can be no harmonious confluence – something has to give – and the concessions ultimately have to come from the vehicle manufacturers. Models such as Tesla's and Hyundai's should be seen as the rightful progression. With augmented reality providing something nearly as experiential as physical contact, it is possible to showcase an entire range in fairly limited confines. The real issue will come with the exponential increases in unsold used cars that we seem bound to see in an era when finance deals make it easier to keep on getting a new car than a used. Whilst used car sales are currently solid, a decline is inevitable and where dealers will find space for these is anyone's guess...

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THE MISSING PIECE

Steven Casey advises on the steps you can take to make recruiting the person that will complete your team that much easier.

A common challenge most managers face in their working career is to source that elusive missing piece, the person who will complete their team.

They've got two or three, maybe more, team members already, who all work well together. But the last person they are seeking has to not only be able to carry out their role, they have to complement the others. And the more people there are in a team, the more people that last piece of the jigsaw has to complement.

This scenario is frequent, and the outcome is invariably the same: the person who is recruited fits the 'must be able to do' list of the job spec, but little or no consideration is given to how their personality will fit in with the team's. At best the team may have met them at interview stage; at worse, the new recruit walks in on day one, never having laid eyes on his or her new colleagues before. And the result? If they don't leave within the first few months, it's very likely that another team member – among your valued staff – will.

This elusive missing piece dilemma is a large contributory factor to high staff turnover – it can be as staggering



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as 50% within sales. So it's a wonder why such little focus is applied to hiring the right person, especially when you calculate that it can cost circa £50k to replace a sales executive. Just think how many customers have been lost during the process!

Here's one real-life example of how not to recruit. A dealership was looking for a sales adviser, but hadn't at that point advertised. One Saturday, a job-hunter – who had automotive experience – walked in, on spec, to see if there were any vacancies. He was given the job as the dealer "needed somebody", and started Monday – he had no interview, no reference checks were made and, importantly, no discussions took place with the existing staff. It will be of no surprise to learn he left within two months.

PUT DOWN THE MUD

For too long, managers have been using outdated recruitment methods that result in a mismatch of skills and a conflict of behaviours. Too many just hope that if they throw enough mud something will eventually stick.

So how do managers go about the recruitment process more effectively,

to avoid putting just any Tom, Dick or Harriet into that last role?

Finding the missing piece doesn't need to be complicated, it just takes time to work out what you currently have within your team and what your ideal new recruit would look like.

THE ROUTE TO RECRUIT

Here's a step-by-step guide:



Stage 1

Assess your current team to work out their strengths and weaknesses – and involve them. Discuss with the team where they think the gaps are. Unless the existing team are involved in the recruitment process, the new person is likely to be viewed with suspicion, if not animosity.



Stage 2

Draw up the right person spec. A job spec is not just a checklist of what a person needs to be able to do – Microsoft skills, sales skills etc. – it's about the personality they need to have to complement your team and your business.



**Stage 3**

Advertising – write an advert that centres around the person you need to fill this role, not a full list of duties that you expect them to do when they start. Remember that you are looking for a personality fit more than a skills fit, because skills can be learnt. This approach will also open up the role to a wider audience giving you a higher calibre of candidates.

**Stage 5**

Offering and giving feedback to all candidates is good practice, this allows you to give clear advice and guidance to unsuccessful candidates that could help them in future job searches. Don't forget that you never know when you might see them again, they could indeed end up working with you or even become a customer!

**Stage 6**

Having a clear plan in place to support your new starter is crucial to ensure that they feel welcomed and offer you the greatest return on your investment. It is good to have an overview of what the new starter will need to learn, but remember, everyone is different so spend some time with them on day one and find out what really motivates them, how they like to be managed and their learning styles. Then you can tailor the induction to suit.

“In the interviewing process, involve the team, or other teams if the role involves working with other departments”

**Stage 4**

In the interviewing process, involve the team, or other teams if the role involves working with other departments. There should be no surprises for them on that first day the new person starts. Get them to sit in on an interview or carry out a short task with each candidate. Once all candidates have been seen, sit down in a room and discuss between you and decide on the best one to fit with the team.

THE ANSWER CAN LIE WITHIN

To end on a positive, here's a real-life example of how it should be done. A dealership was looking for a group parts manager and thinking they needed someone experienced decided to advertise. They ran an assessment centre, so all applicants were put through their paces to drill down into who was, or wasn't, suitable. In the end an existing employee – always regarded as a bit of a jack-the-lad – excelled. He was given the promotion and is doing very well – he turned out to be the perfect choice; he is happy and the rest of the team are happy too. Investing a little time and effort into finding the right fit, paid off – job done and job filled!

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THE **EXAGGERATED** DEMISE

Kick-starting IMI Magazine's diesel special, Professor Garel Rhys and co-author, Robin Roberts, editor of WheelsWithinWales, provide a holistic analysis and much needed dose of reality on the VW scandal that became known in common parlance as 'dieseltgate'.

The current furore over diesel has raised a number of issues, not only about the fuel itself, but the way governments have supported it, how car-makers have embraced it and how society has accepted it.

The reality today is that whatever happened from the middle of the first decade of the 21st century until now, it was very much out of sight and out of mind, so long as greenhouse emissions were down and fuel economy was up. What has happened since the middle of September 2015 is a catastrophic mismanagement of the issues it raised and the public relations surrounding them.

But that is not a new phenomenon in automotive history and other car-makers have endured public humiliation and truly massive legal claims over a variety of issues, mostly safety related. Some have handled it better than others.

What possibly sets apart the diesel issue is the fact that this fuel has been with us for a very long time; in other words we have happily lived with it, and in fact it powers a very big percentage of road vehicles and transport on sea and land, provides power generation and is the mainstay of plant equipment in the construction industry.

Much of what we enjoy today, what we do and where we go, the food and other goods we buy, is at some point fuelled by diesel. Indeed, it is claimed 94% of world trade in one way or another is dependent on diesel.

That history is rooted in the commercial sector and vehicles. It was only with the introduction of ever more attractive car diesels in the mid-1980s with direct injection and common rail systems that a long-term growth in the demand for diesel powered cars started in Britain, so in 1990s only 6% of the car market was diesel – but in 2015 it's almost 50%.

"...it is claimed 94% of world trade in one way or another is dependent on diesel"

A GREEN FUEL

It is clear that there are two main emission issues: Toxic and CO₂. When commentators and the general media have been querying how green is your Volkswagen, this is clearly a nonsense question borne of ignorance. The diesel is still as green as ever.

In the UK, by 2005 the diesel figure was almost a third of sales and by the first year of the recession in 2008 this grew to almost 44%. This reflected the greater choice of models; various tax breaks, especially in the company car market; continued improvements in the diesel engines themselves; a greater network of diesel fuel pumps; plus of course the superior thermal efficiency of the diesel engine. By 2015, the diesel car accounted for nearly half of the new car market in the UK (48.5%): much in line with the rest of Europe, where total diesel cars take 53% of the European market.

The current row about diesel has not been reasoned or balanced, but we have seen a succession of popular-media stories often written by those without any engineering or scientific qualifications. It has also moved on from purported issues with Volkswagen to the fuel itself, as well as the EU fuel emissions tests and how comfortably the manufacturers work alongside the so-called 'independent' testers.

It has to be remembered and stressed that the European Commission and member states of the EU have always known about the disconnect between test results and those achieved in operating conditions.

However the 'authorities' have been content to accept the control tests as a form of reality and proof of satisfactory progress. Clearly, this official position is not tenable.

CHANGE MUST COME

There is going to be a big overhaul in the assessment process for 2017 and engineers will overcome the issues raised because diesel is a more efficient fuel than petrol.

For the component suppliers it raises important issues as well. Bosch said it supplied Volkswagen with the software to get their cars under the federal emissions limits and also the

"The current row about diesel has not been reasoned or balanced"

EU efficiency tests, but importantly added that it was fulfilling a contract and it was up to Volkswagen whether or not it activated the software.

It echoes the situation of Takata supplying airbag inflators to car-makers who initially received compensation claims for injuries and deaths.

It does, however, mean that possible new forms of engineering and legal agreements will be required in future when a component is developed for a manufacturer, so the supplier is acknowledged as taking all reasonable steps to ensure the device or system is not only safe and meets design requirements, but will be legally used by the vehicle maker. It might alter the conventional view of tier suppliers. Looking further ahead to the age of the autonomous vehicle this relationship has to be firmly agreed and understood by all parties, including the customer who orders the vehicle and uses it.

Toyota successfully rode out the storm created by multiple recalls associated with the safety of its vehicles, which questioned the very essence of the company whose reputation was based mainly on its superb build quality and the reliability of its products. There was no statistically significant effect on its sales or long term reputation.

Examples from within and outside the motor industry suggests that its probable that the present 'disaster' will not have adverse effects on Volkswagen and its relationship with its customers.

THE FUTURE

As regards the future of the diesel, a number of points emerge:

1. As already indicated the carbon particulates can be burned off so no toxic harm occurs. However, this requires interludes of high speed driving as constant urban driving can damage the filter and the optimum running of the engine. Therefore the filters need to be kept fully operational.
2. Clean 'diesels' using biofuels should be further encouraged. Historically the very first diesels ran on peanut oil. Such fuels considerably reduce the toxic emissions.
3. Devices exist which can reduce NO_x

emissions as indicated above.

Car-makers must sideline their concerns about extra costs and higher prices and install such devices.

4. The timeline for the introduction of low carbon technologies such as batteries, fuel cells and hybrids suggests that post 2025 the use of internal combustion engines in cars could significantly fall. Whilst this is concerned with the reduction in CO₂, the employment of different types of powertrain could reduce both types of emissions.

However it is still expected that the internal combustion engine – perhaps using gas and renewables – will have a major role to play long term. A free gift where emissions are concerned are improvements in driving techniques which commercial vehicle transport shows can reduce emissions by 12-16%.

5. There will be uses where the diesel will reign supreme. The use of cleaner technologies will mean that the diesel will continue to power heavy trucks and indeed a myriad of other applications – and in addition the internal combustion engine will have a long-term future in hybrid solutions.

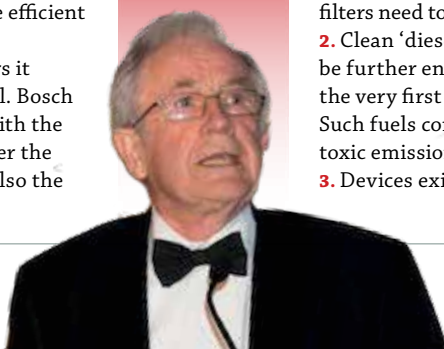
PREMATURE PRONOUNCEMENTS

Consequently, the predicted demise of diesel power, as that of the VW Group, is a major exaggeration and completely premature. After all, the consumer never asked for improved emissions. These were imposed by the 'authorities' who knew better than us what our true interests were. So, if a car does not perform in an area the consumer wasn't worried about in the first place, one must wonder what the effect is when the consumer reads that these emissions controls do not work as well as claimed.

This will be the probable sequence of events facing the VW Group: some short-term pain but no long-term harm. Indeed if the company is perceived as correctly handling the crisis it could even benefit from an enhancement in its reputation for efficiency and public concern.

Part and parcel of this must be a candid and transparent admission of who knew about the problem, with no attempt to put the onus of blame on a few fall guys or dolls.

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Diesel

CAN IT EVER BE CLEAN AGAIN?

Diesel has become an unfortunate talking point – what next for the once-dirty fuel that got clean, only to drop back into the mire? Alex Wells investigates.

As part of an overall strategy to reduce CO₂ output, decisions were made at government level during the last two decades to encourage motorists to switch to diesel vehicles. Vehicle excise duty was weighted in their favour in the UK and a policy of keeping the price of the fuel lower than petrol helped further.

Even in the 1990s diesel engines had 10-20 per cent fuel economy advantage. In addition, the base fuel could be found more readily than petroleum, meaning greater long term security.

There were also two key developments for passenger cars which followed commercial vehicle engine technology – higher direct injection pressures and variable turbine geometry turbochargers. All this gave dirty old diesel a new lease of life, and customers to their surprise found flat torque curves much to their liking. Win-win all round.

Government and industry across the world, particularly in Europe, bet heavily on diesel, and now they have certainly lost a hand. But the game as a whole goes on.



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



THE ROAD OF EXCESS

According to Nick Molden, CEO and founder of vehicle emissions testing specialists Emissions Analytics, the real issues over diesel were missed in the Volkswagen feeding frenzy running since September. “In the early stages it wasn’t really hitting the mark at all because everyone was trying to find the other examples of illegal activity, but that’s not the interesting story.

“In fact I believe it is an isolated incident which has thrown a light on the story which is now coming to the fore, which is about real world nitrogen oxide exceedances in Europe that are perfectly legal.”

“We have tested over 200 diesels in Europe over the last four years and on average they have nitrogen oxide four times higher than the regulated levels. I am not suggesting that four times

over is illegal. So how can it be that it exists legally? That’s where the real question lies.”

INHERENT VICE?

So have we been sold a bad lot on diesel? The rules have tightened steadily from Euro 1 in 1992 through to Euro 6 last year. Maximum permitted nitrogen oxide emissions levels have come down through each generation, and in theory that means emissions fell as a result.

Nick thinks otherwise: “You’re taking the official regulated levels and assuming real world emissions have come down in a similar way. They haven’t. Between Euro 4 and Euro 5 there is data out there that says that real world emissions didn’t fall at all. So even though the regulated levels came down quite substantially, there was no reduction in real-world



emissions. That said, between Euro 5 and Euro 6 figures suggest there was a 50 per cent fall in real world emissions.”

The problem is not the fuel then, and it's not even the engines?

“It's not something inherent about diesel. It's about the way the official test is run. It's a very gentle laboratory cycle and there's lots of loopholes in the regulations which mean that manufacturers can optimise their engine maps and the vehicle conditioning in such a way as to get good laboratory results which then disappear when you drive the car normally.

“A lot of effort went into this optimisation activity as the regulations tightened, which drove a wedge between the official levels and real world levels.

“There's a contrast between Europe and the USA, which tightened its

regulations in the late 00s. In 2008 they tightened the whole system and it was policed and real world levels fell. They really fell. So again it shows that diesels can be clean. It's not easy but it can be done. The nature of the regulations in Europe means that the manufacturers have not had to do it. They have been able to do clever things with engine management software, so they have been able to create the illusion of emissions reductions which often don't translate to the real world. “

LIES, DAMN LIES AND STATISTICS

So once the world's attention moves on from vehicle emission statistics, what will the picture look like for the motor industry?

“I think it will make it more difficult for small diesel cars,” says Nick, “because the additional after-treatment systems that will need to be added will increase the cost of the car and take away the fuel economy benefit: so you may find that people switch back to petrol and to hybrids and away from diesel. At the higher end of the market the higher cost is still going to be outweighed by the fuel economy advantage and indeed the driver experience benefit. People like the way diesel cars drive so I am not expecting to see in the medium term a big impact on the medium to higher end cars.”

EMISSION IMPOSSIBLE?

The recent controversy seemed to appear from nowhere for the general public, but the need to institute a more empirical and representative vehicle emissions testing system was recognised as long ago as the turn of the 21st century.

Andrew Marsh of Auto Industry Insider explains: “Efforts have been underway for more than a decade to produce an emission test that is far more representative of real world driving for Europe as well as the USA, but there is no intended introduction date. Such tests would finally close the loop in a fully balanced approach to tail pipe emissions instead of treating CO₂ as a commodity/tax incentive device.

“Until that happens, along with a

“...between Euro 5 and Euro 6 figures suggest there was a 50 per cent fall in real world emissions”

tightening of the regulatory bodies' ability to inspect the technical content/function of the emission control systems, the whole premise of emission testing is deeply damaged.”

As we have already seen, the USA set very high emission limits for diesel vehicles. “These are so high they are the toughest in the world,” says Andrew, “and had the intention of keeping diesel out of the passenger car market. Undaunted, these standards led manufacturers to employ higher injection pressures, higher combustion temperatures and more nitrogen oxide – hence the addition of urea based AdBlue to add oxygen to the nitrogen oxide to become harmless NO₂.”

THE CAT'S OUT OF THE BAG

Where now for diesel engines then?

“Diesel emission technology peaked at Euro IV, and no one was quite certain how to reach Euro V,” asserts Andrew. “Euro VI was issued late, after a prolonged debate. Possibly the final targets were not firmed up until it was nearly impossible to react.”

Clearly the nitrogen oxide produced will need to be reduced, and be proven to have come down.

According to Andrew, if you push the rhetoric aside, the answers could be quite simple. Well, simple-ish: “To reduce the nitrogen oxide element means recalibration of the fuel map in the engine control module. In addition for vehicles which need supplementary exhaust system treatment, the addition of AdBlue dosing system will be required. Euro V cars will need at least the recalibration update, and the Euro VI cars – depending on the weight of the vehicle – will need the AdBlue system too, the current industry standard solution.

Moving up the system, the catalytic converter also has a role to play, and we may see a move towards hybrids in the longer term if we are to continue to use diesel: “Tail pipe emissions are mainly formed during acceleration and running an engine from cold. The catalytic converter does not start to work until it reaches around 300°C. Tail pipe emission testing for all engine loads would require another test method to be developed. □

COMMENT



Nick Molden
EMISSIONS
ANALYTICS



Andrew Marsh
AUTO INDUSTRY
INSIDER



Matthew
Pestridge
D&D AUTOS



Tony Wilson
KLARIUS EMISSION
CONTROL

“The biggest change to reduce internal combustion engine tail pipe emissions would be to use electric motor power for acceleration. However we need to consider the CO₂/energy impact in producing duplicated systems as an emission offset device.”

The issue of a discrepancy between lab testing and real-world testing may run a little longer though: “An emission test completed in a lab is completely repeatable, but emission testing on public roads is not. To find an answer for this will take longer.”

BIO-CURIOS

Not all diesel is based on oil though. Biodiesel can be synthesised from a number of renewable and recycled sources. Will we see a shift?

“Re-cycled bio-diesel has some issues around lubrication properties for high pressure diesel injection pumps and erosion of the injector tips – typically Euro V and VI engines,” comments Andrew. “The trace elements in biodiesel need to be controlled carefully so that they don’t damage the catalytic converter with prolonged use. Fuel companies have emission tested both types of fuel and are developing future bio-diesel to come with the demands of common rail fuel injection systems for passenger cars with direct injection pressures

of between 1800 and 2500 bar.”

However there is one dark cloud: “It is not used as a reference fuel for either fuel economy or for emission testing.”

GREATER AWARENESS

So are customers reacting? Matthew Pestridge, Workshop Manager at D&D Autos in Ashford, Kent, said: “It is surprising to see a brand like VW suffering an issue like this but, despite all the headlines, we have not had a single call about it. The Toyota accelerator pedal recall shows how these big news stories can go – a year later very few people mention it and used car values don’t seem to have been affected.”

Klarius Emission Control Managing Director Tony Wilson adds: “Aside from the reputational damage for VW, this story has increased public awareness of what were previously considered trade issues. The upside for the aftermarket is that more people are now aware of the ‘type approval’ tests.”

THE END?

So have we seen the end of diesel? Let’s be honest, it’s highly unlikely.

The Diesel Technology Forum is a US-based non-profit organisation dedicated to raising awareness about the diesel engines, fuel and technology. It observed: “Nothing has changed the fact that the diesel engine is the most



“Not all diesel is based on oil though. Biodiesel can be synthesised from a number of renewable and recycled sources”

Real world emissions testing

energy efficient internal combustion engine. It is a proven technology and its unique combination of efficiency, power, reliability, performance, low-emissions and suitability for using renewable fuels ensures a place for diesel technology to help meet the demands of a global economy.

“Vehicle manufacturers and engine makers have invested billions of dollars in research and development to successfully meet the most aggressive emissions standards in the world.

“Finally, it is important to focus forward on the significant accomplishments of an entire industry that developed and refined clean diesel technology to what it is today – a key strategy in achieving current and future energy and climate goals.”



THE CLAIM GAME

Paul Smith explores the legal side of the VW emissions controversy.

Volkswagen has not said much to the 1.2 million UK drivers affected by the emissions scandal about how it proposes to rectify the situation. Recalls will start in early 2016 with loan cars provided to inconvenienced owners. This is the minimum you would expect given the circumstances – what happens beyond this remains to be seen.

Some law firms report hundreds of vehicle owners registering an interest in pursuing claims against VW and should any of these succeed, the floodgates will open.

From an owner's perspective, it is not clear what the current legal basis for any such claims is likely to be, or the nature of any compensatory remedy. To succeed, a breach of a duty must be demonstrated that has resulted in some form of loss.

A typical owner will not have purchased direct from VW, but from a franchise, second-hand dealer or private seller, none of whom are liable for any misrepresentations made by VW about the performance of vehicles. As there is no contractual relationship between VW and the car owners, this will prevent owner claims against VW direct for breach of contract. Significantly, VW has issued statements confirming all vehicles are "safe and roadworthy" which, if correct, would preclude owners from rejecting affected models or claiming damages against franchises or second hand dealers on the basis of quality.



PAUL SMITH, IS A PARTNER AT TAYLOR & EMMET LLP, PROVIDERS OF THE IMI LEGAL LINK

"Any successful claim must demonstrate the purchaser both relied on the statement and has suffered a loss as a result"

A TANGLED WEB WE WEAVE

VW is likely to face accusations of fraudulent misrepresentation or deceit, which in broad terms occurs when a statement of fact is made with the intention to deceive and in the knowledge those facts are false. Any successful claim must demonstrate the purchaser both relied on the statement and has suffered a loss as a result.

The question of reliance is by no means clear cut. Whilst many purchasers will look at MPG and CO₂ ratings, given they have implications on the car's running costs, it may be problematic to argue nitrogen oxide emissions were a key factor in the purchase.

It is equally unclear whether owners will have suffered loss as a consequence of any deceit or a breach of duty. Depreciation in second hand values may be a concern, but will it transpire? Recent history with Toyota and Lexus suggests no significant long term impact following recalls.

In theory, claims may be brought on the basis that goods sold must match their description and owners who paid more for a 'clean diesel' could seek compensation as they do not have the vehicle they thought they were buying. If direct running costs are increased,

this could amount to an actionable loss, but there is currently no suggestion that MPG or CO₂ ratings will be affected. Other potential losses have been suggested, such as higher parking fees based on emissions, but again these remain speculative and relatively minor.

The position may well be different between VW and its franchisees given the direct contractual relationship. If sales are hit hard by the scandal, dealerships could be entitled to significant damages for breaches of their agreements or the duties owed to them generally.

Press coverage of VW's misdemeanours has no doubt damaged the brand, but the uncertainty over the legal basis of claims could mean, ultimately, it is nothing more than a storm in a teacup. Whatever the outcome, the firm is bracing itself for the fallout, reportedly setting aside over £4 billion by way of cover.

To discuss the implications of the VW scandal on your business or for help dealing with customer queries, contact Paul Smith at Taylor & Emmet LLP on (0114) 218 4000, visit www.taylor Emmet.co.uk or follow the firm on Twitter @taylor Emmet

The franchised FALL GUYS

Looking at how the franchised network has had to cope with the fallout from 'dieseldgate'.

We have broken the most important part in our vehicles: your trust.' The opening words of Volkswagen UK's statement on its website, followed by details of a plan to 'directly contact every customer affected and resolve the issue for them'.

All well and good, but the automotive retail model is based around a commercial relationship between customer and franchised dealer. If anyone has a problem with their car, the first point of contact will always be where they bought it. Volkswagen's network of 228 nationwide dealers is where, initially at least, phones will be ringing and inboxes pinging.

So what's the mood been like on the frontline? What have customers been asking and are staff getting the hairdryer treatment? Have new car orders being cancelled, and are used VW diesels being ignored on the forecourts? Perhaps just as important, what is happening to residual values?

We contacted a number of VW dealerships at random, to try to speak to the dealer principal and ask these questions. Those we got through to didn't want to comment, many didn't return our calls and the rest directed us to speak to the communications team at Volkswagen UK's base in Milton Keynes.

Unfortunately, staff there were not very forthcoming either. "We have no specific statement or comment to make about the emissions topic at the moment from a network point of view," said a spokesman. "Our dealers, just like our customers, are obviously



RICHARD YARROW
IS A FREELANCE
MOTORING
JOURNALIST

our priority and so we are working intensively to provide them with as much information as we can. At the moment, we are awaiting confirmation of the final technical details of the required service actions for all affected engines, but until they are confirmed we cannot yet say precisely how or when the actions will take effect in our network."

We were directed to the comments of Paul Willis, the car-maker's UK MD, who appeared before parliament's transport select committee on 12 October. At the start of 50 minutes of Q&A testimony, he read a statement in which he apologised for what had happened, and promised to work hard to win back customers' trust.

The issue of impact on dealers was raised by MPs, and Willis said his team would be meeting retailers to see what needed to be done next. "It's important we look after and support them. They are at the forefront of the pressure from customers so it's imperative we work with them and help them," he told the committee.

He confirmed VW had changed its stocking plan so that the withdrawal of 4,000 cars from sale for remedial work wouldn't leave dealers with costs, and that the customer satisfaction bonus threshold had been adjusted so rewards would still be paid.

In response to a question from a committee member, Willis said the company had an obligation to look after dealer staff, but that talk of them losing their jobs was "premature". He reported that order levels for Audi, SEAT and Skoda cars were as expected, but had inevitably dropped slightly for VW.

"The key question for many dealers will be what impact all this will have on their business"



He confirmed the recall of 1.2 million UK cars affected would start in Q1 next year, with the 800,000 models using the 2.0-litre engine – which only need a software update – getting priority. Another 400,000 units with a 1.6-litre diesel engine will need a physical remedy and will be fixed second. Willis acknowledged the work could run into 2017.

THE BUSINESS IMPACT

The key question for many dealers will be what impact all this will have on their business, in the short-term on new and used sales, longer-term on the value of their franchise.

"The VW dealers are still feeling a little exposed although the VW Group is becoming a little more engaged and supportive now," said Rupert Pontin, Head of Valuations at Glass's. "However, the announcement [on 14 October] that 2016/Euro6 models may be affected has not been received well."

He believed that with owners starting to get letters from the group, things may start to calm down. But he



warned: "The trade is still a little wary of VW diesel product, although anecdotal values are still firm from a wholesale perspective. We are aware from a small mystery shop exercise that part-exchange values for VW Group products have been affected, which is disappointing."

In the days after the story broke, Glass's reported that VW values had dropped by up to three per cent. It said the brand's average RV was 42.5 per cent on 1 September – prior to the story – but on 9 October was actually 42.8 per cent, so very slightly higher. Pontin's conclusion was that "a level of stability" had appeared to the market place. He said he knew a number of key trade buyers were viewing VW conservatively for the time being, but others were standing by the brand and its products.

Media reports suggesting significant RV drops have been dismissed as "pure speculation" by the National Franchised Dealers Association (NFDA). It said its members were not experiencing this,

and that consumers should take comfort from Toyota's recent Takata airbag recall where RVs have not been affected.

Sue Robinson, NFDA Director, added: "Whilst inevitably the issue has caused concern to customers, we are totally confident that our dealers will offer a totally professional aftercare facility to implement the appropriate fix once the technical solution is formalised."

From Glass's perspective the timing is unfortunate because it believes VW and Audi have started to reach saturation point in the UK market in recent years. "Our view has been for a while that Volkswagen sells too many cars for a semi-prestige brand, and Audi too many for a prestige one. The volumes are large enough that they are creating downward pressure on RVs," said Pontin. The emissions scandal is not going to help this situation; if buyers lose trust in group brands, inevitably demand and values will suffer. If that's the case, so will dealers. ▢

THE DEALER VIEW

Philip Maskell, Chairman of Essex Auto Group. The portfolio of brands includes SEAT and Skoda, as well as Fiat, Ford, Mazda and Kia.

Any cancelled orders?
None as yet.

Do you know how many customer cars you will have to modify?
It's less than 600. The volume for SEAT and Skoda is obviously less than VW and Audi.

What's your view on what's happened?

Clearly we are very disappointed with VW's behaviour and concerned for our loyal customers. We're also concerned about the potential implications for our investment in SEAT and Skoda.

Will you have to take on extra staff to cope?
No. We can run shifts if necessary and have sufficient technical cover from our other brands to do simple recall actions.

What are Skoda and SEAT customers saying to you?

A few have registered their strong disapproval but generally they are being amazingly patient and, if affected, waiting for a solution.

Do you see this as an opportunity?
Yes. Our customers see us as an equally offended party to the VW issue, and that we are there to assist them. It's important we handle the recalls efficiently and courteously.

What about your other brands?

They have issued strong statements confirming 'defeat devices' have never been utilised.

What's the long-term impact going to be for dealers?

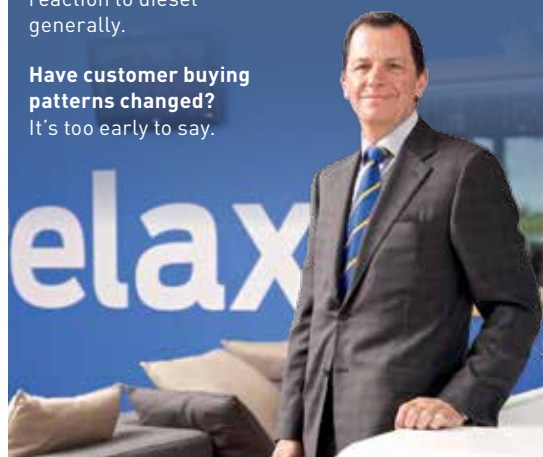
It's clear that diesel-engined vehicles are under the spotlight and, given the high mix of sales, new legislation may affect the industry.

What questions are they asking?

Only that we monitor closely customer reaction to diesel generally.

Have customer buying patterns changed?

It's too early to say.



TOO SOON TO MEASURE IMPACT

Also worth noting is a report from Dr Christof Engelskirchen, MD of automotive intelligence and consulting at EuroTaxGlass's, the parent company of Glass's. It was written two weeks after details of the cheated US emissions test became public knowledge. In it, he states that the big unknown is public reaction to VW cars after such negative publicity. "Have the affected brands been sufficiently damaged to depress sales volumes in the medium-to-long term on new and used car markets? We believe that it is premature to present firm conclusions at this point. A lot will depend on how well VW handles the recall, and whether new revelations hit the market during the next days and weeks."

He said in the short-term there would "definitely be a major impact" and dealers would have to focus on petrol, alternative drivetrains and larger diesel engines.

Interestingly, he also considered several different future scenarios. In one, there are new revelations, which bring in other non-VW Group brands, and press coverage remains substantial. Customer buying patterns slowly shift toward petrol cars and regulatory bodies in conjunction with governments feel the pressure to take a stricter stance on diesel.

Engelskirchen wrote: "In this scenario we would expect a similar relative drop in demand for used vehicles as for new vehicles. The former will be accompanied by a high supply of vehicles as registrations from 2010-2014/2015 will hit the market in 2015/2016. While it's too early to put a percentage value against the drop in residual value, one should note that Europe's economic crisis of 2008/2009 resulted in RVs dropping around 14 per cent across Europe on average across segments." Bad news for dealer forecourts full of stock.

THE WIDER PICTURE

What of other brands outside the VW empire? A Vauxhall spokesman stressed that its vehicles' software has nothing which detects that a vehicle is undergoing emission test cycles. He added that owner enquiries had been general in nature, focusing on the use of anything which defeated tests, but that call and email levels had quickly waned.

Ford said its cars met all applicable emissions requirements and do not have defeat devices fitted. To reassure customers, a letter from Jim Farley, Ford of Europe's CEO, had been sent to all dealers for circulation to customers and employees, if deemed appropriate. Anecdotal evidence suggests copies had been printed out and left on dealer reception counters, while it's also on Ford's UK website and on some dealer sites. A Ford spokesman said direct contact with the brand's UK Customer Relationship Centre had totalled 15 enquiries by 5 October, 16 days after the story broke in America.





Time for a Change

DEALER MANAGEMENT SYSTEM

- CRM - Showroom Management
- Composite & Management Accounts
- Franchise Interfaces
- Postcode Lookup Facility
- SMS & Email Contacts
- Graphical Report Generation
- VHC - Visual Health Check
- Vehicle Lookup Facility

The DNA of Autoview & Systems Design

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AN ALTERNATIVE IMPACT

Klaus Schmitz speculates on whether the diesel furore will have a tangible impact on the public's feelings towards alternative powertrains.

So what effects will the diesel scandal have on the future of automotive mobility? Short-term effects are hard to predict and will probably vary by region, but the long-term effect is clear: all powertrain concepts will be literally put on the public test stand. For this, the view on test regulations needs to broaden. The first step is obvious, and will be advanced significantly by the current scandal: test regulations need to be more valid in relation to the real world.

To have a tangible impact, the assessment of drive trains needs to look not only from tank-to-wheel but also from well-to-wheel. This will have to be done not only for the assessment of powertrain concepts, but also when comparing cars to, for example, trains or planes.

With vehicle powertrains, in a well-to-wheel comparison the world looks a bit more complicated than at first glance – at least in the short term. Although electric drives excel tank-to-wheel, depending on the energy mix of a nation they may lose some of their advantage well-to-tank. When turning to green electricity the biggest problem is storing the energy in peak times and transporting it long distances. Hydrogen is sometimes seen as a solution. But when hydrogen is produced by electrolysis driven by carbon-based electricity, it has one of the worst CO₂ performances well-to-wheel.

Car-makers that want to play a role in the future therefore need to not only make responsible decisions about their powertrain technology, but also put the vehicle in the broader context. This means that, in the end, they will at least have to make assumptions on further



KLAUS SCHMITZ, IS A PARTNER AT STRATEGY AND INNOVATION CONSULTANTS ARTHUR D. LITTLE

development of energy production and distribution infrastructure. They may even have to enter those markets as, for example, Tesla is already partly doing with its Supercharger stations.

THE MOTORIST'S RESPONSE

So how do customers look at this? A current global study conducted by Arthur D. Little found that among 6,500 respondents (people with driving licenses) from 10 major car markets, customers had their own views. Lots, of course, took into account environmental effects, but they were also looking at it from their individual perspectives. For many, these were driven by costs and practicalities. In the global study, 64% said they were discouraged from buying electric vehicles because of price, and 53% said this was due to the

limited operating reach, which translates into issues in charging infrastructure and charging times. Although the price issue could be overcome to some degree by regulations, subsidies or a mind shift, the charging problem is much harder to solve – especially in mega-cities with high population, high vehicle density and raised buildings.

Regarding car sharing, 53% of respondents would be encouraged to use shared cars by better prices, and only 13% by the availability of electric shared cars. Car sharing of conventional vehicles alone will not influence the environmental effect much (other than some effects due to eliminating the search for a parking space).

Long term, a clean and sustainable vehicle looks feasible, be it hydrogen and fuel-cell based or electric-battery based. In conjunction with autonomous vehicles, cars will be a good solution for tomorrow's mobility with their advantages in flexibility and comfort compared to other transportation modes. Independence and comfort are top reasons today for people to own a car, with 92% of respondents stating so.

Regulations need to pave the way for these incentives. Thus, the current diesel scandal may carry the chance of a much-needed discussion and a rethinking of positions among customers, car builders and regulators. Two things need to be established: the long-term powertrain vision, as well as feasible and impactful steps towards it. On the plus side, we will certainly see competition for innovative and clever solutions in the near future to achieve this.

Britain GOING GREEN?





OUT WITH THE OLD?

Shopping centres, no-haggle sales and manufacturers having a go themselves are all eating away at dealers' territories. Jack Carfrae asks if the forecourt's time is up.

Car dealerships are no longer competing with the forecourt down the road. Shopping centres and retail style stores have muscled in on their territory, commission-based selling is being hotly contested, no haggle sales are gaining ground and in some cases manufacturers are simply bypassing them altogether and flogging vehicles directly to the public.

This influx of new sales models sounds like the end of the road for the traditional dealership and if nothing else, it's shaken the industry. "It's become the new normal," says Jason Cranswick, Commercial Director at Jardine Motors Group, "in the retail customer's eyes, the likes of Amazon and John Lewis are the new benchmarks – not what car-makers



JACK CARFRAE IS A MOTORING JOURNALIST WITH A BACKGROUND IN FLEET AND BUSINESS REPORTING

and motor groups are doing. We recognise that we're in the retail business, selling high value goods, and the expectations of customers are no different when they're looking at their vehicle requirements to when they're looking at mainstream retail."

Hyundai is one manufacturer to have sprouted an unconventional franchised retail arm. It launched the Rockar store in the Bluewater shopping centre in Kent a year ago, It sits between Marks & Spencer and the food hall, sells cars at a fixed price and does not pay staff commission.

"We've had 151,000 people walk into the store," says Tony Whitehorn, President and CEO at Hyundai UK, "and what's really interesting is that of those people, 55% are female: very untypical of what normally happens

in a dealership.

"Driving this more than anything else is the finance element, as 72% of cars bought [at the store] are on PCP – that is pretty high. It's 55% for conventional dealers.

"When people go to Bluewater they go to shop, not to buy a car. We're now competing with PCP deals of £134 a month and we're not getting people changing their car after two years – they are often used car customers and at that price you either get a new phone or you get a new car. That's why it's good and we've learned an awful lot."

THE TESLA MODEL

Electric car maker Tesla has completely bypassed the traditional franchise model and sells its cars only from wholly-owned outlets in

shopping centres such as London's Westfield and high street locations. The price you see is the price you pay and again, employees do not work on commission. The cost and electric drivetrain means the firm sells cars in small numbers and at the moment the Model S is its only vehicle on sale, so it doesn't need big showrooms. There are currently eight stores in the UK with more due by the end of the year and in 2016.

"With fixed pricing, the idea is that it's transparent," said a Tesla spokesperson. "People don't feel like they need to go into battle or brush up on their negotiation skills before they come into a store. They can spend that time researching EVs or looking at reviews instead.

"You don't haggle for a handbag, so why should you haggle for a car? It's a different frame of mind. Most transactions are fixed price, particularly in the UK, so it's what most people experience on day-to-day basis."

CHANGING CONVENTIONS

Audi's City showroom in West London is not dissimilar to the Rockar and Tesla stores, while BMW's Park Lane outlet looks more like an Apple retailer than a cliché forecourt, so what does all this mean for conventional car dealers?

"There's been a very traditional sales process that most dealer groups have worked by for many years," says Jardine's Cranswick. "More important is the customer buying process. What the industry is having to do is adapt how it handles

customers to make sure it recognises every step of the buying process – and there is a distinction between the two [sales processes and buying processes]. Buying can be personalised, logical and emotional and is determined by the customer based on their experience and individual needs. The sales process has to adapt to meet those needs without missing any essential and now regulatory steps."

Neither dealers nor manufacturers believe these new sales methods are a death knell for car retailers. People are still buying cars at dealerships – rather a lot of them, in fact – and franchisees don't have to move into a shopping centre or sell up and work for a manufacturer just yet. It is a sign that the industry needs to move with the times though, and dealers would do well to cherry pick some of the more successful aspects. Several already have: dealer group giant Arnold Clarke employs product specialists who simply tell buyers about the cars before handing them over to sales staff, while fellow heavy hitter Lookers pays higher basic salaries and lower than average commission to curb aggressive sales practices.

COMMENT



Jason Cranswick
JARDINE



Sue Robinson
NFDA



Tony Whitehorn
HYUNDAI

BRAVE NEW WORLD

"Rather than see these things as a threat, use them as an opportunity," says Sue Robinson, Director of the National Franchised Dealers Association. "Look at pop-up stands [in shopping centres] loads of people are looking at cars there and that's not dissimilar to Rockar. Yeah, there's an appetite for buying online but people still like to touch and feel the product – there's still something visual about it."

"Dealers are very good at capitalising on the customer at the end of the purchase cycle," adds Whitehorn, "when they've looked at what they can afford, researched vehicles online and they're ready to buy – they're down to one or perhaps two brands at that point and they've and gone to have a look – the dealer doesn't capture at the top of purchase model.

"Shopping centre stores catch people at a different level. People will not shop around and end up going there because fundamentally there's no relationship with the individual. You go there because you've been interrupted in your normal way of life and you don't see it as a threat. If I were a dealer I would use some of this to good effect and say 'OK, I need to revise my advertising budgets and perhaps think more product placement'."

TRIED AND TESTED?

Tesla isn't the only manufacturer to have a go at direct-to-consumer, fixed price sales. Lexus has recently announced plans to trial such a scheme in the US, while fellow Toyota brand Scion sells cars Stateside on a no haggle basis under the 'Pure Price' banner. Also in the US, Saturn tried the direct route but not to great effect, as the company no longer exists

– and it was the same for Daewoo, also now defunct, in the UK. So is the manufacturer-owned, fixed price model all it's cracked up to be?

"You've always had car manufacturers with their own dealer sites," says Sue Robinson. "You've got Peugeot, Ford Retail, Renault Retail etc. – they all run their own sites but as separate, independent dealers.

"Daewoo tried to do this many years ago and that looked like a big step. However, in the end they realised they actually had to have the dealer structure and I think that's happened in a number of cases. Manufacturers have to look at how they'll get the vehicles to market and they usually end up doing it though the dealer groups."



Moderation on MODERNISATION

Sid Swaine offers his thoughts on the recent MOT system modernisation.

It would be easy to criticise the implementation of MOT modernisation, but that would not serve any one of us well!

The communication mechanism and seminars delivered by the DVSA prior to launch were excellent. IGA members enjoyed the benefit of attending regionalised road shows delivering informative presentations with valuable Q&A sessions, direct with the DVSA gurus. Sadly the DVSA were not rewarded well, which is a shame in view of their efforts in trying to minimise potential difficulties for us all, at the start of the new MOT system.


When our team arrived one morning we learned our old system had been switched off and MOT modernisation activated. We all looked at each other in bewilderment and surprise but customers were arriving, so we simply made a few phone calls and got on with it.

The well-known functionality issues, content omissions and connectivity during the early days indicate that the design and test period prior to launch may have been inadequate. I am pleased, as will be many, that we are now experiencing stability and acceptability in the new system. The welcomed updates and improvements coming through are appreciated, but there are still some important elements that require attention.

The launch produced another cost for test centre proprietors, with the absence of a test fee increase. Any increase in cost for the centres is never good. In recent years we have moved from a pre-printed certificate supplied by VOSA, to installation of a phone line, supplying paper and costly printer cartridges... small beer maybe but it all



MEMBER
SID SWAINE
POSITION:
**MANAGING
DIRECTOR,
DORKING
SERVICE
CENTRE**
LEVEL: FIMI



adds up. More recently some test centres would have no doubt embarked on buying their first computer and engaging in the resultant training. Of course most would have a computer and competencies, for those the transition would have been smoother, but not necessarily smooth.

PROGRESS MADE

Much learning will have been gained by many in the short time since roll out, some negative and of course more importantly, positive. Software engineers, AEs, site managers and NTs have all been subject to an extra unplanned workload. I had cause to seek the support of the helpdesk early on, and they were very helpful and extremely professional in resolving my difficulty; my colleagues have found the same.

As so often in life, things can and do go wrong, that's not always the issue – it's what you do about it that counts! What I like about the implementation of MOT modernisation was the learning gained from the original Mot Comp roll out: namely a daily email update and contingency code (in advance – just in case). The DVSA team excelled in this regard empowering NTs, by providing the opportunity to overcome connectivity difficulties immediately. Also, the workaround initiative to overcome shortcomings was very helpful in maintaining normal levels of blood pressure.

The new system is of course much faster to respond, since test centre provided computers are quick compared to the dial-up modem arrangement of the past. The flexibility available now to use any web-enabled device, PC, tablet or mobile phone, in my view far outweighs the past solution, and this is welcomed progress.

I am sure in a few weeks once the dust has settled and the teething difficulties resolved, we will all cherish the new internet-based MOT system. And let's not forget, it wasn't that long ago we were making observations about the previous MOT system – and that became very robust indeed!



GETTING THE **BEST START**

MICHAEL FLENSBORG, SALES & MARKETING DIRECTOR OF REMY AUTOMOTIVE UK LTD, HIGHLIGHTS SOME TRENDS THAT ARE AFFECTING STARTER AND ALTERNATOR TECHNOLOGY.

Car manufacturers are under increasing pressure to improve their emissions footprint. To help them meet these targets they are constantly looking to reduce the weight of the components used in the vehicle.

One step is to switch from traditional hydraulic systems to electrical versions as this can reduce the vehicle by as much as 2-3kg, leading to fuel consumption and emissions savings. A typical example is the use of electric brakes on modern cars.

There is little doubt that many other systems will follow the route of moving from hydraulics to electrical in the future and – as a result – the requirements placed on the vehicle's alternator will increase.

APPEAL OF REMANUFACTURING

Driven again by environmental responsibilities, car-makers are

now trying to recycle as much of the original car as possible. This makes the use of remanufacturing concepts extremely appealing and, as remanufacturing is essentially about using the old product, it is a very important environmental contributor.

Remy has remained ahead of the game by incorporating remanufacturing into its philosophy and many more suppliers will follow this route in the future.

Remanufacturing techniques used by different suppliers do have different scales of quality control, but Remy's focus is always on producing the best quality parts possible.

“Starters and alternators have traditionally been seen as ‘winter season’ components”

For any supplier to bring a remanufactured product of the required quality to the market there is a huge investment needed in technology, expertise and testing equipment. Because Remy is a very process driven company it is able to follow the specification of the original product and will work in exactly the same way as its OE production team.

Dedication to quality parts production takes investment but, because Remy works like a traditional OE supplier, it will never compromise this position. Although price is important it should never be the first point of consideration when in discussion with a customer – product quality, service and aftersales support should come first.

SEASONAL IMPACTS

Starters and alternators have traditionally been seen as ‘winter season’ components. However, when we look at the

sales of these parts on a worldwide basis, we notice a bigger demand in areas that boast warmer climates. The reason for this is that so many modern cars feature air conditioning as well as high-spec comfort and safety features.

The real challenge for an alternator working in these conditions is the heat – if the weather is hot for two months solid (something which does not happen often here in the UK) then Remy notices a real peak in demand.

As the number of electronic components on modern cars requires greater capacity from the alternator, Remy has seen a much bigger shift towards alternator sales – with demand for starters and alternators now evenly split. In turn, product development has moved from 70A through to 100A or 120A components in order to service the demand for extra power.



THE HEART OF THE CAR

BANNER BATTERIES EXPLORES THE PRESSURES MODERN BATTERIES ARE PLACED UNDER.

Whilst some people look after their hearts better than others, everyone knows the benefits of doing so. And given that the battery is the heart of the car, the same rules apply. A bit of care and attention can pay dividends in ensuring that it increases the prospect of delivering maximum performance.

INCREASED DEMAND

Furthermore, like many other car components, when in need of replacing, the battery used to fit under the category of one type fits all. Today's landscape is completely different. Indeed as technological advancements and demands on batteries continue to abound, fitting the right battery is now an absolute necessity. This is being driven on two fronts. All modern cars are called upon to accommodate more and more electrical demands. No longer is the battery required to start the car and support the lights and

wipers alone, but an expanding ensemble of systems such as air conditioning, heated screens, electric seats and windows, sat navs and complete entertainment suites. Indeed with such exhaustive power requirements coming into play, an increasing number of modern cars today feature two hearts, where an auxiliary battery is also deployed to help take the strain.

Also at play here, which tends to exasperate the position, are cars that often only travel a few miles a day. The demand on the battery is excessive, with the poor old alternator not being given the opportunity to put anything back in. This results in a drain in more senses than one.

MORE START/STOP

Let's now add into the equation start/stop technology. Driven by EU legislation introduced to cut fuel emissions and improve economy, more and more cars today feature such systems. By the end of this year it is estimated that some 90% of all new cars will feature start/stop technology. Furthermore, given that with effect from 2018 legislation will dictate that it is not possible to switch off start-stop systems, budget batteries will find themselves coming under increasing strain. So the message is already a clear one, where AGM (Absorbent

Glass Mat) is order of the day, it is a replacement AGM that should be used as anything else will fail. Similarly, whilst it is possible to replace an EFB (Enhanced Flooded Battery) with the more advanced AGM, this does not work the other way round.

BATTERY LOCATOR

It is essential, therefore, to fit the appropriate Ah battery technology if premature failure is to be prevented. And it is against this increasingly bespoke battery backdrop that manufacturers are playing their part in ensuring that locating the right battery is also now far easier than ever before. Look-up tools such as Banners Battery Finder – www.bannerbatteryfinder.co.uk – are simple to tap into and vehicle registration number driven.

The search results not only show the relevant Banner battery for the particular vehicle in question, they detail additional information in the form of the relevant part number, capacity, power rating and RRP (inc VAT). Extended technical information, such as the battery's dimensions, layout, and engine compartment location can also be tapped into.

The same also applies to full fitting details and the time involved in carrying out a new battery installation.

CHEAPER THAN A TANK OF FUEL

Despite being the heart of the car, the battery is a component that many motorists tend to overlook, until it fails at least. It then becomes a distressed purchase, and one often moaned about. But why, when compared to the cost of a tank of fuel a replacement premium battery represents genuine value for money? And let's not forget, it will certainly keep the motorist's car going for longer.

So whilst failure of the battery in a car is never life threatening, having one that is fit-for-purpose will not only keep your car ticking over but capable of meeting the day-to-day demands placed on it. The days of the budget battery are over and those fitting incorrect technologies shall face the consequences. After all, it's worth remembering here that if we as humans found ourselves in need of a replacement heart, how many would opt for the budget variety?



THE ROTATING WORLD

RUSLAN LEONTIEV, DENSO PRODUCT MANAGER ROTATING, EXPLAINS HOW THE COMPANY'S STARTERS AND ALTERNATORS HAVE EVOLVED TO BRING CUTTING-EDGE, WORLD CLASS ROTATING MACHINE TECHNOLOGY TO THE AFTERMARKET.

Since the evolution of more 'intelligent' vehicles featuring equipment such as navigation systems and complex electronic control panels, the demands placed on the starter and alternator have increased dramatically. The continual need for higher power outputs - without compromising weight limitations and improved environmental standards - has led to the development of rotating machines that are smaller, lighter, quieter and more powerful.

More recently, the growth of stop-start technology in Europe has been more rapid than anywhere else in the world. The technology, which centres on the vehicle's starter, has proved to be reliable and cheap to manufacture, saving drivers gallons of fuel every year, whilst also reducing

the level of harmful emissions produced by cars every year.

DENSO launched its first OE starter programme in the early 1960s. From there the products' design and efficiency have developed in line with the demands of modern vehicles, including the introduction of External-Gear Deceleration R and RA starters in the early 1970s and late 1980s respectively. However, it was the early part of the 21st century that saw the 'big leap' in starter technology, with the introduction of the world's first PS starter (Planetary Reduction Segment Conductor Motor). Featuring a square conductor in the armature coil, the PS starter was 22 percent lighter and 14 percent shorter than its predecessor, resulting in improved fuel efficiency and mountability.

WORK IN TANDEM

The latest additions to this market include the Advanced Engagement (AE) starter - DENSO's first stop-start starter - and the Tandem Solenoid.

Designed specifically for stop-start systems using the world's first mechanism to separately control the forward shift of the pinion gear and the motor rotation, the innovative Tandem Solenoid (TS) starter ensures a quick restart even when the engine is rotating. Depending on vehicle specifications, the technology can help improve fuel efficiency by approximately 3-5 percent.

The Advanced Engagement (AE) starter works like a typical planetary starter but has ten times the durability. When it's energized,



the pinion shifts forward, engages with the flywheel, and immediately spins. In terms of starter motor-based solutions for stop-start systems, AE starter is the easiest to integrate to the engine, requiring no unique controls or engine modifications. It helps car manufacturers achieve approximately 3-5 percent fuel savings, depending on engine size.

ALTERNATOR REALITY

Over the last 50 years, vehicle demands and add-on technologies have developed greatly, putting more strain on the vehicle's electronic system

than ever before. Because of this, alternators have needed to develop in parallel: meeting the demand for additional electrical output by producing more power while satisfying the need for smaller and lighter weight units.

DENSO produced the first SC (Segment Conductor) alternator and pioneered the rectangular conductor for its stator cell. Added to this, the raising of the winding density (space factor) from 45 to 70 percent enabled the development of an alternator that is 20 percent lighter and offers an output 50 percent higher than traditional alternators.

THE DENSO STARTER



THE DENSO ALTERNATOR



A STRATEGIC APPROACH TO BATTERIES

NATIONAL BATTERY DISTRIBUTOR MANBAT EXPLORES HOW WHOLESALERS AND GARAGES CAN WORK TOGETHER TO MAXIMISE OUTPUT FROM THE BATTERY SIDE OF THEIR BUSINESSES.

When it comes to changing technology, workshops are at the front line, not only when carrying out service and repair work, but also when having to deal with the motorist. It is therefore important that they periodically take a step back and consider the best approach to tackle change.

This is where proactive wholesalers can make a difference as they have both the supplier relationships and the wider perspective that can help workshops to take decisions that make a positive difference to their businesses.

One area support can assist is in AGM/EFB batteries. Sales patterns confirm that the move from familiar high output capacity lead-acid batteries in traditional vehicle applications, to specialist cyclic batteries fitted to vehicles with a start-stop function has begun.

This means that more than ever, workshops need to be prepared to cater for the challenges that the batteries in these vehicles present. However, with some assistance from their

supplier, the opportunities far outweigh these challenges.

Over the last 25 years, profits from battery sales have fallen, so that a typical battery is now around the same price it was in 1990 and the labour rate a workshop can charge to change a traditional battery is zero!

With the technology change however, three factors now begin to work in the trade's favour:

1. The AGM/EFB batteries required for start-stop vehicles command a higher price, which means more of a margin for both wholesalers and their workshop customers.
2. Workshops can now charge for fitting the replacement because in contrast to a traditional system, this process can sometimes take a couple of hours work.
3. As the average motorist becomes less knowledgeable from a maintenance and repair perspective, they are less likely to call into question a fitting charge as they have no previous DIY experience on which to base their objection.

As a result, workshops and wholesalers together have a real opportunity to use the changing landscape to their advantage and increase their profits.

BATTERY VALIDATION

As technicians will be aware, the battery in a micro-hybrid vehicle (one fitted with a start-stop function) is central to its electrical systems and is therefore constantly governed by a battery management module, which monitors its voltage, current, temperature and operating time.

This information is processed to determine the battery's state of charge, starting capacity, electrical consumption, energy reserve and optimum charging voltage, to ensure the system applies the correct charging regime and keeps it in the best possible condition.

Fitting the battery for which the system was designed is therefore crucial, but so also is the process of 'validation' to ensure the battery and battery management module are diagnostically 'connected' and able to communicate with one another correctly.

Failure to validate the battery can cause issues with the start-stop functionality, shutdown of non-essential electrical systems and even the premature failure of the battery.



BATTERY TESTING

Motorists are always looking for workshops that provide a good service and that they can trust. Battery testing is an easy and effective way of building customer confidence and is very easy to introduce.

Whether a vehicle is in the workshop for a service, MOT or repair, it should be automatic that technicians test the condition of its battery.

Wholesalers can help workshops to maximise these opportunities in two practical ways, first by helping them to coherently explain the facts to motorists and second, by supplying them with the tools they need to fit the batteries and carry out the battery testing.



**DENSO**

Get inside

- 100% OE specification
- All 'new in box'
- No remanufactured units and no core surcharge or returns policy
- Maximum efficiency
- Extensive applications list
- Leading the market

As one of the world's largest automotive component suppliers, DENSO is a global leader in developing and manufacturing rotating machines. Our unwavering commitment to outstanding quality, design and innovation mean that our Starters and Alternators are selected as original equipment by carmakers worldwide – winning many supplier and international quality awards along the way.

As well as delivering unique, OE coverage of Toyota and a wide range of European marques such as Ford, Opel, BMW, Fiat and Land Rover, the programme is continually being updated and expanding.

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Driven by
Quality

NECESSITY: THE MOTHER OF INVENTION

JAMES DILLON RETURNS TO THESE PAGES WITH AN INVENTIVE TECHNIQUE WHICH ALLOWS INDEPENDENT GARAGES TO COMPETE ON A MORE LEVEL PLAYING FIELD.

An art – or perhaps even a ‘dark art’ – has developed within the motor industry technical sector driven partly by the difficulty of accessing vehicle manufacturer security information, and partly by the economics of vehicle repair. This dark art is currently the preserve of a small number of

‘uber-tech-savvy’ vehicle technicians, and the easiest way to describe it is to reference a job where it may be necessary to perform the art.

Consider a vehicle which suffers a catastrophically flat battery, perhaps during a protracted procedure such as an engine swap. After the work is

completed, and upon reconnecting and recharging the battery, the vehicle cranks, starts, runs then cuts out. The vehicle is checked for diagnostic trouble codes and an ‘engine ECU locked’ immobiliser fault code is present. Both ignition keys are tested, with the same result: starts, runs then cuts out. All wiring and connections are good, but basically the vehicle is locked. The immobiliser and engine controller have become unsynchronised. The car is immobile.

At best, the vehicle will have to be transported to the relevant dealer. There is likely to be a significant delay (subject to their workshop lead times) and additional hassle, as the car driver will have to prove ownership by providing a utility bill, their driving licence and the V5. There will also be an additional cost for coding, and a return journey (probably on a

recovery truck as the new engine will not have been commissioned) to collect the vehicle from the dealer. The situation with a late model vehicle which is fitted with an electronic steering lock (ESL) is even worse as no key recognition means that the steering lock will be stuck on as well. Add auto transmission to the mix and the blighter will be stuck in park as well! I’m sure you’ll agree, not an ideal recipe for the perfect day.

Next, we can consider that a similar set of circumstances can prevail if a new computer has to be fitted to the vehicle. Any computers inside the ‘ring of steel’ – those encompassed by security functions such as engine, instrument panel, transmission, ABS, airbag, climate control, radio/audio, navigation, etc. will cause the same ‘stuck’ situation, and transportation looms.



FIG. 1
THE ECU HAS TO BE REMOVED FROM THE VEHICLE



FIG. 2
THE ECU HAS TO BE WARMED UP TO BREAK THE SEAL. TOO MUCH OR NOT ENOUGH AND IRREVERSIBLE DAMAGE CAN OCCUR



FIG. 2
THE KEY COMPONENT WHICH CONTAINS THE DATA HAS TO BE FOUND



FIG. 7
ONCE THE MICRO IS REMOVED, IT HAS TO BE PLACED IN A SPECIFIC READING DEVICE WHICH IS ATTACHED TO A PC

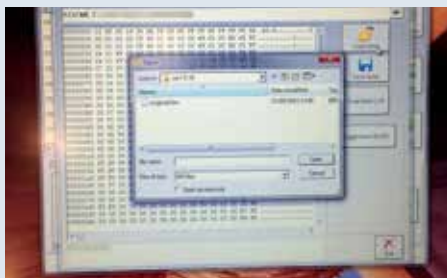


FIG. 8
THE READING DEVICE IS CONFIGURED FOR THE MICRO AND THE CONTENTS ARE SHOWN IN A TABLE AS HEXADECIMAL CODE

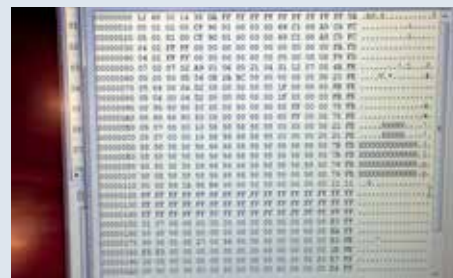


FIG. 9
THE CONTENTS OF THE MICRO ARE MODIFIED TO SIMULATE THAT THE ECU HAS RECEIVED START AUTHORISATION FROM THE IMMOBILISER

A MATTER OF PERSPECTIVE

There are two perspectives on this situation. One view says that the security aspects of the vehicle should necessitate a physical visit to the relevant dealer. This prevents shady dealings, vehicle theft, car cloning, etc. The other view says that this is restrictive practice. Independent garages are prevented from completing the repair and excluded from this aspect of vehicle repair. Both views have merit, and my guess is that somewhere in the middle lies the truth.

Consider a seven or eight year old common rail diesel vehicle with a failed engine ECU. The value of the vehicle is around £2500. The new replacement unit costs approximately £1250 (inc vat). This is a candidate for a replacement used control unit, considering that a used unit may cost approximately £200.

One problem is that the used ECU is likely to be paired to the donor vehicle, or a used unit may not even be available. The dealer may not be able (or willing) to code a second hand unit. So it seems there may be several barriers to this route to repair. Enter the 'dark art'.

The dark art involves several steps. Essentially the machine code, which is buried deep within the ECU, will be found, accessed and modified. The technician will modify software at the binary level within the computer. The task then, depending on the type of ECU will be:

- To extract information (pin codes or logins) required to code the replacement ECU to the vehicle using dealer level diagnostic equipment
- To copy the immobilisation data from the original vehicle

ECU and place it inside the donor ECU

- To modify the software to ensure that the immobiliser is permanently 'turned off'. This may be the only option for a corrupted ECU or where recoding a used ECU is problematic

As you will see from the photo sequence below, this is a highly technical and skilled practice. I have detailed the key aspects of the process for one type of ECU; there are variations in the process depending on the ECU type. The case in point was a corrupt immobiliser due to a catastrophically flat battery and in this case, due to the age of the vehicle and the availability of a replacement, the engine ECU was being modified to run without an immobiliser.

REFITTING

The ECU is then refitted to the vehicle and the particular problem has been overcome. An altogether quicker and more economical repair when compared to the vehicle manufacturers' way of doing it.

There are obvious implications of performing this procedure, such as customer id verification, notifying insurance companies of immobiliser removal (and/or the fitment of a suitable aftermarket replacement) etc. I suppose that if doing it the vehicle manufacturers' way was quicker and more cost effective, perhaps there would be no reason for an art such as this to have developed. But the facts are that doing it the vehicle manufacturers' way is difficult and costly. The void created by this difficulty has been filled with the development of this technique. Necessity, they say, is the mother of invention.



FIG. 4
THIS MEANS COMPLETELY REMOVING THE CIRCUIT BOARD FROM THE ECU CASING



FIG. 5
CHECKING TO SEE THAT THE RIGHT MICRO DEVICE IS LOCATED. STRONG MAGNIFICATION IS REQUIRED FOR IDENTIFICATION



FIG. 6
THE DEVICE HAS TO BE REMOVED FROM THE CIRCUIT BOARD. THIS HAS TO BE EXECUTED PERFECTLY OTHERWISE PERMANENT DAMAGE MAY OCCUR



FIG. 10
THE MEMORY OF THE MICRO BEFORE AND AFTER THE MODIFICATIONS HAVE BEEN MADE



FIG. 11
THE ECU CIRCUIT BOARD HAS TO BE PREPARED TO ACCEPT THE FRESHLY MODIFIED MICRO



FIG. 12
THE FITMENT IS CHECKED FOR ACCURACY, AS THE MARGIN FOR ERROR IS MINUTE

WASTE FOR DANGER

AUTODRAIN EXPLAINS THE DANGERS INHERENT IN VEHICLE DEPOLLUTION.

Many garages are unaware of the true dangers that come with vehicle waste fluid handling and the serious safety implications that this can have on businesses and their staff. With a rising number of incidents that often have severe consequences, it is of the upmost importance that safety regulations, knowledge and best practice are adhered to to help combat the dangers present within the sector.

Autodrain firmly believes that safety and using the correct equipment is something that needs to be seriously addressed within workshops. We constantly come across workshops where awareness to the full extent of the potential risks which they face on a daily basis is lacking. Many don't conduct suitable risk assessments, follow inadequate procedures and use the wrong equipment when handling fluids. All fluids in vehicles present some form of risk to the mechanic or workshop environment, some of which can have devastating health and environmental implications. Fuels with petrol in particular can cause the highest risk, so many questions need to be raised when looking at how you deal with fuel removal at your garage.

If you carry out fuel drain work of any description what methods do you have in place?

Do you have a designated defueling area? Does the equipment and procedure you use control the explosive vapour?

BE WISE BEFORE THE EVENT

A recent incident in a large workshop highlighted the need for a closer look at what control systems you need in place. An apprentice working under instruction from his mentor was draining fuel from a vehicle tank. Using their tried and trusted method of piercing the tank and catching the fuel in a

gravity drainer was the wrong choice! The explosive vapour was ignited by static electricity resulting in explosion and fire which cost them their workshop. Luckily the apprentice avoided serious injury, but we are sure in the future his options for fuel draining will be more considered. Using the correct training and control methods for this process would have substantially reduced the risk.

With only one litre of petrol producing over 15,000 litres of highly explosive petrol vapours, it is no wonder that relevant precautions need to be addressed

as it only takes one static spark to have devastating effects within a workshop. Appropriate standards for equipment, legislation, training, maintenance and housekeeping all need to be taken into consideration when flammable waste liquids are being recovered from vehicles.

AutoDrain offers an IMI approved training course for the safe handling and storage of fuel and can offer advice, support and professional quality equipment to ensure a safe system of work when handling fluids that puts you in control.

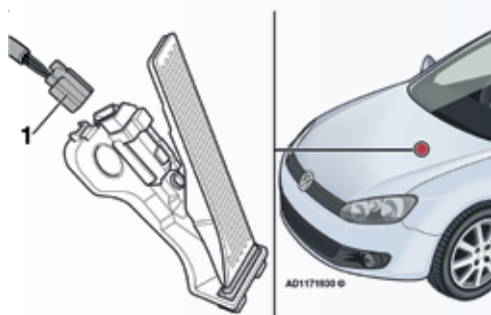
We have a full team of engineers and depollution experts available to help with any queries that you may have, and they can advise you on best working practices and supply you with expert knowledge that you and your business can benefit from. Should you wish to contact us regarding any waste fluid queries please call **0113 205 9332**

"AutoDrain offers an IMI approved training course for the safe handling and storage of fuel and can offer advice, support and professional quality equipment"



TROUBLESHOOTER

RESIDENT TROUBLESHOOTER AUTODATA PROVIDES IMI MAGAZINE READERS WITH FIXES TO THREE COMMON PROBLEMS FOUND IN MODERN MOTOR VEHICLES.

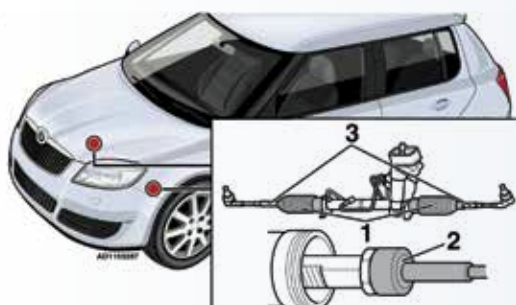


Volkswagen Golf MKVI

ENGINE WARNING LAMP ON AND NOT ACCELERATING

Question: A customer's VW Golf MK VI 1,4 TSI is suffering from an intermittent illumination of the engine warning lamp together with a lack of response to pressing the accelerator pedal. When we checked the fault memory we found numerous trouble codes relating to the accelerator pedal position sensor stored. We have replaced the sensor but the problem persists. Is this a known fault?

Answer: Yes, this fault has been present on many Volkswagen models built around 2011. As you have already replaced the accelerator pedal position (APP) sensor, the problem is probably caused by a poor connection in the APP sensor multi-plug. Access the accelerator pedal, disconnect the multi-plug from the APP sensor (Fig 1.1) and check the condition of the terminals, in particular those used for the supply voltage. If appropriate replace the affected terminal(s) with a gold plated version using a repair kit available from Volkswagen parts department. Erase the trouble codes and road test the car to confirm the repair.

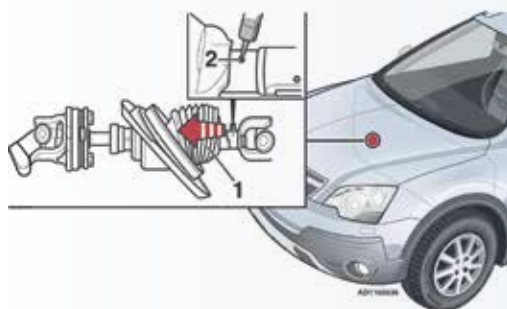


Skoda Fabia

STEERING NOISE

Question: A customer's 2011 Skoda Fabia 1,6 TDI is making a knocking and creaking noise from the front on rough roads or when manoeuvring. We have checked all of the steering and suspension joints for wear but can't re-create the noise when the car is in the workshop. Is this something you have come across before?

Answer: The noise you are describing affected a number of Skoda models built up to October 2013 including the Fabia, Rapid and Roomster. The noise is a result of corrosion in the track rod ball joints located within the steering rack gaiters. Remove the steering rack gaiters (Fig 1.1) and inspect the grease in the track rod ball joints (Fig 1.2). If the grease is coloured red, corrosion is present and the track rods will have to be replaced. Remove the steering rack and replace the track rods (Fig 1.3) ensuring they are tightened to 80Nm. Refit the steering rack then check and adjust the front wheel alignment. Carry out a road test to confirm the noise is no longer present.



Hyundai i30

ABNORMAL NOISE FROM REAR SUSPENSION

Question: We are having difficulty finding the source of a knocking noise from the front of a Vauxhall Antara which mainly occurs when manoeuvring or parking. We have checked all of the steering and suspension joints but can't find any excess wear. Have you heard of this problem? The car is a 2006 diesel model and has covered only 45,000 miles.

Answer: Yes, this has been reported by other Antara owners and occurs as a result of insufficient lubrication of the steering column lower shaft sliding joint. Remove the steering column lower shaft and pull back the rubber cover (Fig 1.1). Using a suitable tool insert 7ml of silicone oil into the steering column lower shaft via the breather hole (Fig 1.2). Slide the steering column shaft in and out about ten times and ensure that it slides freely. This should cure the problem. Refit the steering column lower shaft and carry out a road test.

RUSSELL CROWING AT ERS AWARD



Russell Automotive Centre, run by husband and wife Steve and Jane Russell FIMI, was awarded the IMI Employer Recognition Scheme (ERS) certificate and plaque by the Mayor of Brent, Councilor Lesley Jones MBE and Heidi McNeill AMIMI, IMI Professional Development Sales Executive (pictured: Mayor of Brent left, Jane Russell centre, Heidi McNeill right).

Jane Russell said: "It's imperative that the sector

is legally licensed and becoming members of the IMI is a step towards this. We are really proud of our team and their achievements and this event has been a celebration of that."

The ERS demonstrates that employees have expertise, knowledge and commitment to ethical conduct and continuing professional development. Customers are assured that the automotive business they're dealing with offers the highest standards

of service and knowledge.

IMI CEO Steve Nash said: "It is highly commendable that garages like Russell Automotive Centre have invested in the skills of their employees and are working to a professional standard for the greater good of the customer and the sector. Joining the IMI Employer Recognition Scheme is a well-deserved achievement and the IMI is very proud to have Russell Automotive on board."

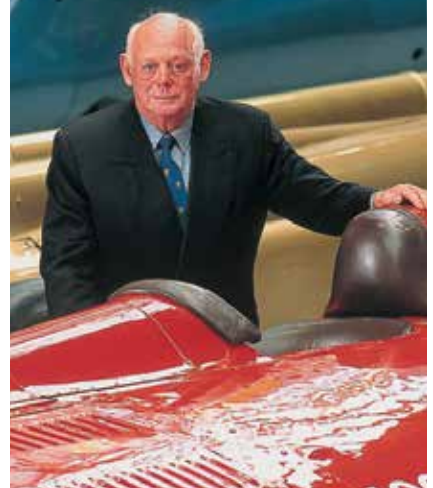


REMEMBERING LORD MONTAGU

A service of Thanksgiving for the life and work of Edward, 3rd Baron Montagu of Beaulieu will be held in St Margaret's Church, Westminster Abbey at 12 noon on Wednesday 20th January 2016. All are welcome to attend.

Edward, 3rd Baron Montagu of Beaulieu had been a member of the IMI since the 1970s and in the early 1980s was invited to become a Vice President. This title was only relinquished in 1996 when Lord Montagu became an Honorary Fellow.

Lord Montagu was the devoted custodian of his family's 7,000-acre Beaulieu Estate in Hampshire. He was also a champion of the historic vehicle movement and founder of the National Motor Museum. He played a major role in the preservation of England's historic houses and the development of the UK tourism industry.



NOTICES

New Fellows

(JULY/AUGUST 2015 AWARDS)

L W BOSELEY

Managing Director,
LB Auto Consultants Ltd,
Cheshire

Obituaries

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

SIR COLIN HOPE

FIMI, Ayrshire, aged 83

THE RIGHT HONOURABLE THE LORD MONTAGU OF BEAULIEU

Hon FIMI, Hampshire,
aged 88

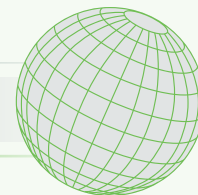
HAROLD WHITTALL

FIMI, Gloucestershire,
aged 89



Autoglass technician, David Lyth from Birmingham, has won the UK heat of the Best of Belron competition. The parent company of Autoglass, Belron holds the global competition every other year to celebrate the skills of their most valued resource, their technicians.

Next May, David will put his skills to the test at the competition finale in Lisbon when 32 technicians from across the world will compete to win the coveted title. He said "I'm looking forward to representing the UK at the global competition in Lisbon and bringing back the title (to these shores) once more."



IMI ANNOUNCES INAUGURAL MALAYSIAN CONFERENCE

The IMI has announced it will be holding its first ever conference in Malaysia at the Hilton Kuala Lumpur on 30 November 2015. The conference will see senior executives from IMI-approved centres, industry leaders and representatives from the education ministry coming together to discuss the importance of training and development, as well as leadership and management within the automotive sector. Over 100 people are expected to attend this one-day conference.

Steve Nash, Chief Executive Officer of the IMI will be speaking about the importance of up-skilling the automotive workforce to meet the industry's new demands on technology know-how, especially with the growing popularity of hybrid and electric cars.

He said: "The IMI was established almost 100 years ago and has been at the forefront of developing industry-wide standards across both aftersales and sales. Since Malaysia is our most established base outside UK, it gives me great pleasure to hold this inaugural event here to demonstrate the benefits

of investing in quality training."

Also speaking will be Dr Paul Spear, IMI's Return on Investment Manager. He will share on the science of backing winners in business from the perspective of the returns on investment (ROI) on training.

From the industry, amongst the senior representatives lined up to present will be Dato' Seri Ben Yeoh, CEO of Bermaz Motor Sdn Bhd, who has been working with the IMI since 2012 to equip employees with world class skills and knowledge benchmarked to global standards.



COMMUNICATE YOUR PROFESSIONALISM URGES IMI

The IMI is urging automotive businesses in Malaysia to provide a positive service experience for customers by making it publicly known that they have internationally qualified technicians and customer service advisors.

According to the J.D. Power Asia Pacific 2015 Malaysia Customer Service Index (CSI) Study, Malaysian vehicle owners are expecting more out of their dealer service experience, but authorised service centres are finding it a challenge to meet expectations.

"In today's highly competitive automotive market, providing exceptional service epitomised by professionalism is the key differentiator for automotive companies if they want to retain customers and win new business," said Matthew Stuart, Senior Manager of IMI South-East Asia. "In addition to communicating with customers at every stage of the servicing process, automotive companies and the service centres should also explain to customers what it means to have IMI accredited technicians and customer service advisors attending to their needs."

One of IMI's approved centres, Bermaz Motor Sdn Bhd, which is the distributor of Mazda vehicles in Malaysia is a testament to how IMI-qualified workers can help drive customer advocacy. The company has been given the highest rank in the J.D. Power 2015 Malaysia Customer Service Index (CSI). The study reveals that Mazda service centres perform particularly well in the service initiation and service quality factors.

IMI SHARES INNOVATION

October's IMI Magazine featured an article by Dr Raymond Patel, CEO merSETA (manufacturing, engineering and related services Sector Education and Training Authority) looking at the severe skills shortage in South Africa.

Contributing to the dearth of skills is

a dearth of available apprenticeships; a situation echoed in the UK. Part of the problem is the prevailing discourse amongst many SMEs who mistakenly believe apprentices are not a financially viable option. This misconception was addressed last year by the IMI in its unique online Apprentice ROI Calculator. The calculator allows retail automotive employers to quickly and simply estimate their own potential financial

benefits from hiring an apprentice.

Affirming the IMI's status as leaders and innovators in the retail automotive sector across the globe, Dr Patel (pictured) and his team will be visiting the IMI to discuss replicating the calculator in the South African market. A report on the visit will be on this page next issue.



EVENT REPORTS

AUTUMN RMA

IMI WELCOMED BY BEN

On 14 October members met at BEN's state-of-the-art Lynwood Village for the Autumn Representative Member Assembly.

The presentations kicked off with an IMI update by Steve Nash. In his presentation, Steve focused on IMI key activities: membership strategy, IMI Professional Register website updates, technician licensing and international developments.

The RMA then welcomed back James Stockdale to give an update on skills policy and standards. James updated members on the role of the sector skills/policy and standards department, current apprenticeship registration statistics, skills policy updates and the IMI's position.

After the refreshment break Becky Reid took to the stage to introduce members to a valuable presentation on email marketing. Becky covered what email marketing is, the benefits of using it as a marketing tool and how to set up and measure an email marketing campaign.

IMI member James Hudson FIMI closed the CPD sessions with a presentation on understanding and leading change. James walked members through the drivers of change, what to expect from your employees and colleagues when change happens in the workplace, and how to manage transition.

After lunch Jools Tait, Business Development Director of BEN gave a short presentation on the charity's future plans and reminded members of the fantastic support available to anyone working in the industry, past and present, and their dependants.

Before members made their way home, they were treated to a tour of Lynwood Village and the state-of-the-art facilities it boasts.

The RMA showreel is now live on YouTube. Please take a moment to view and share this with your colleagues www.theimi.org.uk/rmavideo

The IMI wishes to extend its thanks to BEN for hosting the event and to the members and speakers who gave up their time to be there on the day.

SUSSEX MA

EXPLORING THE NEW SUZUKI

The Sussex Centre MA members and guests were treated to a thorough briefing on the all new Suzuki Vitara by Robin Richardson, Suzuki's main four wheel product trainer.

Robin gave an overview of the model's variants and then explained some of the new technology that has been incorporated into them.

The two available engine options (petrol 1.6 and diesel 1.6) were also revealed and it was shown that both variants achieve Euro6 emissions limits. Particular attention was paid to the operating



principles of the close-coupled NOx storage CAT/ particulate filter and dual valve EGR system, which achieves the low emission limits without the use of any extra additives.

Robin then took the audience into the workshop facility at Northbrook College to demonstrate on the actual vehicle the ease with which all the various systems on the new and highly complex Suzuki Vitara could be analysed for fault resolution.

SUSSEX GOES SOLAR

Chairman, Douglas Wragg and Vice Chairman, Mike Reed were recently invited to attend the unveiling of the Ardingly College Solar Car. The Sussex MA has been involved with the Solar Car project from the outset when three years ago Dr Andrew Spiers and a group of his students gave a lecture to the Sussex members on how they proposed to participate

in the World Solar Challenge to be held in Australia in November 2015.

Fast forward to today and the car is fit and compliant to compete: the first school in Europe and only the third school in the world to take on the challenge of this gruelling road run from Darwin to Adelaide using just the sun as the source of power.

WE'RE ONLY HUMAN

Mark Hill of the Transport Research Laboratory presented a rather morbid lecture called 'Stop me when I get to 23' showing that man's inability to cope with impacts over 23mph and the extent to which vehicle

manufacturers have gone to ameliorate this frailty.

Mark also showed how the human eye works, the way it connects to the brain, and why sometimes it is possible for a driver not to 'see' potential dangers.

EVENT REPORTS

SOUTH WALES MA

WHO'S THE MAN?

This lecture was held at the all new purpose-built City Centre Campus, Dumballs Road, Cardiff which opened its doors to students in September 2015. 21 members and guests attended, with the guest speaker Nick Handy, Sales Engineering Manager for MAN Truck & Bus UK Ltd.

Nick introduced himself and gave an insight into his background and the company's history. MAN began manufacturing trucks in 1915 and has a global market in Latin America, Asia, Russia and Europe. It is Volkswagen-owned and the word MAN stands for

Maschinenfabrik Augsburg-Nürnberg and has two trading divisions: power engineering and commercial vehicles.

The MAN Group had a turnover of 14.3 billion euros in 2014 and has 55900 employees operating in the UK, Germany, Poland, Russia, Turkey, China, India, Austria, Mexico and Brazil. Its brands are Neoplan Bus and MAN Trucks.

MAN UK is proud of its in house training and has three technical trainers working with its apprentices. The company has been investing heavily in Euro 6 and its new range includes D0834, D0836, D2066, D2676 and the D3876. Nick even claimed that in urban environments the air leaving the exhaust could be cleaner than when entering it.

BIRMINGHAM MA

ECUs UNDER STRESS

ATP Electronics in Cannock, Staffordshire is a specialist in the repair, testing and remanufacture of ECUs (electronic control units). It works closely with most of the world's car manufacturers, but also manufactures the only universal automotive module test system.

At a recent lecture, ATP's Managing Director Mike Walker revealed how manufacturers' test cycles for ECUs typically run for 35-40 seconds, whereas ATP's test cycles stress the ECU through full load conditions and temperatures for 50 minutes to establish faults. When returning ECUs to them for test they need to know: what are the actual vehicle symptoms; under what circumstances does the fault/s occur and what is the vehicle's history i.e. what parts have been replaced and are they new or used?

He went on to explain that up to 80% of ECUs returned to them have no fault found due to poor diagnosis or technicians being misled by fault codes and scan tools. For instance, ECUs are returned because an engine will not start on the starter but will when towed. This is frequently caused by 'timing belt whip' and nothing to do with the ECU. To find out more of what ATP can do for your business, visit www.atpelectronics.co.uk



INSTITUTE OF THE
MOTOR INDUSTRY

IMI ACCREDITATION

Increase your customer, self and employer confidence with an industry recognised IMI Accreditation.



Find out more about IMI Accreditation, visit www.theimi.org.uk/accreditation or call 01992 511521.



STANDING OUT FROM THE CROWD

Reporting from the 2015 Outstanding Achievers Awards held at iconic British racing venue – Silverstone.

The IMI has celebrated the achievements of industry professionals, students and training providers at its Outstanding Achievers Awards ceremony held at the home of British motorsport – Silverstone. His Royal Highness Prince Michael of Kent, who is patron of the IMI, attended the event and said: "The finalists here today reflect the passion and dedication that is at the heart of the IMI's approved centre network, and you should all be extremely proud of your outstanding achievements."

The Outstanding Achievers Awards showcase dedication and hard work that is taking place across the entire industry, including students and apprentices who have shown exceptional work and aptitude for their studies, as well as practising

industry professionals who set the benchmark for others working in the sector in terms of skills and

professionalism.

Speaking at the event, IMI CEO Steve Nash said: "Everyone here is already being recognised for their achievements and you can be certain that, if you are nominated here today, you already have the best possible start to your career. If you are here as a professional or representing an organisation, than you have already been recognised as a leading light in the sector."

Today is about celebration and accomplishment. What you have done to come this far should be reason enough to be proud, as much as the actual receiving of an award."

Further pictures, including winner's shots, can be found on the IMI Facebook page www.facebook.com/IMI Awards and a full report on the day and the winners and runners up will be in the next issue of IMI Magazine.



THE WINNERS' ENCLOSURE

APPROVED CENTRE OF THE YEAR

New College Lanarkshire
(Motherwell Campus)

SPECIALIST CENTRE OF THE YEAR

Just Car Clinic

LIGHT VEHICLE

Will Allen –
Volvo Training & Development

THE TONY SWIA TEK MEMORIAL AWARD

Martin Keith Embury –
Jaguar Land Rover Technical Academy

HEAVY VEHICLE

Ciaran Blakemore – Skillnet Scania

FAST-FIT

Connor Bide –
National Tyres Services (NAT)

PAINT

James Grayson – Chesterfield College

BODY REPAIR

Elizabeth Hodgson – Hull College

MOTORCYCLE

Frank Balchin – Wirral MET College

NON-TECHNICAL

Alex Malcom – Mercedes-Benz UK Ltd

YOUNG STUDENT OF THE YEAR

Blayne Atkinson –
Motorvation Training

OUTSTANDING MANAGEMENT PROFESSIONAL

Stephen Astill – AIT Training
Developments Limited

OUTSTANDING ACCREDITED PROFESSIONAL (TECHNICAL)

Mike Donley –
Allianz Global Assistance

OUTSTANDING ACCREDITED PROFESSIONAL (NON-TECHNICAL)

Graham Atkinson – Axle Group – NTA

IMI SKILL AUTO TAKES CENTRE STAGE

IMI Skill Auto is upon us and IMI Magazine previews what we can expect from the competition.

This month places the very best young people working in the automotive industry in the spotlight, as the UK national finals of the IMI Skill Auto competition take place at The Skills Show in the NEC. From over 300 entrants the top six young technicians in each competition stream will head to Birmingham for two days of intense competition before finding out who will be crowned UK champion in their field. With today's young people faced with so many career choices the dedication, commitment and achievement of finalists like Kyle, Ben and Daniel can inspire them to also consider a career in automotive – helping fill the skills gap which exists in our industry.



AUTOMOTIVE REFINISHING
KYLE SAUNDERS
Kyle originally took part in the Automotive Body

Repair heats held at Eyebox in Coventry in the 2014 competition where he came ninth overall. However, he then changed over to Refinishing and after entering the 2015 competition in this stream became the first full time student to ever reach the national finals

for refinishing. Following his success at the heats he was featured in this very magazine, where an employer saw his success and contacted his college offering him an apprenticeship. Kyle is now employed at Nationwide Crash Repair Centre in Newport and studying for his apprenticeship at Coleg Gwent in South Wales.



AUTOMOTIVE TECHNOLOGY
BEN BROWN

After narrowly missing out on a medal in 2014 Ben was determined to improve and entered again this year. Winning his heat he once more faces the challenges and pressures of the finals. He started his career as a full time student at North Warwickshire and Hinckley College where his skills, positive attitude and willingness to learn were spotted and the college offered him an apprenticeship within the automotive department. Ben is now a workshop supervisor supporting other students in their automotive training and inspiring them with his competition experiences. In his spare time Ben adds to his skill set as a volunteer

at Jam Sport Racing in Northampton, building and modifying race and road cars.



AUTOMOTIVE BODY REPAIR
DANIEL BAKER

This is Daniel's first experience of skills competitions and

he was delighted to win his heat and be selected to compete in the national finals. Daniel has always known he wanted to work in the automotive industry and started out at Chartwells in Derby on a work experience week from school before continuing on a regular work experience placement at the company. Two days after he finished his GCSEs he started as a full time employee and is enjoying every minute of being an automotive apprentice. Chartwells are hoping he can match the achievement of Automotive Refinisher Blake Robey, who won Gold for them last year.

To find out more about the IMI Skill Auto competitions visit www.autocity.org.uk/skillauto or contact the IMI's Competition Manager David Massie davidm@theimi.org.uk



THE SKILLS CALENDAR

19TH – 21ST
NOVEMBER 2015
The Skills Show,
NEC Birmingham

2016

8TH FEB – 20TH MAR
IMI SkillAuto 2016
registration
and online test

9TH – 13TH MAY
IMI SkillAuto
Automotive Technology
heats, JLR Academy,
Leamington Spa

18TH – 20TH MAY
IMI SkillAuto
Automotive Body
Repair heats,
Babcock Training,
Milton Keynes

8TH – 10TH JUNE
IMI SkillAuto
Automotive Refinishing
heats, 3M, Atherstone

TBC JUNE
IMI SkillAuto Heavy
Vehicle Maintenance
heats, tbc

17TH – 19TH NOV
The Skills Show,
NEC Birmingham

1ST – 4TH DEC
Euroskills,
Gothenburg, Sweden

Alongside the IMI SkillAuto competitions IMI staff will be on hand in **Hall 20** at The Skills Show to answer questions about careers in the industry and provide advice and information on qualifications and other IMI products and services.



FORTHCOMING EVENTS

FEATURED EVENT

Mid-Yorkshire MA

Tue 17/11/2015, 7.15pm start

THE ROAD TO 95 - EURO LEGISLATION FOR 2020 EMISSIONS

Speaker: Markus Roider

of Pierburg Products

Venue: Leeds City College, Printworks Campus, Hunslet Road, Leeds LS10 1JY

RSVP to Andrew Gledhill

Marcus Roider will give a presentation covering the challenges all major car manufacturers face in meeting the 2020 euro legislation for exhaust emissions, which require carbon dioxide (CO₂) to be down to 95g of CO₂ per km.

To fulfil current and future legislation, car manufacturers have had to implement new systems, including stop/start, AdBlue and improved exhaust gas recirculation (EGR) systems. The technology presents a challenge for independent workshops to diagnose and repair modern cars, but is a great opportunity to distinguish a workshop that can handle the new technologies.

NOVEMBER

Bradford MA

Wed 04/11/2015, 7pm for 7.30pm start

TURBO CHARGING FOR RACING CARS

Speaker: Tony Tait

Venue: Kirklees College's Engineering Centre, Turnbridge Road, off St Andrews Road Huddersfield, HD1 6RA

RSVP to Mike Ward

IRTE North London

Wed 04/11/2015, 7.30pm for 8pm start

ONLINE SERVICE NETWORK, WITH R2C ONLINE

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

Suffolk MA

Wed 04/11/2015, 7.30pm start

AN INSIGHT INTO MCLAREN RACING TEAM TRANSPORT

Speaker: Martin Boyes, Assistant Transport Manager of McLaren Racing Ltd

Venue: Cameo Hotel, Old London Road, Copdock, Nr. Ipswich IP8 3JD

RSVP to Robert Sharman

Norfolk MA

Tue 10/11/2015, 8pm

AN EVENING WITH MULTIPLE WORLD AND TT CHAMPION PHIL READ

Venue: Roy's Motor Company, 242

Sprowston Road, Norwich, NR3 4HT

Numbers are limited; RSVP to Pio Altarelli

Derby College MA

Wed 11/11/2015, 6.15pm start

ZF GEARS: S CURVE SUSPENSION AND AUTO BOX TECHNICAL ADVICE

Venue: Derby College, The Johnson Building, Locomotive Way, Pride Park, Derby, DE24 8PU

IRTE North London

Wed 11/11/2015, 6.45pm

(buffet from 6.00pm)

EEESTA PRESTIGE SEMINAR: COLD AND DARK BY 2050? HOW SUSTAINABLE IS OUR ENERGY CONSUMPTION?

Weston Auditorium, De Havilland Campus, University of Hertfordshire, Hatfield, AL10 9EU

FOC event but tickets must be pre-booked.

For more details and to book tickets

visit www.eeesta.org.uk

Cumbria MA

Thu 19/11/2015, 7pm for 7.30 start

ZF 6HP, 8HP & 9HP AUTOMATIC TRANSMISSIONS

Speaker: Wayne McCluskey, Technical Training Manager of ZF Services UK Ltd.

Venue: Carlisle College, Victoria Place, Carlisle, CA1 1HS

RSVP to Gerry Braddock

Sussex MA

Thu 19/11/2015, 7.45pm start

VEHICLE FIRE INVESTIGATION

Speaker: Paul Fagan, Consultant Forensic Fire Investigator

Venue: Northbrook College, Shoreham Airport, Cecil Pashley Way, Shoreham-by-Sea, West Sussex, BN43 5FF

RSVP to Douglas Wragg

DECEMBER

IRTE North London

Wed 02/12/2015, 7.30pm for 8.00pm start

THE REQUIREMENTS OF OILS IN MODERN VEHICLES, WITH CASTROL

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

KENT REGION

JOINT PROGRAMME EVENTS (NOV-DEC)

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 CILT

Thu 05/11/2015, 6pm for 6.30pm start

RAIL ROUTE ENHANCEMENTS & AGM

Speaker: Mike Smith of Network Rail

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

Reference code: KTG0340

West Kent MA

Thu 12/11/2015, 7pm

VISIT TO QUAFI ENGINEERING HOSTED BY MARK CATARALL AND CARL GREEN

Venue: No.3 Bailey Drive, Gillingham Business Park, Gillingham, Kent, ME8 0PZ

Reference code: KTG0346

East Kent

Wed 18/11/2015, 7pm for 7.30 start

VEHICLE RECOVERY TODAY

Speaker: Nick Ovenden

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

Reference code: KTG0347

Kent TWI

Thu 19/11/2015, 7pm

THE MEDWAY QUEEN

Speakers: Mark & Pam Bathurst of the Medway Queen Preservation Society

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

Reference code: KTG0348

Kent CILT

Thu 03/12/2015, 7pm for 7.30pm

DART CHARGING SYSTEM FOR DARTFORD TUNNEL

Speakers: DVSA

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

Reference code: KTG0341

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NORTH LONDON AND HOME COUNTIES

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

IRTE North London Centre

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

Come dancing! IRTE NORTH LONDON CENTRE 50TH FOUNDATION ANNIVERSARY DINNER DANCE

To celebrate its 50th Foundation Anniversary, the IRTE North London Centre is hosting a dinner dance and has extended the invitation to IMI members.

The details are as follows:

Date and Timings

Saturday 14th November 2015

Reception at 6.45pm for 7.30pm dinner

Venue

The New Hertford Suite, Hilton Hotel,
Elton Way, Watford, WD25 8HA

Dress Code

Black tie or Lounge Suit

Tickets

£50.00 per head. Round tables seating 10 or 12 people are available

Four course dinner followed by cabaret and dancing to live music

Please email Paul Arber at paul.arber@zen.co.uk or call 01992 814216 to reserve your place.

There will also be opportunities for exposure for companies wishing to offer sponsorship.

Hotel accommodation

Available for guests at a discounted rate of £85.00 B&B for a double or twin room.

Note: Accommodation needs to be booked direct with the hotel (a booking code will be supplied)

TICKET AVAILABILITY WILL BE ON A FIRST COME FIRST SERVED BASIS. RSVP AS SOON AS POSSIBLE TO AVOID DISAPPOINTMENT.

THE IMPORTANCE OF CPD

Our members often ask “**Why do I have to do CPD?**” and “**What can I log as CPD?**”

CPD is a continuous process of learning and improvement to stay currently competent in your job role.

By logging CPD, we can help you connect with consumers through the Professional Register.

MEMBERS

At the IMI we are proud to represent our members as skilled professionals.

Our aim is to raise standards in the motor industry, therefore we ask that our members on the Professional Register commit to CPD.

You may already have the qualifications and knowledge to do your job but CPD is about keeping currently competent in an ever changing sector.



CONTINUING PROFESSIONAL DEVELOPMENT

CPD can include any activity where you learn **something new** that is **relevant to your job role**.

CPD can take many forms such as workplace learning, research and reading or formal training and education.

For inspiration see www.theimi.org.uk/free-cpd

PROFESSIONAL REGISTER

The aim of the Professional Register is to recognise the skills, expertise and qualifications of our members and to share this with the public.

The quality of the Register is underpinned by our members completing and logging CPD or keeping their accreditations up to date.

CONSUMERS

For consumers the IMI's Professional Register is the place to find skilled, trustworthy automotive specialists to ensure they are in competent hands.

The Register will give consumers assurance of quality and will also help to boost confidence in the motor industry.

WHAT CAN BE LOGGED AS CPD

You are likely to be doing some CPD without even realising it, here are some ideas to help you decide what you can achieve with the time and budget that you have.

WORKPLACE LEARNING

- ✓ Coaching and Mentoring
- ✓ Meetings and Briefings
- ✓ Appraisals
- ✓ Site visits
- ✓ Professional discussions

SELF-DIRECTED LEARNING

- ✓ Reading journals/ articles/ books/ trade newsletters/ internet
- ✓ Online discussion groups
- ✓ Member Association events
- ✓ IMI events

FORMAL TRAINING AND EDUCATION

- ✓ Courses and workshops
- ✓ Conferences and seminars
- ✓ E-learning
- ✓ Further education
- ✓ Higher education
- ✓ Lecturing or teaching



Meet the CPD team...

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

We're 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 519025 for more information.

UPCOMING COURSES

BODYSHOP MANAGEMENT: GETTING RESULTS AND MAKING PROFIT

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Location: Blackburn, Leeds or Rugby depending on location of applicant

Working for the Senior Management Team you will provide technical support to our body repair members, as well as providing general advice and support in response to member enquiries, providing a communication link between the members and our external services providers.

Role Requirements

Suitable applicants must have:

- Practical experience of working in the vehicle body repair industry
- Be well organised
- Have a working knowledge of vehicle body repair standards
- Have a thorough understanding of vehicle body repair methods
- Have a working knowledge of industry software packages, particularly estimating systems
- Be competent in the use of Microsoft Office applications
- Be customer focused
- Work well in a team as well as being self-motivated
- Be solution orientated

For further information or to apply, please email
frank.harvey@rmif.co.uk

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Vacancies for Motor Engineers/Assessors in London (inner M25 and surrounding areas)

Due to continued growth we have a number of vacancies for Field Engineers/Assessors in the inner M25 area and surrounding regions.

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

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

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

Applicants for these positions should forward their CV along with supporting letter by email to Adam Clancy at ajc@aia-ltd.co.uk by the 30th November 2015.

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



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Rob is the 44 year old general manager of an independent **used car dealership**. On Monday morning, when he sat down at his **laptop**, he found he had received four highly qualified leads overnight showing named individuals and their contact details.

These people had already been **prequalified** as eligible for finance for specific cars on his forecourt by at least one of Rob's providers. Two came through after browsing the leading car **portals** over the weekend and the other two **directly off his own website**.

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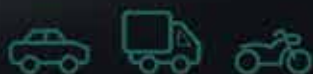
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