

A SECURE CONNECTION
WHY CARS STILL AREN'T SAFE

THE FASTEST
APPRENTICE IN THE WEST
MEET BRAD JACKSON: IMI APPRENTICE,
DRAGRACING CHAMPION

SPACE AGAINST TIME
COMBATting THE RISE
OF PROPERTY PRICES



THE GREAT TRAINING ROBBERY

Why the training deficit is robbing the industry of vital skills



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FROM THE CEO

TRAINING DAYS



Training is a theme that runs through the magazine this issue. Here Steve Nash explains why it is of such importance

For a large part of my career in the motor industry I have had a direct involvement with training. For the best part of 25 years I had a training function reporting to me and, for 15 of those years, it was an entire training academy. It would be fair to say that I passionately believe in the value of training and development, not for its own sake, but for the value it can add to business.

Ours is a fast moving business and the pace of change is constantly accelerating. It simply isn't conceivable that individuals can keep up without ongoing support in the form of regular, targeted training. Yet not everyone sees this. As you will learn elsewhere in this issue, up to 75% of businesses in our sector either don't engage in training or only do so when it is mandated, as with the new MOT requirements or F-Gas, for example.

Part of the problem is that there are those who can only see the cost of training and not the benefit, whereas others sell themselves on their up-to-date knowledge and expertise. To help those in the former category the IMI undertook a project around five years ago, jointly funded by the government, to analyse and understand in detail the true return on investment from a wide variety of different training interventions – from apprenticeships right through to leadership and

management programmes. In every case we were able to show a positive payback to the business and, in many instances, this hugely outweighed the initial investment. Our apprentice calculator opened many people's eyes and debunked several myths about the value of young trainees. Based on real data taken from a large number of participating businesses it proved that well recruited apprentices not only cover their costs much sooner than was previously believed but that they could return up to 300% on investment within their training period.

The return on investment capability (ROI) is something that we have retained and as I write this article our in-house expert Dr Paul Spear is in South Africa working on a wide ranging study for its automotive industry.

“Our apprentice calculator opened many people's eyes and debunked several myths about the value of young trainees”

The problem for those who either don't believe in training or believe that it is simply a cost and something that they can get by without, is that the slope is steepening in every direction. Whether it's the burgeoning changes in the technology of the cars we work on, including electric and hybrid drivetrains and autonomous systems,

or the ongoing changes in regulations and the underlying processes we use to do business, those who don't invest in keeping up will inevitably find it more and more challenging to find a niche in a business that is rapidly moving away from them. The idea that you can get by on what you learnt years ago is as preposterous as thinking that an athlete could win medals at the Olympics based on the fact that they did some athletics at school!

On a positive note there is plenty of help available. The IMI works with a wide range of high quality partners, including manufacturer's academies, to put together our extensive continuous professional development (CPD) offering for members. There really is something in there for everyone, but should there be something you need that isn't offered please tell us about it and we will see what we can do to help.



#HatsOn4MentalHealth

**Join Steve for
Hats on 4 Mental
Health Day**

**WHEN:
November 10th**

**WHERE:
Your workplace!**

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Over £1000 worth of diagnostic training to be won!!!
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THE GREAT TRAINING ROBBERY

Why a lack of training take-up is robbing the industry of vital skills

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IMI MAGAZINE

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INSTITUTE OF THE MOTOR INDUSTRY

FROM THE EDITOR

YOU CAN PUT YOUR HAT ON



On the launch of a new industry campaign to draw attention to mental health issues at work

Let me begin by reassuring you that the IMI isn't in the throes of an existential crisis. Despite the headgear sported by both Steve Nash and myself this issue, the 'M' in the Institute's designation is still very much 'Motor' not 'Millinery'.

No, the reason for Steve's straw hat and my – errrrrr – floppy traffic cone is to raise awareness for an event taking place on 10th November: 'Hats on 4 Mental Health Day'. The initiative is part of a new campaign from Ben, the industry charity, to raise awareness of the mental health challenges that confront so many people at work. With research indicating these issues to be on the rise, it's probable that the automotive industry, by virtue of its prodigious breadth and scope, could well be profoundly affected. Another factor to consider is the industry's make-up with the vast majority of workers being male and thus less likely to seek guidance and support and, statistically, more likely to commit suicide.

The day isn't all about the moribund, however. It is a celebration of the collective power of this wonderful industry to show how much it cares and what it can do for those working within its confines who need help. For more details on the day and how to get involved please turn to page 10; you don't have to wear a traffic cone, just make sure that in one way or another come the 10th November your bonce is resplendent with a topping – I look forward to seeing your choices!

“Another factor to consider is the industry's make-up with the vast majority of workers being male and thus less likely to seek guidance and support and, statistically, more likely to commit suicide”

After mental health, other subjects may feel somewhat trivial. Yet if one issue can never be described thus it is training or, more accurately, the lack of people in the industry who appear inclined to take it up. Steve Nash offers his opinion in his monthly column and the importance of training is a recurrent theme throughout the magazine. Our feature article provides a forensic analysis of the training landscape, seeks to understand why the take-up figures are so low and the damaging implications of this deficit – as well as posits a strategy potentially to improve things.

Please turn to page 18 for the start of the feature which also includes, without question, the best competition ever offered by IMI Magazine. We have teamed up with training partner and IMI Approved Centre Bosch to offer you the chance to win over £1000 worth of free training. One lucky reader will have the chance to attend the first four courses of the Bosch Diagnostic Technician Programme – an

opportunity that could revolutionise a technician's skills. It is not hyperbolic to suggest that this represents the opportunity of a working lifetime – and a chance for this magazine to prove that training isn't a cosmetic accoutrement to your professional life, it is brain and heart surgery rolled into one!

Tim Kiek, IMI Magazine Editor

✉ timk@theimi.org.uk 🐦 [@IMIMeditor](https://twitter.com/IMIMeditor)

YOUR VIEW

To join the debate on any of the issues raised in the magazine, you can email me at timk@theimi.org.uk, tweet me [@IMIMeditor](https://twitter.com/IMIMeditor) or join the IMI's LinkedIn group discussion page. I look forward to hearing from you.



AT HOME

IMI SETS THE AGENDA

There was a full house and even fuller programme for the IMI's Autumn RMA at the VW National Learning Centre in Wymbush

Steve Nash started proceedings with an update on key IMI activities including the changes to apprenticeship funding, the work on technician licensing and international developments.

He also provided an update on the IMI's campaign for all electric and hybrid vehicle technicians to have received the appropriate training. To this end, after letting the post-Brexit dust settle, Steve revealed he will be arranging further meetings with MPs.

Steve also covered the international front, with news of an agreement with the Hungarian government to develop and provide skills solutions to its automotive sector. There was news too of the IMI's recently acquired status as Automechanika's international skills partner.

APPRENTICESHIPS

Mark Armitage, the IMI's UK Business Development Manager, provided a full update on the apprenticeship levy and how this will affect businesses and training providers.

The Department for Education and Skills has announced proposed changes to apprenticeship funding after 1st May 2017. The IMI believes an apprenticeship levy and apprenticeship standards are appropriate measures to increase employer engagement with apprenticeships generally.

However, it is lobbying government over the negative effects of the funding proposals.

Find out more about the apprenticeship funding changes at: theimi.org.uk/apprentice

MOT CHANGES

IMI Business Development Manager Barry Williams and Grant Thunder of the DVSA updated members on the changes to MOT tester and manager requirements.

Current MOT testers are now required to undertake a minimum of three hours' annual training to remain up-to-date with best practice methods. All testers must complete an MOT annual assessment, based on the DVSA specification, to maintain their professional status. Prospective MOT testers and managers must now complete a qualification to practise.

The IMI can provide all these required training needs. Find out more at: theimi.org.uk/mot

AA GARAGE GUIDE

The final presentation of the morning was an introduction to the AA Garage Guide from its Director, Lucy Burnford. The IMI has recently partnered with the AA Garage Guide to help steer motorists towards dealers and garages that consistently deliver high service levels to customers. Listing on the Garage Guide is free for IMI members.

List your garage today at: theimi.org.uk/garageguide

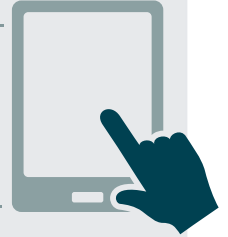
GUEST PRESENTERS

The day's guest speakers were Martin Barrow-Starkey from the VW National Learning Centre and Andy Savva from Savva Automotive. Martin gave an insightful presentation on the operation of the centre followed by a tour of the facilities. Andy closed the day with an inspiring and engaging presentation on increasing efficiency within a garage workshop and improving the customer experience.

Thank you to VW National Learning Centre for hosting yet another successful RMA!

HOW TO...

HOW TO LOG YOUR CPD IN FIVE EASY STEPS



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2. Click on the 'CPD icon' in the pop-up page
3. Click on the 'Log CPD' button
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CPD STAR OF THE MONTH

Eric Joesbury MIMI, Director, Eric's Garage

"Even after a long day I find it easy to log onto my CPD account and log my learning – it provides an invaluable record of my progress. CPD is the future so I found it an easy thing to embrace, and it only took a minimum amount of time once mastered."





INTERNATIONAL

IMI'S INDIAN INFLUENCE

The IMI has signed an agreement with the Indian government to provide motor industry qualifications and vocational training standards.

The memorandum of understanding with the Indian Automotive Skills Development Council (ASDC) could help increase the skill sets of technicians across the subcontinent by giving them access to international qualifications such as diplomas in electric vehicle maintenance and accident repair.

The Indian government is committing significant investment to develop the skills of its people for the benefit of its domestic economy and to enable skilled people to migrate and work in other countries around the world.

The ASDC is convinced of the importance of building occupational standards that cater for both the UK and India, ensuring the level of skills remain high across the world. K Chaturved, CEO of ASDC, said: "With the UK's education system having an incredible geopolitical and economic status in a great many countries, not least in Asia, and the IMI offering internationally recognised qualifications, it's important that we work with the IMI to set high standards that guarantee efficiency and safety."



FEATURED COURSE

HYBRID AND ELECTRIC VEHICLE *Routine maintenance*

Appraising a course which provides essential knowledge for safe working on hybrid and electric vehicles

The fundamental aim of this two day course is to teach technicians how to make the high voltage system safe. However, two days solely dedicated to health and safety is not a prospect likely to get technicians queueing out the doors.

As such, whilst health and safety is the cornerstone of the course, it is structured in a way that keeps attendee entertainment and interest levels as high as possible.

The first morning is dedicated to looking at hybrid and electric vehicle technology as a whole: what is it, what does it mean to us, the reasons for its increasing popularity etc.

The afternoon then looks at the risks the technology presents to any technician working with it. These include death by both electrocution and fire – so bound to get the delegates' attention!

The next day comprises study of the electric motor and a display of how to make a hybrid and electric vehicle safe, followed by

an assessment of the attendees doing it themselves. It is worth noting that no failure results in the demise of a participatory technician; there is a minor chance of a scolding, but categorically no scalding – and that's a promise.

For those of you reading this thinking how complicated can it be to just disconnect a plug, then attendance on the course is advised, quite frankly, as a matter of life and death! Whilst pulling a plug does precipitate the disconnection of the vehicle, if the technician does not follow correct procedure before and afterwards, or has no understanding of the system and how its affiliated components work, then he or she is in mortal peril.

With Euro 7 in 2020 looming large in the background, and even talk of Euro 8 in 2025 – no doubt requiring all vehicles to be run on the electrolytes present in spittle – hybrid and electric vehicles will swiftly become more mainstream than their internal combustion-based compatriots. If you want to continue profitably repairing vehicles into the next decade it simply can't wait – book on the course now and get qualified.



"For those of you reading this thinking how complicated can it be to just disconnect a plug, then attendance on the course is advised, quite frankly, as a matter of life and death!"

To book this course please visit
theimi.org.uk/courses-and-events
or call the Professional Development team
on +44 (0) 1992 519025.

IMI Members Price: **£378**
Course Duration: **2 days**
Please call for dates
and locations

MORE
UPCOMING
COURSES CAN
BE FOUND ON
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ANALYSIS



ELECTRIC CARS

ELECTRIC PROGRESS

Latest figures indicate that alternative-fuelled (including plug-in hybrid and pure electric) cars are continuing to find favour with a small, but growing, number of consumers. At 16,060 units in September, sales were 32.6% higher than in the same month of 2015 for a 3.4% market share. These are undoubtedly cheering numbers, albeit well short of the volume and momentum required for the genre to become regarded as mainstream. For this to happen three conditions are necessary.

First, the distance covered by a vehicle on a single charge requires to be enhanced substantially in order to dispel users' range anxiety. Tesla's models lead the way in this regard, but latest offerings from other electric car producers provide reassuring evidence that this issue is fading. BMW's i3 is now available with a battery pack offering a claimed range of almost 200 miles and Renault has launched a new version of the ZOE with a 250 mile range, while Nissan's new Leaf will feature a more efficient drivetrain together with compact battery technology which will result in a 300 mile range.

Secondly, the roll-out of public charging points needs to accelerate in order to accommodate the growing plug-in hybrid and electric car parc. This shortage will be eased in part following the recent announcement by the government's Office for Low Emission Vehicles of a £10mn funding programme for the installation of further charging points in residential streets and business locations.

Finally, list prices have to drop to the point where electric cars compete more effectively against petrol and diesel-powered counterparts and thereby attract consumers without the bait of government subsidies. Developing the necessary economies of scale in manufacturing which combine attractive showroom prices with acceptable profitability is likely to be the greatest challenge for the industry.

"BMW's i3 is now available with a battery pack offering a claimed range of almost 200 miles"

MOTOR FACTORS

THE PAGE STOPS TURNING

Although rumours had been circulating for some months, the downfall at the end of September of Andrew Page – one of the country's longest established and largest (109 branches) motor factors – was both sudden and shocking. As recently as last year the group had secured a £50mn refinancing package as a prelude to a go-getting expansion programme which prompted company chairman Jim Sumner to note at the time that "we're at the top of our game". Early evidence of a renewed ambitious resolve came last March with the acquisition of Solid Auto, a leading distributor of Japanese and Korean car parts.

A mere six months later, Andrew Page filed a notice of intention to appoint administrators and within days the company had been acquired by the mighty US-based LKQ Corporation, parent of Euro Car Parts (ECP). LKQ, a major player in the US parts distribution market, has an annual turnover in excess of £5bn and the financial firepower to ensure its UK subsidiary becomes the undisputed dominant force with the most branches and highest market share – in much the same way that Tesco is pre-eminent in food retailing.

This latest move follows an already intense period of rationalisation and upheaval throughout the motor factor sector which has seen a steady erosion of one-site operations, a mopping up of medium-sized businesses by larger groups and the departure of some 'big hitters' such as Lookers which, as recently as August, agreed to sell its parts division to Alliance Automotive for £120mn. These developments stem from the increasingly

competitive and crowded nature of the marketplace and the general perception that surviving, let alone prospering, in the sector is becoming more and more testing. Competition is being heightened by online purchasing (with car parts the second biggest seller on eBay), manufacturers' trade clubs and retailers like Halfords selling to the trade.

The interest now is to see how the Parts Alliance (PA), the UK's other principal motor factor group, responds. The PA started as a buying group but has developed effectively into a national chain of independent factors. Andrew Page was one of the founding members of the PA back in 1999 but has had an on/off relationship – leaving in 2008, re-joining in July 2014 and stepping away again in December 2014. Since 2012 the PA has become increasingly under the shadow of the HgCapital private equity group which acquired four members over a six-month period and in 2014 took over the PA organisation itself to form the Parts Alliance Group. Possibilities must surely include PA's remaining independent members selling out to HgCapital, or maybe the private equity group deciding to look for another partner. Whatever, the ECP/Andrew Page link-up has served notice that further significant changes will occur in the UK parts distribution sector.



16,060 alternative-fuelled cars sold in the UK in September 2016

FINANCE

FCA ON THE MOVE?

With an unfeasibly long to-do list and other more pressing sectors to sort out, the Financial Conduct Authority (FCA) – which since 2014 has been the authority responsible for patrolling consumer finance – has more or less left the retail motor trade alone. There have been few site visits and only limited assessment of financing practices.

There's a growing sense, though, that this could be about to change following the recent naming and shaming of six used car dealers, all of which have been issued with final notices revoking their rights to offer consumer finance as a consequence of failing to be 'open and co-operative in the consumer credit sector'. The FCA noted that this move was process driven and did not represent the beginnings of a clampdown on the motor trade. However, it requires little imagination to envisage the circumstances whereby the FCA would be minded to focus more closely on the sector, especially if future routine monitoring highlighted a growing list of miscreants.

For the retail motor trade the nightmare would be a mis-selling investigation, perhaps involving PCPs or GAP products. Both are potential fonts of hassle – the former due to the failure of some dealers to explain the product clearly allied to the failure of some consumers to understand the precise terms and obligations involved, and the latter due to the miniscule 3% claims rate.

CONSUMER PREFERENCES

THE BATTLE FOR PRE-EMINENCE CONTINUES



All parties involved in franchised networks will be concerned, but probably unsurprised, with the findings of the NFDA's latest consumer attitude survey. This reveals that independent garages are regarded as the most convenient for servicing and repair work with a weighty 63% of consumers mentioning them as the most favoured option – although franchised networks have managed to close the gap slightly over the past six months.

Both sides seem convinced that they will be able to triumph over the opposition, but the ongoing tussle seems increasingly deadlocked. Franchised dealers with the benefit of real-time links to manufacturers' systems believe that the peace-of-mind from knowing that servicing and repair work, which increasingly involves software competence, will be carried out to manufacturer-approved standards will swing things

their way. Other positives include the availability of service plans along with new and improved booking systems which aim to reinforce customer links. Meanwhile, the independent trade is convinced that the introduction of SERMI (security-related repair and maintenance) legislation, allowing decisive access to technical information, will continue to ensure a growing share of the market, notably in the fleet sector.

In the final analysis, though, there will be winners and losers from both sides. The ingredients of success will be dependent on overall customer experience as defined by a short and simple checklist. The 'clinchers' will include the ease and convenience of booking, the availability of local facilities (hardly helped in the case of the franchised sector by the continuing and extensive pruning of dealer sites) and, of course, pricing tariffs.

PRE-REGISTRATIONS

PRE-REG ON THE RISE

The UK's new car market remained on an upward trend in September with sales rising by a modest 1.6% compared with the same month of the previous year to 469,696 units. However, the shine on this pleasing outcome becomes somewhat dulled when taking into account the level of pre-registrations which are estimated to have accounted for 20% or so of the market. Revealingly, a hefty 100,000 cars were 'sold' on a single day towards the end of the month as dealers embarked on a frenzied registrations

splurge in order to achieve manufacturers' sales targets and earn bonuses.

It's clear that pre-registrations have mutated into a persistent, virulent and vital constituent of the new car market, with scant likelihood of a reversion to orderly market conditions for the foreseeable future. The custom is also of growing significance elsewhere in the EU where pre-registrations are credited with propelling car demand during September to a record level. An illuminating indicator

is provided by the French car market with reports suggesting that no less than a third of registrations were recorded on the last day of the month.

The attempt since earlier in the year by Peugeot to encourage its UK dealers to abstain from the habit, in the hope of protecting residual values and encouraging fleet business, seems unlikely to find widespread support. For one thing, volume car manufacturers throughout Europe need to maintain present levels of capacity utilisation as a means of protecting margins, even if this means supply regulating demand rather than the other way round and effectively manufacturing 'used cars'.



INDUSTRY ROUND-UP

JEEP

TOP OF THE POP-UPS

To mark its 75th anniversary Jeep operated the world's first pop-up showroom – installed on the edge of the famous cliffs at Robin Hood's Bay in North Yorkshire – for three days last month.

Accessible only by 4x4 the three and a half tonne mobile showroom was towed to the location across the rugged North York Moors terrain by Jeep's 75th Anniversary Grand Cherokee. The rest of the 75th Anniversary range, and an example of the famous Willys Jeep, were displayed on-site.

Whilst passing trade wasn't expected at the remote location, walkers and rambles were welcomed into the 'dealership' to discover more about Jeep's famed 4x4 credentials. "Jeep has a long and illustrious off-road history," said Damien Dally, Head of Brand, Jeep UK. "In our 75th year, a landmark moment, it seems fitting that we've demonstrated that our vehicles really do go anywhere, and can do anything, by creating the world's first pop-up dealership which you can only get to in a 4x4."



CONSOLIDATION

THE POWER OF THREE

Automechanika Frankfurt in September was the venue for the first official appearance of ECOBAT Battery Technologies, a new company that has been formed from the consolidation of three independent businesses operating within the ECOBAT group. At the show it was announced by the newly formed company that 'heritage brand' Lucas has been elevated to the position of 'signature brand' across the European markets that it already serves.

Although originating in the UK, the awareness of the Lucas brand

is not confined to these shores, because historically it has been active in both the automotive and commercial vehicle sectors and across many other industries – on a global scale. It is therefore an extremely prominent brand that commands great influence and possesses a level of recognition that is able to transcend national borders.

ECOBAT was quick to state, however, that "the addition of Lucas in no way undermines the company's existing brands, which include VMF and Numax".

TRAINING

A PROACTIVE APPROACH

A total of 20 staff took the opportunity to update their knowledge of issues such as emission control, the Pierburg product portfolio, engine management and future technologies at a recent Elringparts UK training day.

"Our staff were extremely satisfied with the two day training; their expectations were fully met," said Training and Technical Support Mike Knowles. "We were all able to gain a more comprehensive insight into the functions of Pierburg products in modern engine management systems."

Information on current trends, sales arguments, optimum storage and proper handling of products gave the Elring staff considerable added value from the event. "Ultimately, it is our customers who really benefit from this advanced training. By increasing our expertise we can advise and support them even more effectively," explained Knowles.

FUNDRAISING

HAT'S THE WAY WE LIKE IT

WHAT
Hats on 4 Mental Health Day

WHEN
November 10th

WHERE
Your workplace!

After its recent rebrand Ben is calling on everyone working in the automotive industry to get involved in its first ever national fundraising event in November: Hats on 4 Mental Health Day. The idea is simple: wear your hat to work on 10th November and donate £1 or more to help Ben support colleagues in the automotive industry suffering from mental health challenges. Every £1 donated will go back into providing relevant services for those who work in the industry and their families.

The campaign has even received support from Tom Chambers, known for his roles in *Holby City*, *Casualty* and *Waterloo Road*, and Mike Brewer, presenter of *Wheeler Dealers*.



Tom Chambers said: "I'm supporting Ben's 'Hats on 4 Mental Health Day'. We need to raise awareness about mental health challenges as they have an impact on so many people."

The new campaign and fundraising day will shine a light on how mental health can affect anyone, at any time, and is particularly relevant

as new research shows that around 1 in 3 people experience mental health challenges at work.

For further information and to get involved please visit: hatson4ben.co.uk

FLEET

A TEST OF CONFIDENCE

SEAT is so convinced that anyone who drives its new Ateca SUV will fall in love with it that it's giving British business customers the chance to live with one for a full four days. The latest initiative from the Barcelona-based brand will see cars being made available through its UK network of SEAT Business Centres until the end of 2016.

Commenting on the launch of its latest programme, Peter McDonald, Head of Fleet & Business Sales at SEAT UK, said: "A test drive is one of the most important stages of choosing a new car; it's a time for decision-makers



to consider whether a new vehicle will help them achieve business objectives and project the image they really want. So, we wanted to give them the chance to really get to know the Ateca and all of the benefits it delivers."

APPOINTMENTS

► **Cataclean**, the maker of the patented fuel and exhaust system cleaner, has appointed **John MacRae** as Sales Manager, South of England. MacRae will focus on developing the customer-base among road-going consumers and commercial vehicle fleets. John also has responsibility for developing the Cataclean motorcycle portfolio.



► **Wincanton plc**, a leading provider of supply chain solutions in the UK and Ireland, is pleased to announce that **Carl Hanson** has joined as Fleet Director. In the role Carl will be responsible for leading group-wide fleet strategy and implementation; he will work across the organisation to ensure optimum utilisation and greatest efficiency for the existing 3,600-strong fleet.

► With the rapid growth of **Sonne**, HELLA's paint division, the team behind it is also expanding. **Simon Allan** has joined the company as Senior Technical Manager alongside Head of Division Paul Tredgold, who commented: "I'm delighted to welcome Simon to the team. I've worked with him before and I know him to be an outstanding technician with a real understanding of the paint world."

► **Ben**, the not-for-profit organisation that partners with the automotive industry to provide support for life to its people and their families, has announced the appointment of **Peter Johnson** as President. This newly created role will see Peter become an ambassador for Ben to help the organisation develop further links with the UK automotive industry. Currently Non-Executive Chairman of Marshall Motor Group PLC and Chairman of the Retail Motor Industry Federation, Peter is a highly regarded senior leader in the automotive industry.



IN BRIEF

► **TrustFord** has announced the expansion of its Warwickshire-based Long Marston fleet distribution site, currently being developed further with the objective of creating a national fleet distribution hub. The site will expand from 7 to 22.5 acres and will have a capacity for around 7,000 vehicles.

► The partnership between **Autoglass** and **Inchcape Fleet Solutions** has been renewed on a two year contract, reduced by a year from their initial three-year agreement. The renewed partnership will see Autoglass provide technical expertise and service to Inchcape's fleet of over 26,000 vehicles across the UK.

► **Arval**, a vehicle leasing and fleet management provider to companies of all sizes, has become a leading partner in one of the UK's largest hydrogen fleet car trials to-date. It is taking part in the Hydrogen Hub initiative, which will see fuel cell technology used in a wide range of domestic, commercial and transport applications in Swindon, where Arval's UK head office is based.

► **GSF Car Parts** says its recent Norwich branch open evening drew an 'amazing proportion' of local garages, with many staying until after 10pm, socialising with GSF staff and some key suppliers. The event, which took place in late September, was held to celebrate extensive recent improvements which have seen both stock upgrades and a new sales office for the thriving branch.



FRONTLINE

DOES CIVIC DO ITS DUTY?

The launch of an all-new Honda Civic is a moment not to be sniffed at. As one of the most recognised and prolific car names in the world a lot rests on the tenth generation Civic's shoulders



When a car name has been around for more than 40 years it carries with it both the positive and negative of its predecessors. The Civic is no exception. These positives include a reputation for reliability, practicality and what Honda's Head of Cars Phil Webb describes as "robust" styling.

The new Civic, which will be arriving in showrooms early next year, also has the advantage of a retail network that appears to be on the up too. "Profitability is now trending upward in the network. Our aim for the end of this year is 2% return on sales. And there is no reason this shouldn't be achieved," said Webb.

Honda's Managing Director and Webb's boss, Phil Crossman, added that for the past few years the upper quartile of the network was running at a lot higher than 2%. Even before the new Civic arrives, Honda sales are going well. "We're running at 16% up," said Crossman. "If we're north of 12-14% for the year I'd be over the moon. Our challenge now is getting orders to customers. I think the effect of run-out treatment of the current Civic, plus bringing in Type-R and HRV, has got more people thinking about Honda again.

Showroom traffic is well up and our dealers are very good at converting too."

STRATEGIC CHANGE

Both Crossman and Webb put the latest run of success down to a change in strategy a few years ago: the move into PCPs and service plans. "Our PCP schemes and service plans have been in place now for two years and have been a big contributor to network profitability – particularly the service plan," said Crossman.

Backing this up, Webb said: "In the past two and a half years we've put a lot of focus into retention, not just PCP but service plans. If you'd asked me two and a half years ago I'd have said we were behind the market; we've now changed our dealers' mindset. The target is 70% penetration for the brand and we're at that with some models.

"Service plan penetration is at 80-85%; we see no reason why this shouldn't continue to 90%. Also, we've got 34,000 PCP contracts coming to an end in 2017/18. If our network is set up to deal with these customers it gives us a great opportunity – especially with the new products we've got.

SECOND IS BEST

"Our policy is to sell a two to three year PCP scheme – and a five-year service plan. This means that we get the second owner. That's an important strategy for us and obviously our network embraces it."

The increase in aftersales work generated by the service plans has led to Crossman's claims the network is now short of technicians. "The area where dealers are going to have to make more investment is in technicians. The service plans are bringing in more people and what we don't want is lead times going from 3-4 days to two weeks or three weeks.

"We're going to get all the aftersales managers together in November to look at the infrastructure they've got, or not got, and to see provisionally where they need to get to and how they can utilise our apprenticeship schemes. We've got a fabulous technician scheme across cars and bikes and power products and a third of all our technicians are ex-apprentices. The other thing is we probably need some of the less skilled technicians to do things like PDI (pre-delivery inspection) and other things that are currently absorbing our full technicians' time."

20mn

total number of Honda Civics sold globally by the end of 2015

The other aspect that will help propel the Civic to further success is a revised local fleet plan called the Platinum Programme. This initiative, that's been in the planning for more than a year, will mean all retailers will be trained to sell to local businesses.

"Whether it's a five-car or 25-car fleet, we've got a structure in place so they've got dedicated corporate demos to use for those

fleets. We've still got half a dozen major corporate centres around the UK which will work with us on the big deals, potential daily rental and so forth," added Webb.

The upshot of this planning and preparation over the past two years are registrations that are likely to hit 60,000 this year, even before the new Civic arrives. And with the new model those positives look set to be amplified.

HOW TO SELL IT: SEAT ATECA



IMPORTANT BECAUSE...

The Ateca is hugely important because it gives Seat a car in the huge mid-size SUV, or crossover, market. Before Ateca the Seat range only covered 54% of the market; now it covers 75%.



WHY WOULD SOMEONE BUY IT...

There are many reasons to buy an Ateca. The car is good looking, likely to have strong residual values, well equipped against similarly priced rivals, drives well and is practical.



WHO WOULD BUY IT...

There's a wide range of customers who would be attracted to the Ateca too. The obvious group is families, needing space for kids and room in the boot, who like the SUV look. Company car drivers will be attracted by the competitive fuel and emissions figures – particularly if they want a petrol rather than diesel. Plus those looking for winter grip can opt for a 4x4 version.



BEST TO GLOSS OVER...

The larger diesels don't feel as quick as you'd think, in part due to their weight. However, the petrols feel better than expected – even the three-cylinder 115hp 1.0-litre version.



ON THE ROAD...

Pick one of the smaller engines and the Seat Ateca is a remarkably impressive car to drive. The petrols are seriously refined and plenty powerful enough to make motorway work a doddle. The 150hp

1.4 petrol even feels a touch sporty. Whilst totally acceptable, the 2.0-litre diesel isn't as refined or as quick as you'd expect, plus isn't as smooth over rough surfaces as the petrols.



ALSO ON THE LIST...

Given the growing popularity of the crossover market there a host of rivals such as the Nissan Qashqai, Kia Sportage, Hyundai Tucson, Mazda CX-5, Renault Kadjar, Suzuki Vitara, VW Tiguan (on which the Seat is based) and a host of urban SUVs from the prestige brands.



PRICE AND FINANCE...

The range starts with the 1.0-litre S version priced at £17,990 on the road, rising to £29,990 for the 180hp 2.0-litre diesel four-wheel drive automatic in Xcellence trim level. However, Seat is promoting the 115hp 1.6 TDI on a £299 per month, three-year PCP deal.



UP-SELL OPPORTUNITIES...

SE customers really should be optioning the navigations system for £525 which also adds a DAB radio. The convenience pack is also an easy upgrade at £170 and adds auto lights, wipers and auto-dimming rearview mirror.



ON THE FRONTLINE

**RUSSELL SMITH,
MANAGING
DIRECTOR,
PHOENIX CAR
COMPANY**



What was your first job?

I started as a sales exec in 1998 with Honda and was quickly bitten by automotive retail bug. I became a sales manager less than 2 years later, then progressed to dealer principal. Next step was a promotion to a group sales director, leading to my current role.

Tell us about Phoenix?

Phoenix Car Company has twelve dealerships representing Honda, Kia, Hyundai, Mitsubishi, Suzuki and MG, plus a bodyshop. We sell nearly 5000 new and 5000 used cars per year and employ over 300 staff.

How do you approach recruitment and do you struggle to get 'quality' people for your business?

We are very passionate about recruitment and the company directors are involved in the process. We have recently made changes to our sales exec pay package which has helped add to our already strong intake of quality people. Combining a higher than average basic wage with a 5 day/40 hour week has helped ensure a great response to our recruitment adverts. We believe we do have quality, well educated, talented people on our team and have not found it a struggle to attract the brightest and best when and where we need them.

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

Closely study those round about you, mirror their strongest points and ensure you dismiss anything which does not add value to the sales experience – effectively creating a 'super-sales exec'.



MOTORCYCLES

IS THERE ANYONE OUT THERE?

Reporting on the poor attendance at this year's National Motorcycle Conference and why this is so damaging to the industry



The Association of Industrial Road Safety Officers, or AIRSO, may not mean a lot to many in the motorcycle world, but it runs the annual National Motorcycle Conference at the Hinckley Island Hotel each August. Strictly speaking the event is run by Karen Cole of the MCIA with a little help from the good people at AIRSO, who actually host it in conjunction with their National Blue Light Users Conference, the Fleet Driver Trainers Conference, plus a few others.

AIRSO was originally formed in the early sixties by ex-police driver trainers who realised that road safety was a much wider subject than that covered by local council Road Safety Officers (RSOs) and it affected fleet operators and those in business too. Thus it seemed appropriate to run a conference aimed at those involved in training the emergency services, as well as looking after those in business.

Over the years, AIRSO gradually added on other conferences that dovetailed nicely with the safety ethos – motorcycling was naturally one of the first to be added given the police force is one of the

most prominent users of PTWs.

Over the years the conference has attracted a solid following and some prominent speakers from the world of motorcycling; it has covered many diverse, but associated, subjects and the result has been relatively high attendance figures. Eventually it seemed appropriate for Karen Cole, who is also an AIRSO member, to take over as chair and help plan, promote and run the conference, utilising the MCIA's resources. This is something she has done with considerable success... until this year.

ATTENDANCE WOES

Despite increased advertising and promotion, just over thirty people attended for a diverse programme that saw subjects ranging from the use of the 'stinger' to stop stolen motorcycles, right through to updates on the MCIA's motorcycle strategy and DVSA motorcycle training.

In an effort to promote it the MCIA offered a £30 subsidy for any motorcycle instructors and approved training bodies (ATBs) that wanted to attend. The conference featured DVSA's Head of Motorcycling Mark

Winn – so essentially some delegates were getting a cash incentive to learn straight from the horse's mouth!

The event is not just aimed at instructors, however, the target audience comprises all road safety professionals, those working in emergency services, motorcycle dealerships, and those with a general interest in improving motorcycle training and safety.

Cost was a mere £80.00 if you were not privy to a subsidy, the cost covering an excellent two course cooked meal at lunchtime plus coffee and cakes, morning and afternoon, during the six hour day. So actually it was a relatively cheap conference by today's standards.

Looking through the list of attendees most came from the police, local councils with a motorcycle problem, and a handful of motorcycle training companies up and down the UK – proving the central Hinckley location was not the issue. Which begs the question: what caused the massive drop-off in attendance?

The pre-promotion was probably the biggest ever and

the subsidy was surely a good draw for those involved in training who seem to fill the pages of the motorcycle trade press each month moaning and groaning?! With Mark Winn present it was a prime opportunity to air their grievances!

Those who had taken to social media to shout about the use of the 'stinger' on motorcycles who fail to stop for police, and the likely outcome, would have done well to listen to the real facts about its deployment

(no, not for speeding as alleged!), or listen to the perils of 'taking' penalty points for others.

A presentation on the use of airbags in motorcycle clothing was also enlightening, as was one from Nathan Millward, who rode a small capacity postman's bike all the way back to the UK from Australia, on how to keep your concentration, and sanity, while riding long distances!

INCREASING REACH

The diversity was definitely there, even if the audience was not, and the question the organisers are now asking is how to reach a more general audience and how to get the motorcycle press on-board to report on it and encourage not only the trade and road safety professionals to attend, but also the buying public. The cost and effort remain the same, whether the audience is 10 or 1,000,

and it would be a shame to lose the event, so any good suggestions would no doubt be gratefully received!

PLANNING FOR BREXIT

Shortly after the conference, the MCIA formed a working group for members, and an open forum website for the whole industry, to formulate its response to post-Brexit questions posed by various government departments and to develop a post-Brexit case for motorcycling. Top of the agenda: the opportunity to review the licence, training and testing regime that supports new riders – so more people at the National Conference could have helped shape or influence future legislation had they attended!

The MCIA will now collect views and suggestions through an open comment forum housed at mciabrexit.co.uk. The website

is open to anyone working in any capacity in the motorcycle industry, there is no need to be a member of the MCIA. People are invited to identify concerns, issues or potential opportunities open to the motorcycle industry on any EU-related matter. The most common concerns and opportunities will be cohered into recommendations targeted at the relevant authorities with the aim of influencing the post-Brexit environment for motorcycling.

So the MCIA is, as ever, working hard to protect and promote motorcycling, despite what a lot of people think. Let's hope in future people will use the opportunities that keep being presented to them rather than just writing to the motorcycle trade press and using social media to complain.



Worth its Saltire

Edinburgh-based Saltire Motorcycles has paid for a 30 second television advert on Scottish TV in order to boost its business – and the investment is already showing returns. Dealer Principal Calum Murray has suggested that manufacturers should be leading the way and if they did they would receive support from the dealers as the adverts reach people outside the motorcycle fraternity; current advertising just targets existing customers. Although the cost was high, he has stated he would consider another TV campaign in the future if the positive response continues.

IN BRIEF

➤ **Close Brothers Motor Finance** has become the exclusive finance provider of Norton Motorcycle Company (UK). The move between the two firms will give consumers the chance to access finance deals from the Norton factory.

➤ The Austrian manufacturer **KTM** has created a new commercial business department within its newly opened Silverstone Business Park-based offices headed up by Mike Parker, a former KTM area sales manager.

➤ The Indian brand **Royal Enfield** has just opened another concept store in St Helens based on Royal Enfield's globally replicated retail identity. On display is its latest clothing range and a handful of iconic Enfields.

➤ The Japanese manufacturer **Kawasaki** and the Taiwanese manufacturer **Kymco** continue to swap parts and rebadge models to cut down on development and manufacturing costs. As a result Kymco, which to-date has been small capacity scooter-based, will soon have its first motorcycle powered by a Kawasaki ER6 engine.

PERSONALITY TESTS

A recent press release has stated that Kawasaki Heavy Industries is pressing ahead with plans to develop next-generation motorcycles that have a 'personality' and can grow along with the rider. The motorcycles will make use of ICT (information and communications technology), including AI (artificial intelligence), to achieve this goal.

The motorcycles being developed can pick up on the rider's intent and emotional state, enabling both rider and motorcycle to communicate and share an understanding of purpose, opening the door to a brave new world of unprecedented riding experiences.

Accessing Kawasaki's

bank of analytical chassis and running data stored on a cloud-based data centre or referencing the vast amount of information available on the internet, the system will be able to offer the rider hints for enhanced riding enjoyment and relay safety-related or reassuring advice as the situation dictates. Through advanced electronic management technology updating machine settings based on the rider's experience, skill and riding style will also be possible.

It just raises the question: who is at fault when it all goes wrong?





COMMERCIAL VEHICLES



CRAFTER'S THE BEST MEDICINE

Looking at the numerous launches made by Volkswagen at the recent Hanover CV Show

Volkswagen launched the new Volkswagen Crafter at the Hanover CV Show at the end of September, the first time that Volkswagen has built its large panel van independently of Mercedes-Benz since the early 1990s. In addition, it will be badged as a MAN and sold through MAN dealers as the MAN TGE.

Volkswagen also unveiled a revised structure for its commercial vehicle division, now known as Volkswagen Truck and Bus, which includes MAN, Scania, Navistar and Volkswagen's light CV division, as well as the Volkswagen heavy truck and bus business in Brazil.

The launches didn't end there though. Volkswagen Truck and Bus CEO Andreas Renschler also launched the company's new brand: RIO, an open-source, cloud-based system designed to operate across all van and truck brands to help with freight

planning, loading processes, traffic flows, vehicle up and downtime, and more...

As well as the new Crafter, Volkswagen also gave a glimpse of an electric van concept vehicle, the e-Crafter, which should be production-ready by next year and boasts a projected range of over 125 miles (200km) from its Lithium-ion batteries. It would be powered by a 100kW electric motor delivering 290Nm of torque.

A GOOD FIT

What does all this mean to Volkswagen van customers? Dr Eckhard Scholz is Chairman of the Board of Management at Volkswagen Commercial Vehicles, handling the light CV business specifically. He gave some detail about the e-Crafter concept, explaining why VW chose the Crafter as the basis for a new electric van. "From a platform perspective the Crafter

fits much better," he says.

"You can put the battery beneath the floor and the electronic architecture has already been prepared from the e-Golf, so we have all the ingredients for an electric vehicle.

"From a load capacity perspective the Crafter fits much better too," Dr Scholz continues, "the model range goes up to 5.5-tonnes gross vehicle weight (GVW). That means that with the high battery weight you can still carry whatever you want."

"Continuing to look to the future Dr Scholz believes that achieving the next steps in fuel consumption and emissions reduction will be an important development for the company"

In production volume terms the Crafter is not as important as the Caddy and the Transporter. Caddy production volumes can be as great as 180,000 per year, and VW has already built over 200,000 Transporters in 2016, with a target to build 250,000 next year. It has also built 50,000 Crafters so far this year and plans to raise production to 100,000 per year, including the MAN TGE. But Dr Scholz expects that only around 18-20% of total sales are likely to be MAN badged as VW has more dealers who will sell a wider range of the models than MAN dealers are likely to.

AN OPEN PLAN

The RIO cloud-based system is designed for use by heavy truck and light commercial vehicle operators. Because it is an open platform it should allow a wide range of developments.

3.2%

fall in total CV production between January to August 2016 compared with the equivalent period in 2015

“It means we can go into this platform with our solutions and also with a connected van,” says Dr Scholz. “We are in the development phase today. Our commercial customers are very professional with mobility solutions.

“In my opinion Scania is more the future with solutions for our commercial customers. This makes sense for predictive maintenance and route optimisation and, now, we have a chance to be in this platform together. We hope that we can learn from our heavy commercial customers. I’m sure that only with an open platform can we go into the future – most of our customers don’t only have VW, they have a lot of other manufacturers too. An open platform is the future, not a solution only for VW, or Daimler, or Ford. RIO is the right direction but now we have to bring more substance and ideas to the customers.”

GOAL-DRIVEN

Continuing to look to the future Dr Scholz believes that achieving the next steps in fuel consumption and emissions reduction will be an important development for the company. “The new regulations are very tough and we have to move forward,” he says.

The needs of customers is another important goal: “You can’t produce one vehicle, you have to produce a solution for the customer, that’s very important.”

Digitalisation is also at the forefront of his mind: “Mobile online services, mobility services, all these things change the game. If we find the right answer for our customers’ needs then we are on the right track.

“What we see is that we are very successful in the Caddy segment, especially in the UK. We want to grow in the Transporter segment, it’s the most profitable light commercial segment.

Dr. Harald Ludanek is Head of Development at Volkswagen Commercial Vehicles and he discussed the e-Crafter concept in more detail. “We have two possibilities for charging,” he explains. “One is DC charging, where you can recharge the battery in 45 minutes. This would be from a charger delivering around 40kW. The other, where you only have the classical household 16 amp charging, you can recharge in four hours, fine for overnight charging. These are good parameters which fit in with inner city deliveries.”

POWER DIVERSIFICATION

Diesel engines have been the major power source for light commercial vehicles for over 25 years but that is likely to change in the future, as Dr Ludanek outlines. “We are living in a time where we don’t think that everything will change to one power source. In the near future we have to handle different variants of drivetrains. On the one hand, for light commercial vehicles, we will have long distance deliveries which you can use with a normal driving licence to be quick. For at least the next five to ten years the diesel engine will be first choice because of its power density, so it fits in, but then the other extreme case is inner city deliveries.

“We know from studies in cities such as Hamburg, Cologne or Frankfurt, that city routes have distances of around 60 to 100km. For these we have seen that the e-Crafter would fit very well and even with 200km you can eliminate the fear that you might have some unexpected breakdowns by not having enough energy in the battery. To reduce the concerns about range and also increase the payload, we can adapt the battery capacity,” Dr Ludanek concludes.

IN BRIEF

► Scania has won the International Truck of the Year award for the company’s new S-series long haul truck that it launched in August. The new truck features a flat cab floor to maximise internal space. The new truck is the result of a ten year development programme.



► Mercedes Vision Van Concept is designed for ‘last mile’ delivery in urban areas. It features electric power, digital connection to all people and processes involved, an automated cargo space, and integrated delivery drones.

► Ford launched its latest EcoBlue diesel engines at the Hanover Show for the Transit and Transit Custom, claiming fuel efficiency improvements of up to 13% for the new engines. A new six-speed automatic transmission for front-wheel-drive Transit and Transit Custom models was also launched, as well as enhanced all-wheel-drive and SYNC 3 connectivity systems.

► Based on the Renault Trafic, Nissan unveiled the NV300 van range at the Hanover CV Show. The range includes panel van, crew van and combi passenger models – and chassis cab variants will also be offered. Nissan is offering a five year/160,000km warranty and service intervals are set at two years/40,000km.

► The Global Vehicle Trust launched its OX light truck in September, claimed to be the world’s first ‘flat pack’ truck. The vehicle has been developed for markets in Africa and the developing world. It has been designed for a range of daily tasks such as collecting drinking water and transporting grain, fertiliser or building materials.

► Peugeot has launched a range of new 2.0-litre Euro 6 diesel engines for the Boxer van range.

The new engines will be available with 110hp, 130hp and 160hp power outputs. All feature stop/start systems and six-speed manual transmissions.





THE GREAT TRAINING ROBBERY

*Training: plenty of people offer it, very few people take it up – a reality robbing the industry of much needed skills. In conversation with a Bosch trainer **Tim Kiek** analyses why many in the industry don't train and suggests a new strategy to turn hate into love*



TIM KIEK IS THE EDITOR OF IMI MAGAZINE

“Automotive training is down to 15%.” This startling statistic came courtesy of Ken Geer, Senior Technical Trainer and Programme Developer at Bosch Automotive. Now, I may not be Pythagoras, but even by my limited mathematical reckoning this leaves a rather significant proportion – 85% to be precise – opting not to train.

As with most statistics this one should be treated with a reasonably liberal pinch of the proverbial. I am not impugning the research, but Ken did qualify that it was conducted a few years ago. Training is polymorphous

by nature, having many non-standardised definitions, so forming an accurate measurement is somewhat challenging.

However, questioning the integrity of the precise figure is, in this case, needlessly fiddling with semantics. The unavoidable truth is that many people working within the automotive industry simply don't train, or, train to an absolute minimum. It is not a new phenomenon either. I have been reporting on the automotive industry for nearly a decade, embryonic in many of your eyes no doubt, but long enough to assimilate a raft of anecdotal evidence documenting the

frankly frightening gaps in knowledge that characterise a vast swathe of its populous.

Of course, as members of the IMI, the industry's professional body, there is a good chance technicians reading this article are among the '15%' that proactively train. Yet it would be unwise to sit back and puff on a self-congratulatory Cuban just yet; just as technological change is an ongoing process, so is training. And it should also be made absolutely clear that the clarion call to train is not just targeted at the independent sector; there are many people working in franchises whose skills are also severely lacking.

A SKILLS CHASM

The extent of the problem had been, by his own admission, somewhat masked from Ken Geer. Fifteen years of dealing with Bosch Master Technicians had cosseted him from 'reality'. "It has only been since starting a light vehicle inspection course that my eyes have truly been opened to where the skill level in the industry is actually at," he says. "I wasn't aware there were so many technicians who didn't have a Level 3 qualification. I left college as a Level 3 yet most people who leave college do so as a Level 2."

One course that Bosch runs exemplifies the vital nature of training, perhaps more than any other: 'Hybrid & Electric Vehicle Systems'. The course is quality-assured by the IMI and it is this month's featured course in 'IMI in action' (pages 6-7). "There are sources suggesting one person a day in America dies servicing hybrid and electric vehicles," Ken claims, "and this doesn't seem so far-fetched when you consider there have been many technicians who have come on this course and been completely unaware that the orange cable in an electric vehicle indicates high voltage."

"With Euro 7 in 2020 fast approaching the number of electric/hybrid vehicles on our roads will continue to grow. It is no longer a niche technology either; almost every vehicle manufacturer now has some form of hybrid model. Why would a garage wish to turn these vehicles away?!"

Why indeed, yet many do, and many will continue to do so until they have no work left to turn away. "There will always be those who take a proactive approach to training," says Ken, "but they are in the minority. As you filter down through the garage trade you end up with 'Fred in the shed'. Fred won't have an instruction manual for every vehicle he works on – and he certainly won't have a subscription to an information system such as Bosch's ESI."

"It isn't a Bosch Master Technician who makes it absolutely vital the industry is regulated – it is Fred. If you work on air conditioning systems you are regulated, yet you are not if you work on a vehicle that can actually kill you. It's crazy!"

Without wishing to delve too much into the rather opaque world of the pros and cons of licensing it is absolutely clear that there should be a licence imposed on those working on hybrid and electric vehicles and the IMI is leading the call on government to act. Just one death resulting from a technician working on such a vehicle represents a catastrophic failure of the state to protect its citizens. For those of you thinking it is as easy as

"Many technicians are completely unaware they are even working on a hybrid vehicle – don't let one of them be you"

disconnecting a cable, then get yourself on the Bosch training course – right now (discounted for IMI members)! Many technicians are completely unaware they are even working on a hybrid vehicle – don't let one of them be you.

FILLING THE VACUUM

The vacuum of regulation in the industry imbues training with an even greater importance – so why is it that the take-up is so low? "An average day's training costs about £1000," estimates Ken. "This takes into account everything: the course fee, travel and loss of business that day. This isn't cheap. However, in all my years' training I am yet to meet a boss who hasn't made the money back as a result of the training."

"In a former life I was a Bosch Master Technician and ran my own garage too. It always used to amaze me when I opened up a bonnet and was confronted with a load of shiny new parts. Now how can it be cost effective to spend hours trying to diagnose a problem, fail, and then just fit a new part?"

"The only way to become more cost-effective is to diagnose faults first time. And the only way to achieve this is to take training. If you turn jobs away you aren't just turning one job away, you are turning away potential repeat business, and business from that person's friends and family too!"

Ken's frustration is apparent but, to play devil's advocate, he is part of an industry which collectively has failed to incentivise the take-up of training over what is now many decades. I think, perhaps, that part of the problem is that on occasion there has been too much of a tendency by the 'flagbearers' of training to sermonise, nay, evangelise as to why training is of such immense importance. One need not have a profound grasp of the human psyche to understand that as a whole – and on the whole – humans aren't overly keen on being lectured to. We all tend to think we know best and far be it from the likes of me, who has never picked up an oscilloscope in his life, to preach to those on the coal face.

I can also see why many would be sceptical about the providers of training. For one thing there are so many; it can be hard to divine the quality of the offering that a garage's hard-earned cash, and limited time, is being

spent on. This is one of the reasons why the IMI is important as an awarding body within the industry. Its team of expert professionals can separate the wheat from the chaff, and its continual monitoring of course output is why training should only be sourced through an IMI-approved provider – such as Bosch.

STEP-CHANGE REQUIRED

The greatest barriers to training then are cost, time and an innate suspicion that what is being paid for is, unlike L'Oreal, simply not worth it. For any tangible change in this status quo to be effected there needs to be a paradigm shift – and the shift better happen soon as technology's inexorable growth comes cloaked in the sombre black of the Grim Reaper and is enveloping large numbers of the industry in endless dark. The scythe hasn't been swung just yet, but sure enough it's poised to do so.

It is clear then that some of the discourse around training needs changing. First there has to be an acceptance that some businesses will never train and are comfortable in that position. They will repair a limited range of older cars and then fold and retire in a few years' time. As long as they don't try and repair modern vehicles by undercutting competition and using a 'trial and error' approach then there is absolutely nothing wrong with this. The industry is a big enough beast not to be one-size-fits-all.

Any garage which has ambitions beyond the superannuated, however, needs a different approach. It isn't enough to say if you don't train you are putting your longevity as a business at great risk. Much like the hideous pictures and dire 'cease or you'll decease' warnings on cigarette packets ▶





conspicuously failing to induce smokers to end their puffing, so too 'train or you won't remain' warnings in the motor industry fail to strike home. The fact is, whether through undercutting the competition, good fortune, or simply location, many undertrained garages boast full bays daily, and they simply won't believe that their 'Garage of Eden' will soon become a 'Car-adise Lost' (apologies).

A NEW STRATEGY

The best approach is surely to make an incontrovertible case for the positive effects of training being felt, not just in five years' time, but in the here and now. Ken puts his finger firmly on the pulse when he says: "The key is the first time fix rates. If you are paying a technician for nine hours, and yet they are only invoicing for three, you are potentially losing out on hundreds of pounds a day."

Somehow the message has to be conveyed that a busy garage is not necessarily an indicator of a successful garage. It certainly isn't a guarantee of a high turnover of cars – a lot of the cars could have been there for days. What if you could say to these 'busy' garages, okay, what's your first time fix rate? A very different picture would materialise. Even small improvements in this, though, could mean as much as thousands of pounds a month.

Times aren't changing, they have changed, as Ken points out. "Most work a decade ago was servicing. But manufacturers have cut down so much on routine maintenance that you can't really survive on that. Cars go wrong far less than they used to and when they do the faults are much harder to diagnose."

It is clear the need for training isn't a ruse concocted by training providers to make money for themselves – it is a way for garages to make money, and continue doing so. "Profit isn't a dirty word," concludes Ken. And it is profit which could represent the cunning snake to entice our industry Adam and Eves to take a sizeable bite out of training's succulent flesh. This may all sound rather grubby to some; pride, professionalism the desire to be the best come first, they might say. These are the qualities which encapsulate the ideals of many of you reading this article, but we do not live in an ideal world. For most of the industry such objectives don't resonate. So profit it is then. And here is the message: the more you train, the more money you will make, not in ten years, not in five – now. Right now!



The proof, as is often said, is found in the pudding and so what better way to show the transformative effects of training than by offering some –ABSOLUTELY FREE!

IMI Approved Centre Bosch is, quite simply, the best at what it does. One need only look at the fact that since its inception the winner of the Aftermarket Top Technician competition has been Bosch-trained.

With training facilities offering comprehensive regional coverage, including its flagship Uxbridge HQ, it really is a case of "if Carlsberg did training..."

WHAT'S ON OFFER?

The Bosch Diagnostic Technician (BDT) Programme comprises one-day and two-day course modules covering various automotive topics. The BDT programme is suitable for technicians with some prior diagnostic experience and is ideal for those who wish to develop into vehicle system specialists.

Bosch is offering the lucky winner the chance to attend the first four courses on the Bosch Diagnostic Technician Programme. These two day courses are designed to provide technicians with key skills required for successful diagnostics.

Bosch is offering one reader the chance to attend:

- VSE1: Essential Test Procedures
- VSTD9: Oscilloscope Operation & Signal Test Methods
- VSG2: Engine Management: Spark Ignition & Diagnosis
- VSG5: Engine Management: Diagnosis of Universal Components

These courses can either be taken at Bosch's Service Training Centre in Uxbridge, or a regional venue near to the winner where Bosch training is offered. For more information about regional training centres and course availability, please visit: theimi.org.uk/boschcomp

WIN WIN WIN

For your chance to win simply answer the following question:
In hybrid/electric vehicles, what colour indicates high voltage? Is it:

- A. Blue B. Orange C. Pink

Please email your answers to timk@theimi.org.uk stating the following: your job role, your place of work, your IMI membership number, a brief appraisal of your training portfolio to-date and 'Bosch competition' in the subject box. All entries without these details will be disregarded.

THE DEADLINE FOR ENTRIES IS DECEMBER 1ST

TERMS AND CONDITIONS

- i. The winner must be willing to be interviewed by IMI Magazine upon completion of the training block.
- ii. The competition is open to any technician, with the prize winner issued with eight training day vouchers redeemable against VSE1, VSTD9, VSG2 and VSG5 courses. Vouchers will be valid for a period of six months and must be used only by the prize winner when booking in each course. All four courses must be redeemed for the same technician, except in extenuating circumstances, which should be discussed with the Bosch training team.
- iii. Cancellations must be communicated more than one week before the course start date.



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LEGAL LINK

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



QUESTION

We were recently informed by one of our employees that a male colleague in the sales team has been posting arguably racist photographs and comments on Facebook. His profile is public and unfortunately we have discovered a lot of undesirable material on there. What can we do about this? We want to dismiss him if possible.

Given the considerable rise in social media use there has been a significant amount of emerging case law in this area in recent years. Employers who seek to dismiss would usually look to rely on misconduct as the potentially fair reason for doing so.

In determining whether such a dismissal would be fair employment tribunals will look at a number of factors which, firstly, include whether or not the profile is public. It is also important to consider if the comments are in breach of any of the company's policies – such as an equal opportunities policy or a social media policy which confirms that dismissal could be a possibility for any breach (even if such activities occur outside of work time). If the company can be identified from the employee's profile it would also give more of an argument that you had been brought into disrepute.

Assuming that the employee has

over two years' service you will still need to follow a full disciplinary procedure, which will include a full investigation and provision to the employee of the evidence you have unearthed, allowing them to comment on that at the disciplinary hearing. The outcome of this process could potentially be summary dismissal on the grounds of gross misconduct, but it would be sensible to try to take steps to compel the employee to remove your company name from his profile and/or remove the offending content prior to taking that step.

HELPLINE

Don't forget... as an IMI member you receive 45 minutes of FREE legal advice and a further 15% discount on any future consultation with Taylor&Emmet.

MEMBER
BENEFIT

QUESTION

We recently recruited a new receptionist to work full-time. Around two weeks into her employment she notified us that she was three months' pregnant. She has now worked for us for six weeks but her work performance has been poor (despite being given extra training) and we have now received her references back which are also negative. Can we dismiss her, or is this not allowed because she is pregnant?

Pregnant employees are only protected against dismissal in limited circumstances. It is a common misconception that employees cannot be dismissed for another reason simply because they are pregnant.

If the employee is still in her probationary period (check her contract as probationary periods commonly last for the first three to six months), is underperforming and has had negative references, this could well justify a decision to dismiss her with appropriate notice, despite the unfortunate recent timing of the notification of her pregnancy (although it is worth exploring first whether the underperformance could reasonably be linked to her pregnancy).

It is worth remembering that the employee will be protected by the Equality Act 2010, as pregnancy and maternity is a relevant protected characteristic. This means that the two year qualifying period for bringing an unfair dismissal claim does not apply to a claim for discrimination. The dismissal could be discriminatory if the employee can demonstrate that the principal reason for her dismissal was her pregnancy or an illness suffered in consequence of it.

On this basis it would be sensible to discuss the issues with the employee and, if you are still minded to dismiss, ensure that you confirm the dismissal in writing to minimise the chance of a successful claim being brought against your business.

MY IMI

Legal and Sales CPD courses, **page 53**

EDT

The next generation

EDT AUTOMOTIVE TO LAUNCH NEXT GENERATION OF FUEL-SAVING AND EMISSIONS-REDUCING TECHNOLOGY

Green Apple award-winner EDT Automotive is launching the next generation of its ground-breaking engine cleaning machines, offering users improved filtration and increased ease-of-use.

The second generation of both the engine cleaning and auto transmission machines will be fully electric and significantly quieter in operation as neither requires an air supply.

The updated machines also benefit from improved and expanded engine fittings, as well as extended reach hoses for easier manoeuvrability and connectivity to the customer's vehicle.

Filtration is vastly improved, from 5 micron down to 3 micron, with previous generation machines also due to be upgraded to reflect these enhancements when their next service is due. An all-new detox solution will come as standard with the new equipment and will also be made available to previous machines at the time of their next service.

Cosmetic changes have been made, enhancing the aesthetics of the machine whilst also keeping all connectors close to hand with the addition of a useful built-in storage compartment.

HAPPY CUSTOMERS

And to demonstrate its absolute confidence in both of these new products, EDT Automotive has taken the bold step of inviting 90 partner garages and their customers to review the treatment.

With a current score of 9.3 out of 10 from a total of 31 reviews, one happy customer, Natalie Morgan-Smith, reports: "I arranged to have my Polo GTI done at Mid Kent Vehicle Services in Larkfield and the results were

fantastic – the effects of the EDT treatment were immediately obvious. The car now feels better in all gears and uses less fuel, as well as running much more smoothly at idle. Great service and would happily recommend to anyone!"

Steve Baillie of Premier Car Care in Romsey also took to the online review site, saying: "As hardened motor trade sceptics we are not the easiest to impress. But one of my chaps spotted EDT advertising on Garage Wire and ended up pestering me into agreeing to a demo.

"Shaun and the chaps from EDT were fantastic to deal with, they carried out a demo treatment on my wife's car and she was massively impressed. Well, if it impressed my

wife we had to get involved. We at PCC have not been as enthusiastic about anything else in the trade for years! Love EDT."

GREEN CREDENTIALS

Commenting on the revamped technology, Operations Director Gary Rowney said: "The next generation of our state-of-the-art engine cleaning technology will help us to build on the foundations of an already very successful year for the business.

"We've already seen an overwhelmingly positive response amongst our network and a real appetite from motorists for this kind of service as it's unlike anything else which is currently available. We've even been recognised

by the Green Organisation for our efforts in improving sustainability.

"The new equipment will further enhance all of these achievements and help people to see significant improvements in their vehicles' fuel economy and emissions, as well as drivability and performance."

Orders for the new machines are being accepted now, with further additions to the product range soon to follow. Auto transmission cleaner and conditioner twin packs, suitable for standard automatics, CVT and DSG transmissions, are also available to order.

Both the engine cleaning and auto transmission machines are supplied to garages on a pay-per-use basis, meaning that EDT provides the equipment and workshops are invoiced per treatment.



To find out more contact EDT Automotive on 01233 712341 or visit: edtautomotive.com



Serving up SATISFACTION

Carl Gregory provides some practicable tips on improving your business customer satisfaction ratings

High Customer Satisfaction Index (CSI) and Net Promoter Scores (NPS) have become the Holy Grail for automotive businesses in today's competitive, customer-centric world. The general public is so savvy nowadays that they often won't go anywhere near a retailer or service provider unless it has a top rating and feedback. So how do you go about improving your CSI score so that you stand the best chance of attracting those conquest



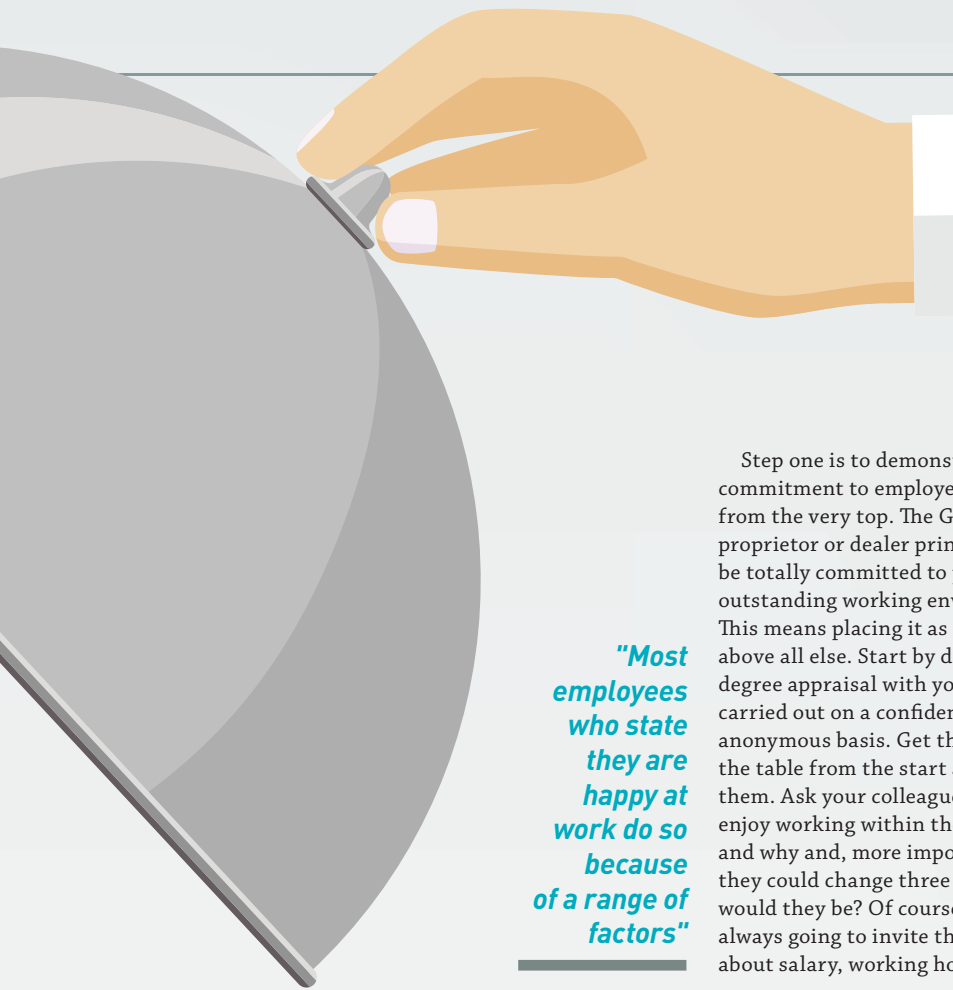
CARL GREGORY IS
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AT AUTOMOTIVE
LEARNING AND
DEVELOPMENT
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customers while retaining your existing ones long-term?

The first thing to remember is that both CSI and NPS are outcomes of your team's actions and processes, they are not an end in themselves. They are often clear indicators of wider, complex issues in your business and are largely a reflection and measure of your organisational culture. Therefore, in order to affect these ratings, you have to go right back-to-basics and diagnose any

issues which impact them. If you just go down the route of trying to increase the score itself you may have some marginal effect but it might not be substantial or lasting.

Secondly, you have to remember that customer satisfaction is a direct outcome of employee satisfaction. If your employees are unhappy what chance do you stand of them making your customers happy? So if you want to achieve fantastic scores where do you begin?



"Most employees who state they are happy at work do so because of a range of factors"

Step one is to demonstrate a clear commitment to employee satisfaction from the very top. The GM, garage proprietor or dealer principal must be totally committed to providing an outstanding working environment. This means placing it as a priority above all else. Start by doing a 360 degree appraisal with your employees, carried out on a confidential, anonymous basis. Get the issues on the table from the start and address them. Ask your colleagues if they enjoy working within the business and why and, more importantly, if they could change three things what would they be? Of course you are always going to invite the usual gripes about salary, working hours etc.

but just asking the question and addressing some of their concerns shows that you care and that you are investing in them. Most employees who state they are happy at work do so because of a range of factors such as their working environment, colleagues or their work routine. It's a myth that their number one priority is salary.

If you can establish the right culture in your business and develop a consistent attitude across all your staff, then half the battle is won. The answer to improving your CSI score long-term lies with them and their satisfaction. Get this right and your levels of customer satisfaction will automatically improve.

FOUR SIGHT

Here are four factors you should consider implementing, if yet to do so, to improve your CSI:

Staff involvement and action plan

You need to meet regularly and have specific customer satisfaction meetings. Start by breaking down the individual components of what provides great service in your dealership, but also the things which have detracted from it. There may be hundreds of things on your list but just focus on a couple each month and create some specific actions to address them. Don't try to tackle everything all at once because nothing will get done. These sessions help communication considerably but they can also diffuse issues and stop them building into major problems later on. Internal communication between departments is the key here. Also, be clear about ownership. A customer isn't a service customer or a sales customer, they are the dealership's customer and

should be treated as such by any of your staff they come into contact with.

Decide your USP (unique selling point)

What is going to differentiate you from your competitors? Do your research and try it yourselves by visiting a few competitors? Although there may be some slight demarcations the customer experience often doesn't differ greatly. Therefore you need to put a concerted effort into defining your own USP. Why should a customer visit and buy from you rather than any of your competitors? Involve all your staff in this, keep it simple and clear and make sure everyone understands it and lives it. The great thing is that it doesn't take much to differentiate yourself from other dealers, but your proposition does need to be creative and unique.

Handling complaints

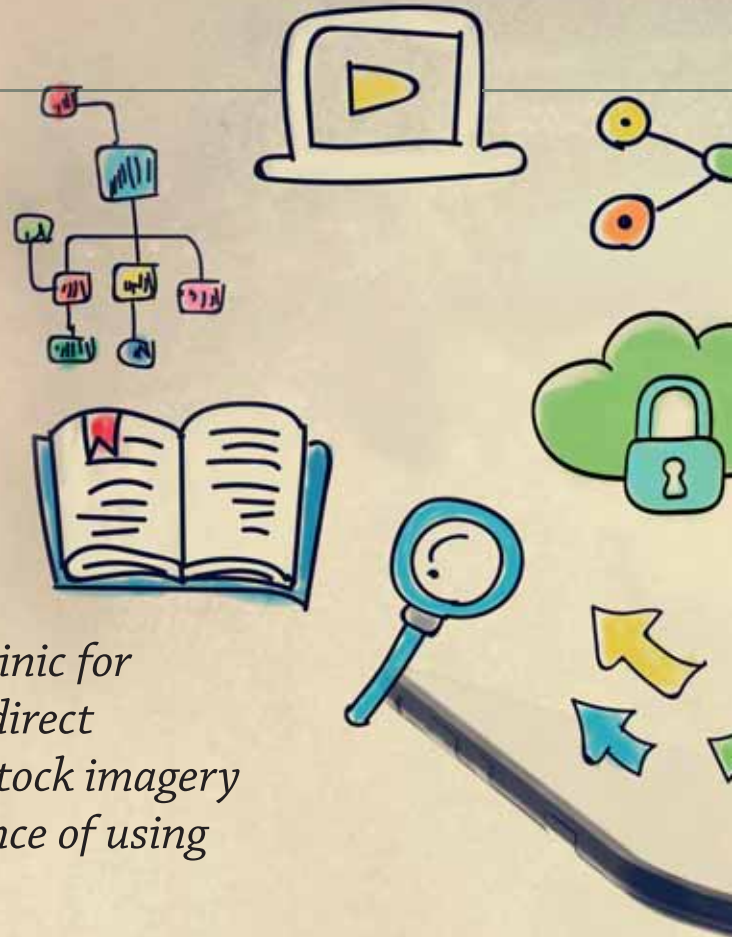
Make sure your response to customer complaints is excellent. This will not only dilute the impact of any negatives on your CSI score but will also give you the opportunity to nip larger issues in

the bud. Treat complaints personally and address them accordingly. Complaints should be viewed as a positive opportunity because the customer is giving you the chance to put things right and, if the complaints are properly treated, the customer can become your biggest advocate. It's the ones who don't complain and just quietly fade away to your competitors that are your main concern!

Staff recruitment and dismissal

How you treat, recruit and even dismiss people is of primary importance and has a direct impact on your CSI. I have worked with businesses who have either parted with staff on bad terms or not even bothered to reply to unsuccessful applicants for jobs. You have to remember that, like customers, they will tell others about their experience with your business – people who are your likely future customers. They may even be future customers themselves, so do all you can to retain them as brand advocates even if you don't want to employ them.

MARKETING CLINIC



Check into IMI Magazine's marketing clinic for a refresher on legislation pertaining to direct marketing, an evaluation of video and stock imagery strategies, and analysis on the importance of using data effectively

THE DIRECT APPROACH

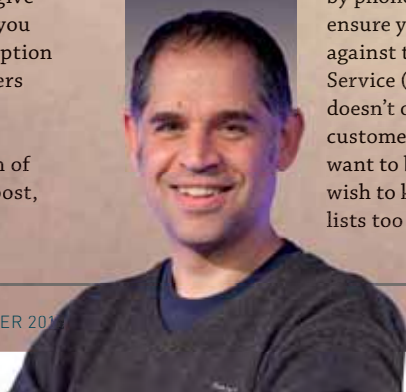
CHRIS EVERSFIELD EXPLORES THE LAW AND BEST PRACTICE IN RELATION TO DIRECT MARKETING

The UK law governing direct marketing is the Data Protection Act 1998 which sets out some guiding principles you must comply with. Under the act, your customers – both those who have just expressed an interest in vehicles or any other services, as well as those who have actually bought from you – have the right to prevent their personal data being used for direct marketing purposes. In fact they have the right to not only prevent it from happening but they have to give their express permission to you first. One common misconception is direct marketing only covers postal campaigns; for the purposes of data protection legislation it covers any form of personal contact by phone, post, email or text messaging.



MEMBER

CHRIS EVERSFIELD
POSITION
DIRECTOR,
ATTITUDE
ADVISORY
LEVEL
FIMI



In order to retain and then use customer data you must ensure your customer positively 'opts in', so a good time to do this is when you obtain it first, for example, at your reception or during a sales conversation. When recording their details it is no longer satisfactory for them to choose to opt-out, rather a tick-box should be presented for them to consciously tick to say they are happy to hear from you. In turn, it is important to ensure you give them a choice on how they would like to be contacted as they may not want to receive unsolicited phone calls but are quite happy with email contact at any time. If you plan on using a third party, such as a marketing agency, to undertake contact on your behalf you should inform them at this time too.

When undertaking direct marketing by phone you have an obligation to ensure you have screened your lists against the Telephone Preference Service (TPS) data, although this doesn't override specific consents your customers may have given you who do want to be contacted. You might also wish to keep your own 'do not contact' lists too and screen against these.

When sending direct marketing by post it is good practice to screen your mailing lists against the details held by the Mailing Preference Service (MPS) as your customers may have registered with them to prevent unnecessary contact.

You also have an obligation to ensure that data held is up-to-date which should include periodically 'cleaning' it for address changes or even removing deceased client's details by using one of the commercially available data cleaning services out there. An additional way to ensure consent is up-to-date is to include the opportunity for them to update their contact preferences when you send them written communications. Regardless of this, at any time your customers can write to you requesting you to stop contacting them and you must act accordingly, within a reasonable time, and ensure you cease contact with them by flagging your data. Good practice is to flag not delete so you have a record of your actions.

So, build a healthy and trusted data relationship with your consumers and you're set for many years or engaging and hopefully profitable contact with them. □



THE DATA PROTECTION TOP TEN

1. Ensure you have express permission before commencing contact.
2. Make sure the customer agrees how they want to be contacted, for example, just by email not phone.
3. Only use details you have obtained for the purpose they were obtained.
4. Try and avoid buying in customer lists unless you can validate the customer recently gave their express permission to then be contacted.
5. Don't pass customer details to third parties unless they are formally delivering a contracted service on your behalf and the customer was aware you intended to when they gave their details.
6. Ensure you suitably restrict access to customer data – it's not only commercial gold dust but you have a duty to keep it safe.
7. Don't keep more customer details than you really need to.
8. Ensure you regularly clean and validate details to ensure they are up-to-date.
9. When requested to stop contact, ensure you do so promptly and keep good records of your actions.
10. Ensure you appoint and train a 'Data Protection Officer' who can oversee this topic.



STOCK THERAPY

EARLIER THIS YEAR, AND AS FEATURED IN THE MAGAZINE, MOTORCLEAN SPONSORED RESEARCH TO UNDERSTAND DEALERSHIP VIDEOING AND IMAGING STRATEGIES. HERE IT REPORTS ON THE FINDINGS

Research participants were senior retail automotive staff responsible for over 40 dealerships nationally. Most of these dealerships largely sold used cars, the most common average monthly throughput per dealership being 51-75. Here are some key results:

PRACTICE AND BEST PRACTICE

70% of participants created stock images locally whilst 35% created video. Responses indicated we can soon expect 85% of dealerships to be creating images locally and 76% of dealerships to be doing the same with video – double the number presently.

Most vehicles passing through get captured, meaning many terabytes of visual information for the car buying public annually. But is this too much or too little?

Participants reported that the most common number of images captured and displayed per vehicle fell between the 6-10 mark (50% captured this number), followed by 11-15 (33%) and 16-20 (17%). We recommend 10-15 walk-around images per vehicle to provide enough, but not too much, information. The near side front, with the car at a ¾ angle, should be the first in sequence and do not forget the interior.

Leaving video on-demand aside, the most common duration for videos was under one minute (43%), followed by up to two minutes (29%), and the remainder capturing up to four minutes (28%). 60 to 90 seconds is optimal.

Both imaging and videoing are best done after a valet to show a vehicle off to its best effect. It should be positioned against a neutral background to avoid distractions and do not forget to capture any special feature in the allotted time.

When it comes to putting visuals online the majority of imaged cars make it on to dealership websites (83%) but even more make it onto other channels such as Auto Trader (92%). There may be a couple of reasons for that but dealerships need to bear in mind that imaged cars on dealerships own websites get twice the number of views as elsewhere. The discrepancy is more pronounced for videos of vehicles, with three times the number of views. It has been said before but a dealer's website is another forecourt so usability and the general presentation must be top-notch.

"BOTH IMAGING AND VIDEOING ARE BEST DONE AFTER A VALET TO SHOW A VEHICLE OFF TO ITS BEST EFFECT. IT SHOULD BE POSITIONED AGAINST A NEUTRAL BACKGROUND TO AVOID DISTRACTIONS AND DO NOT FORGET TO CAPTURE ANY SPECIAL FEATURE IN THE ALLOTTED TIME"





THE FUTURE'S BRIGHT, THE FUTURE'S VIDEO

Among other things, we have learned that dealerships are planning to move into video in a big way. Rather than take a trial and error approach, dealers will get it right faster if they listen to customers and watch customer behaviour closely.

For example, the industry consensus has been that customers largely knew what they wanted when they watched a video. However, in the experience of a large proportion of our participants, video is also useful for buyers doing early research (43% believe this), further reinforcing video's value. Hopefully these results demonstrate that it can be worth listening to your peers too!

You can download the full report at:
motorcleanvehicledia.com

CONSUMERS IN NEED

AUTO TRADER LOOKS AT HOW RETAILERS CAN MEET THE EVER MORE DEMANDING EXPECTATIONS OF THE MODERN CONSUMER

Consumer behaviour is changing rapidly thanks to the quickly evolving world of digital technology. These changes also create higher consumer expectations when it comes to the buying process, as other digital retail sectors deliver a greatly improved customer experience.

So what should retailers be doing to meet the demands of today's car buyers and make the most of the new business opportunities the changing buying habits present? Auto Trader's research reveals there are three areas that dealers should focus on:

- The use of data to inform stock and pricing policies
- Creating a seamless online and offline consumer experience
- The importance of transparency in creating trust

Those dealers who place data at the heart of their business are most likely to succeed. Collecting the right data and knowing what metrics to measure is key to managing stock effectively. Data insights help support retailers to stock the cars that are in demand in their area.

Data will also help retailers price their cars to the market and stay on top of pricing. This helps ensure their cars feature in consumer online searches and deliver advert views (or virtual walk arounds) of their cars for sale.

It's important to remember that consumers spend 11 hours on average researching online – that's nearly double the time spent on the actual forecourt. Advert views are therefore key to driving consumers to a dealer's physical forecourt, as their first point of contact with a dealership is often just walking into the showroom having chosen their car online.

THE NEED FOR SPEED

But the utilisation of data doesn't stop there – the key to successful retailing is speed of sale. The quicker a car sells the

more profit there is, and the quicker a retailer can restock. Data helps a retailer price a car competitively and identify which cars aren't selling quickly and how to reprice them to the market to attract buyers.

Today's car buyers also want a seamless experience between their online research phase and their offline car buying experience. Having done their online car choosing, the next step for consumers is to walk into the dealership with a view to doing a deal on their selected car.

Retailers that are set-up to help a customer conclude the sale and make it a hassle-free, enjoyable experience are going to build loyalty.

LOYALTY

Loyal customers don't just drive repeat business – they are also your best advert to attract new customers. Car buyers who have had a great experience are likely to tell others, including *via* online reviews, and other potential customers value what they have to say about a retailer's services.

This transparency provides reassurance and means a potential customer is much more likely to trust a dealership. When we consider that only 22% of consumers see car dealership websites as being truly trustworthy, adding online dealer reviews helps build trust in order to drive sales.

Other ways to implement a transparent approach with consumers is to provide price transparency and comparative pricing of cars. Consumers want all the information and in a format that is clear, open and on their terms.

The retailers who embrace transparency will build trust, provide reassurance and help consumers buy more cars and change them more frequently. Add in use of data to support stock and pricing decisions and ensure customers have a seamless online and offline experience, and it is these retailers who will be best placed to win in today's automotive marketplace.

FINANCE MADE TRANSPARENT

Gerry Kouris discusses why, when it comes to finance, dealers need to share the best and most efficient ways of operation for the good of the sector.

When it comes to sharing best practice it's vital that retailers first understand the processes which consumers go through when deciding what car and finance to purchase. Customers generally crave convenience and will time and again choose the retailer that keeps things simple for them.

Sometimes we build our strategies around a number of assumptions, including the notion that buyers behave logically and choose cars with competing sets of attributes within clearly defined segments. They then work their way through a shortlist to identify the vehicle, retailer and finance package with the best mix of features or benefits.

As highlighted in our 'Financing the Car of the Future' report only 17 out of 4,002 (0.42%) people prefer the current car buying process and the rest want significant changes, particularly in the test drive, deal structuring, financing paperwork and service phases.

Armed with this knowledge it is important that dealers and their financial services providers are focused on creating an environment



GERRY KOURIS
IS MARKETING
MANAGER AT
ALPHERA

"Finance conversations should not be seen as a challenge for the consumer to overcome"

in which consumers feel valued, listened to, and in which they are being offered the right product for their individual needs. This transparent and knowledgeable approach makes good business sense for dealers, who not only want to secure the sale today, but who are considering the longer-term goal of customer retention and loyalty.

With this in mind there are two key areas highlighted in our report which could help dealers improve the service they are offering to their customers.

IT TAKES TWO

1. First impressions count

While consumers have often done substantial research into the various finance options before they enter a dealership, it is still apparent that many find the sector confusing and are not clear on the benefits of different finance solutions. Therefore, it is important that salespeople are approachable and knowledgeable, and able to explain the different options available to people in an open and transparent way. Finance conversations should not be seen as a challenge for the consumer to overcome.

Dealers should be comfortable and prepared to run through every finance package that might be suitable for the consumer, providing them with choice, but also helping them to understand how each solution will interact with their existing financial arrangements and lifestyle decisions. The ultimate goal for the retailer should be to educate customers on the different finance options in a clear, structured and illustrative manner. Then customers will be able to make a decision that is in their best interests.

2. Transparency and technology key

Long gone are the days of finance deals being struck in a back office, away from the prying eyes of the customer. The most successful and loyal relationships are now from consumers who feel like they are part of the finance process. It's vital that dealers are taking advantage of the technology and software available to help walk customers through the finance process in the most convenient way.

Indeed, by allocating sufficient time to complete applications and explain all of the jargon – without going overboard and taking up a whole afternoon – the consumer is likely to feel much more at ease in the showroom. Engaging people in the finance process and walking them through every stage of the application helps them to take ownership of the agreement and is likely to lead to far fewer complaints in the long-term. Technology is there to facilitate the process of finance, not to overshadow or lockstep it.

We encourage our partners to share their own tips for improving customer service so, as an industry, we can continue to grow and enhance the service we offer to our customers.

See ya later AGGREGATOR

Leon Bosch discusses the rise of aggregator sites and how independent garages can avoid the potential pitfalls they face when choosing motor insurance.

The rise of price comparison and aggregator sites over the past few years has been driving a mindset of 'premium over cover' in the private market. This now looks to be transferring into the commercial market too, but independent garages need to understand that under insuring to obtain the desired level of premium could leave their business exposed.

The flexibility these sites give businesses to obtain and tailor-make policies to suit their needs means that levels of cover can be reduced, or entire sections of cover removed, to bring the premium down to suit the company's budget.

The problem with this approach to renewal is that garages could be compromising on their level of protection. The only time garages would realise there's an issue is when they make a claim and find out that they're not covered, or the settlement is less than expected, which could place businesses in a difficult financial position.

Working with a broker would be the advised option to take, however, businesses need to be wary of rogue brokers that will exploit garages by finding a cheaper premium to win the business instead of providing the best advice. To avoid these pitfalls there are some simple rules to follow when choosing a broker and an appropriate policy:

- **Deal with brokers** that know the industry as they are more likely to understand the issues affecting your business and the level of cover you



LEON BOSCH IS MANAGING DIRECTOR AT INSURANCE BROKER AND RISK MANAGEMENT SPECIALIST ARTHUR J GALLAGHER

need. They can then negotiate with providers to get you the best deal, but one which still leaves your business completely protected

- **Take time** to know where your risks lie so you can brief your broker appropriately
- **Disclose all material facts upfront**, whether they are previous claims or even county court judgments (CCJs). You will then ensure that when the time comes to make a claim there will be less risk of a policy being voided or a claim refused
- **Don't focus solely on the premium.** The most important thing is to safeguard your business and make sure you're adequately covered
- **Question sums insured**, endorsements and exclusions – essentially ask lots of questions, so you're 100% confident in the policy and provider recommended
- **Start your renewal process** in good time. Investigating all the policies

available takes some time, so for the broker to do the best job possible it's important to give them adequate time

- **Don't involve too many brokers** in the renewal process. Whilst you may think that some healthy competition will help you get the best policy at the lowest price, some insurers will refuse to quote to avoid getting into the awkward politics between the brokers
- **Ensure that you know** the provider your broker has placed you with so that when the time comes to claim you're confident they will be able to fund any claims in the long run

The key priority for garages, above all else, should be protecting their business – the reason for taking out insurance in the first place. If done under the correct guidance, covering all risks, a garage should never find itself at financial risk following a claim.



IMI

The IMI, while working with the FCA, has developed an accreditation for the finance and insurance sector. Register your interest in the new IMI F&I accreditation at: www.theimi.org.uk/fandi



A SECURE CONNECTION?

Paul Farrington discusses why, at the current rate, it could be three years until connected cars are secure from hackers

Car manufacturer Ford has recently announced plans to launch self-driving cars to the market by 2021. Alongside this, as of next month, Uber has also set out plans to permit customers in downtown Pittsburgh to summon self-driving cars from their phones.

Whilst these are all clearly exciting developments for drivers, they require the car to communicate with other vehicles as well as the wider critical traffic infrastructure like traffic lights and signalling devices, alongside the more obvious challenges of enabling the vehicle to 'see' where it's going and divert from pedestrians and obstacles etc.

All of this requires vehicles to be connected to the internet, sharing information and activity with other vehicles, devices and networks. As we've learned from practically every other sector across the globe, as soon as we allow others to access and interact, whether through applications or other means, robust cybersecurity measures are required to ensure organisations are not opened up to the risk of breaches.

WHAT'S AT STAKE?

Addressing this challenge, recent research has found that it could be up to a three-year lag until connected cars are secure from the threat of cyber-attackers.



PAUL FARRINGTON IS MANAGER AT SOLUTION ARCHITECTS VERACODE

"Drivers in the UK appear willing to put their hands up should an error occur"

Following in-depth interviews with manufacturers, including Bosch, Delphi, Fiat-Chrysler, Scania and Seat, the conclusion was there is significant work to be done before carmakers fully understand the potential threat that a cyberattack poses to them – and it could be a significant amount of time before this understanding translates into market developments.

At the heart of the cyber debate is the question of whether manufacturers completely separate infotainment systems – assumed to be supplied predominantly by third-party application developers – from driver functionality, or, if they assume responsibility – if not liability – for the car 'package' as a whole.

CULPABILITY

Whilst neither of these two approaches will cover every basis, the research also found that drivers are unclear in their opinion as to who should be deemed liable should a cyberattack impact the performance of a vehicle.

When drivers were asked who they believe should be held responsible if an application they download is affected by a cyberattack there was much debate. Drivers in the UK appear willing to put their hands up should an error occur in this instance, with the majority (40%) holding themselves responsible. A fifth of respondents pointed a finger at the app developers

and car manufacturers alike, with 17% blaming the app store.

So, while Brits may be somewhat willing to hold themselves to account, almost two-thirds will still blame third parties, whether it is the application developer, app stores or the manufacturer, all of which might actually become the very same company in the near future should Apple and Google continue their rapid industry growth.

A WIDER PROBLEM

Securing applications, of course, isn't just a challenge faced by the car industry. However, when we're talking about vehicles it's not just data, reputations and revenues that are on the line should anything go wrong. With drivers, passengers and pedestrians potentially at risk it is critical that car manufacturers ensure that all applications within the dashboard, or communicating with the dashboard, are built with security-by-design.

Whether the car is connecting with other devices to ease the burden of driving, or we've reached the point in which peddles and a steering wheel are no longer deemed necessary, only by working closely with the cybersecurity industry – and building vulnerability scanning into the development process – will manufacturers ensure everyone is protected from the threat of cyberattackers when on the road.



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Garage Guide

from the **AA**

The fastest apprentice IN THE WEST

Brad Jackson is a final year light vehicle IMI apprentice but at just 20 he's already a championship winning dragracer. He tells IMI Magazine how it all began

WHY DID YOU DECIDE ON AN APPRENTICESHIP?

I have always been interested in cars, ever since I was small. I wanted to learn more about how they worked; I was always asking questions about them. How to fix them was the next step. It's a family thing. Dad is a fleet manager. My sister is in car sales. It's probably in the blood.

WHAT KIND OF APPRENTICESHIP ARE YOU ON AND WHICH TECHNICAL AREAS DOES IT INVOLVE?

I'm in my final year of a Light Vehicle IMI apprenticeship with VW Group, although I'm based at Skoda dealer DM Keith Workshop

in York. It covers everything from PDI (pre-display inspection) and servicing to electrical diagnostics and general vehicle maintenance. It's pretty varied and highly specialised work and I've spent a lot of time at the National VW Learning Centre in Milton Keynes, so I've worked on a lot of different vehicles.

HOW HAS THE APPRENTICESHIP EMPOWERED YOU IN YOUR LIFE IN GENERAL?

It's motivated me to do more things and it's given me the discipline to learn more about the things that interest me. I suppose you could say that it has empowered me with the

confidence to find an answer wherever I've encountered a problem and find a better solution if it doesn't seem to be working.

DO YOU THINK YOUNG PEOPLE HAVE ENOUGH OPTIONS WHEN IT COMES TO APPRENTICESHIPS?

Yes, definitely. In our dealership alone there are apprenticeships for light vehicle mechanics, parts managers and service advisors, but there are plenty of other opportunities for apprentices with other companies. You could do an apprenticeship in bodywork and refinishing, but there are also opportunities on the heavy vehicle side in the truck and bus sector for example.*

Profile

NAME: Brad Jackson

AGE: 20

TEAM: Brad Jackson Racing

RACE NUMBER: 470

MAIN SPONSOR: Lucas Oil

RACING CLASSIFICATION: UK Super Pro ET

CAR: Worthy Dragster

SPECIFICATION: 235 inches long, Methanol fuel injected V8 Big Block Chevrolet engine, 565 cu in (9200 cc), 940 bhp, 0-175 mph in 7.62 seconds, 0-60 mph in 0.87 seconds.

EMPLOYER: D M Keith (Skoda/ SEAT)

JOB: Final year IMI apprentice, Light Vehicle Motor Technician



HOW DID YOU GET INTO RACING?

Dad used to race a 944 Porche and I went with him to the meetings down at York Raceway. That's how I got the bug, I suppose. I'd never heard of junior dragsters until I went down to Santa Pod Raceway when I was about 12. Then I got the opportunity to drive one. The power just took my breath away. It was a real adrenaline rush and I was hooked. I've been driving them for seven years. I'm now sponsored by Lucas Oil and the team runs in association with the Nick Good Motorsport team, the only Super Pro racing team in Europe running three dragsters.

WHY DRAGRACING?

The first time I saw it I loved the noise, the power and the speed. They just kind of overwhelm you. It was something totally different to any racing I had seen before. I mean, most people have enjoyed the thrill of being in a fast car at sometime and a lot of people have

raced around a circuit of some kind, but these cars had to deploy a parachute to help slow them down!

WHO IS YOUR SPORTING HERO?

Andy Carter, without a doubt. He is a four-time European Top Fuel FIA Champion, which is the top of the tree when it comes to dragracing. He set countless speed and lapsed-time records during his career and because we shared Lucas Oil as our main sponsor I've been lucky enough to meet him several times over the years.

HAVE THE SKILLS YOU HAVE ACCRUED THROUGH YOUR APPRENTICESHIP HELPED YOUR RACING CAREER?

I don't actually do any of the maintenance work on the dragster as the crew works better and more efficiently as a team, but there are always problems on race days and then it's all about reducing repair times. It's helpful if a driver can point the pit crew towards specific problems more quickly, instead of complaining about a noise here or a rattle somewhere there. My mechanical knowledge also helps me to recognise and respond to situations more appropriately. For example, if the oil pressure suddenly falls, I understand the implications for the engine.

"My mechanical knowledge also helps me to recognise and respond to situations more appropriately"

WHY ARE YOU THE 'FASTEST' APPRENTICE?

I'm now racing in Super Pro and I suppose I've picked up that tag because I drive a car that is capable of 0-60 mph in 0.8 seconds and on race days, when the race light comes up, I reach speeds of up to 170-175 mph in 7.62 seconds. At a typical meeting I will have to repeat that several times in qualification and then again in the individual race-off heats. If I get to the final there are only two cars – a winner and a loser. I've had a great 2016 season, winning two events – the Open sports national finals at Shakespeare County Raceway and the FIA European finals meeting at Santa Pod.

WHAT ARE YOUR PLANS FOR THE FUTURE?

In dragracing terms I'd like to push myself as far as I can, so that would mean moving up to Top Fuel dragracing eventually. If I could achieve half of what Andy Carter did in his career I'll have done pretty well. It all depends upon funding and the ability to attract sponsorship, of course, but I've got a good sponsor in Lucas Oil and a good track record so far, so you never know.

From a personal development point of view I see myself moving up through the automotive engineering side. Because I've trained with Skoda and VW I just might get the opportunity.

**Of course, the current bountiful nature of apprenticeship provision in the retail automotive industry is under severe threat, as discussed in October's issue*



Swede DREAMS

Profiling the journey of one apprentice as he prepares to represent Team UK at the impending EuroSkills competition in Gothenburg

Team GB certainly did us proud this summer. After watching our athletes in action at the Olympics we now know what a medal winning performance in diving, cycling and even canoe slalom looks like. But what does it take to get a gold medal in automotive technology? What's more, how does an apprentice prepare to compete against the best young technicians from all over Europe?

There are actually many similarities between the preparations of an apprentice preparing for EuroSkills and that of an elite athlete in training for the Olympics.

Willie McIlwraith, a UK training expert for automotive technology, explains: "Team UK members will follow a comprehensive training programme that not only focuses on developing their technical skills but also teaches them to think like a medal-winning champion."

"At EuroSkills Gothenburg Seamus will compete in front of an audience of over 100,000 European visitors"

Head of Automotive & Agricultural Engineering at Warwickshire College and a judge at the IMI SkillAuto competition, Willie is responsible for devising the training schedule for Seamus Goodfellow who will represent the UK in automotive technology at EuroSkills. Seamus, 19, is an apprentice with Ballinamullan Auto Repair and until recently he attended South West College in Northern Ireland. It was while he was studying at the college that Seamus discovered his love of competing.

Seamus says: "My lecturer put me forward for IMI SkillAuto and after winning the regional heat in Northern Ireland I was invited to compete in the finals at The Skills Show. Competing in front of 75,000 people was daunting at first but as the competition progressed I started to really enjoy myself. It was a great opportunity to test my skills and meet other technicians from all over the UK."

EURO CALLING

Following an exceptional performance at The Skills Show, WorldSkills UK, the organisation responsible for managing the UK's entry into international skills competitions, invited Seamus to join the training programme for WorldSkills Abu Dhabi 2017. Competing at EuroSkills forms part of this training.

At EuroSkills Gothenburg Seamus will compete in front of an audience of over 100,000 European visitors. He will be required to work on a total of four assessments over the three days of competition covering: engine mechanical, body electrics, engine management systems, steering, suspension and brakes. Seamus won't know the exact details of the assessments until he arrives.

"Seamus has a sound understanding of all these technical areas through his apprenticeship,

the difficulty will be completing the assessments to the exact requirements under strict timed conditions. There is no room for a mistake; being just slightly out on a diagnostic reading can result in points being dropped and a medal being lost,” explains Willie.

Time management has been a key focus of Seamus’s training and development and he has been practising completing test assessments within a tight three-hour timeframe as he will be required to do at the competition. These assessments have included entirely stripping an engine by hand, recording technical and specialised measurements and then rebuilding the engine. Another assessment saw Seamus being presented with a large number of complex wiring and electrical faults which he then had to diagnose using various pieces of diagnostic equipment.

SUPPORTING SEAMUS

The training has largely taken place at South West College and Seamus has also been supported by James Dillion, an expert in diagnostics, who has worked with the college to develop students who have previously competed internationally. At EuroSkills Lille 2014, former student Declan McGrath won gold in automotive technology. Seamus adds: “Declan has been a great support in my training. Hearing the realities of what it is truly like to travel to another country and compete against the very best young international apprentices has really helped me keep focus with my training.”

As Willie highlighted, the technical skills of an individual are only part of the story when it comes to taking part in international skills competitions. Seamus will need to maintain a positive attitude and high levels of motivation and concentration which can be difficult when the competition is tough. To help support Seamus and the other members of Team UK with this, WorldSkills UK works with a team of coaches to deliver a programme that is based on the key

learnings of sports psychology. It covers nutrition, effective communication skills, health and well-being, and successful team working.

David Massie, Skills Competition Manager at the IMI, says: “As you can see from Seamus’s preparation, competing in skills competitions enables apprentices to gain the high level employability skills that will drive the automotive industry forward. They are an essential part of any training programme.”

Paul O’Loughlin, a lecturer at South West College, echoes David’s thoughts. He says: “Over a number of years we have seen the value that not only our apprentices but our teaching staff have gained from being involved with skills competitions. It allows us to inject a point of difference into our teaching and benchmark our training practices with those from around the UK and internationally.”

While completing the comprehensive training programme Seamus has been continuing with his job at Ballinamullan Auto Repair. He is clear that without its support he would not be able to compete.

Paul McIvor from Ballinamullan Auto Repair is keen to congratulate Seamus on his success and explains: “We have seen Seamus develop into a confident young technician who is a real asset to our company. I believe that skills competitions should be an essential part of any apprentice’s training.”

GLOBAL AMBITIONS

The immediate focus for both Seamus and Willie is on EuroSkills Gothenburg but Seamus is also determined to be selected for WorldSkills Abu Dhabi 2017.

Dr Neil Bentley, Chief Executive, WorldSkills UK says: “I am often asked why the UK chooses to compete at both the EuroSkills and WorldSkills competitions. For me it isn’t a choice but a necessity. WorldSkills offers a global insight into the latest thinking into apprenticeship and technical skills training and EuroSkills enables us

“Time management has been a key focus of Seamus’s training and development”

to glean the latest trends and standards from our European neighbours. It is this insight into world class standards which I strongly believe we can use to inspire our apprentices to develop their skills beyond mere competence.”

This method is already being used by some of the UK’s multinational employers, a prime example of which is Toyota. It is using its apprentices’ participation in WorldSkills UK competitions to drive up its own training to a world class standard.

Seamus and his team mates are hoping to replicate the medal winning success that our athletes enjoyed at this year’s Olympics. But, whatever the result, the UK can be confident that the apprentices in Team UK will bring back with them the skills and knowledge which will accelerate their apprenticeship training and, ultimately, their careers.

**EUROSKILLS
GOTHENBURG 2016**

Taking place from December 1-3, EuroSkills will see the most talented young people from over 30 European countries come together to compete in over 35 different skill areas, ranging from engineering and construction, through to creative and hospitality. The competitors all have one aim – to win a gold medal in their chosen skill and prove they are the best in Europe.

To keep up-to-date with news about Team UK please follow @worldskillsuk on Twitter and like the WorldSkills UK Facebook page.

SPACE AGAINST TIME

Last year IMI Magazine reported on the impact of rising property prices on automotive retail businesses. Here **Paul Smith** predicts how dealerships will combat the zeitgeist

Multi-branding is proving to be a key weapon of success for dealer groups with larger sites as margins on the sale of new vehicles remain wafer thin – typically less than 1 per cent – and property prices continue to rise. Perhaps the exemplar in multi-branding at the prestige end is JLR, which is in the midst of a £1bn rejig that will see 38% of its showroom estate (85) taking on the spanking new look Jaguar Land Rover sites. By the time JLR's monumental restructure has completed in 2018 it will have 223 showrooms nationwide.

The look and feel of the new Jaguar and Land Rover sites is undoubtedly impressive. The branding and front-of-house finish is sector-leading. Free coffee and Wi-Fi, comfy seats in a dedicated customer lounge and large shiny viewing areas for both brands are a given. It makes clear sense for these two brands to be under one roof as both are owned by TATA and operate at the premium end of the market. Although JLR still runs the brands as separate businesses there are clear synergies between them, especially as Jaguar refreshes and expands its range, with the latest addition being the well-received F-Pace. It becomes entirely conceivable that wealthier households might seek to purchase their primary and secondary car under one roof.

So multi-branding is a good way for larger dealerships, perhaps those with more than 20,000 sq ft, to do enough business to remain profitable. To some extent it is about offering

enough complementary brands to stimulate browsers to come to your site to have a look at a number of options before making their selection. It's the reason why dealerships often cluster together into groups on motor parks to create car buyer destinations. After all, those in the market for a new car don't want to visit multiple sites across town, but ideally go to one location and move between complementary competitor offerings quickly and easily.

DRIVING THROUGH CHANGE

Other dealer groups have used site design refreshes as an opportunity to look at more efficient use of space. For example, Sytner sites are doing away with prime visitor parking areas at the front of their dealerships and instead building new drive-through facilities. Increasingly drivers taking their cars in for a service will drive into an arched 'meet and greet' area where they are greeted, reported faults confirmed, and the car then driven away by dealer staff, having already directed the customer to the waiting lounge or hire car pick up point. In the process, Sytner has been able to enhance the customer experience while freeing up space that can be redeployed more profitably – perhaps for expanding aftersales facilities such as smart repairs.

So where is the pressure on profitability coming from, especially given the fact that UK new car sales volumes have never been better? One of the ever-present pressures, and it hits larger footprint dealerships hardest, is the



rising value of land. Correspondingly rents are rising, impacting urban areas in the South of England particularly.

Groups that do not own the land on which their dealerships are housed are seeing rents rising, so much so that in Greater London the average commercial rental price per square foot now stands at £17. In the East Midlands it is £12.06, while the East of England stands at £8.06 per square foot. The average UK franchise dealership has more than 10,000 square feet, creating an annual rental bill likely to be well over £120,000.

One way that groups are tackling rising rental prices is splitting aftersales facilities from sales. Larger dealer groups often now divide premium retail sites from pre-delivery inspection (PDI) and service centres – so the big bucks will be spent on fitting-out the main retail site in the prime location. No expense will be spared to create a superior customer

experience as far removed as possible from the 'grimy workshop-cum-car sales office' of old. But service and PDI centres are increasingly being relocated into 'sub-prime' locations buried deep within industrial estates, while vehicle stock might be kept in secure compounds, ideally on even cheaper land. None of this will be seen by the customer, and it helps reduce fixed property-related costs.

THE DEALER APOCALYPSE

But such is the pressure on dealers that some doom merchants are signalling a major shake out in the traditional large footprint dealership model. Automotive analyst house ICDP reported in the Financial Times back in October 2014 that volume carmakers – including Volkswagen, Ford and Vauxhall – had already seen a 25% fall in sales volumes per dealership site in recent years. ICDP extrapolated from these numbers that a third of dealerships in western Europe – the equivalent of 14,000 outlets – might have to close by the end of this decade!

Breathing down the necks of traditional large-footprint dealerships are a new generation of digital-savvy car retailers that are looking at a completely different, much smaller footprint retail model. Often referenced in these pages, Rockar is one such new breed dealership which has set up a very successful 2,000 square foot Hyundai dealership in the heart of the Bluewater shopping centre. In this way Rockar was able to anticipate 200,000 visitors to its retail outlet, translating into 1,000 new car sales, all in its first year of trading there.

The retail challenge for the likes of Rockar becomes much more about enticing shoppers in to get a taste of the Hyundai brand and 'virtually' experience its range and accessory options through on-screen configuration

"One way that groups are tackling rising rental prices is splitting aftersales facilities from sales"

and display on large format screens – all supported by brand 'angels' that offer no pressure product-led advice, rather than a heavily-pressurised sales approach which some traditional dealerships are still using. It's a model which you can also see in the Tesla store in Westfield shopping centre and Audi City in Green Park.

As founder of Rockar, Simon Dixon, explains: "Research from Google suggests that car buyers now make, on average, only 1.3 trips to a dealership before making their purchase, down from about four (trips) five years ago. Most pre-purchase research is carried out online. When the average dealership sells just 500 cars a year, it works out as about 650 trips to each dealership, compared to 27mn annual visitors to Bluewater."

Rockar aligns its retail look and feel with its virtual online stores so that customers can seamlessly move between 'bricks and clicks' to the extent that they can complete the entire purchase online if they want to. Mr Dixon's next venture is a new Jaguar Land Rover shop in Bluewater in the autumn – he will launch his online store a month before he opens the doors on the new showroom.

THE NEGATIVES

However, shopping centre-based car retailing is not without its detractors. It does not make sense commercially (or aesthetically) to run a workshop, PDI

or service centre in Bluewater, for example. These will have to be located several miles away, probably tucked away in an industrial park. It seems unlikely that these new sites will do as well as traditional sites in terms of winning servicing business which, after all, is generally more profitable than sales.

Another consideration is the arrival of electric vehicles (EVs). The number of EVs on the road around the world has tripled since 2013, reaching 1.26mn by the end of 2015. Within the next 10 years Volkswagen Group alone expects to bring out at least 30 new SEAT, Audi, Porsche, Skoda and VW EV models, and the EV revolution will finally explode by 2025. But for it to be successful we will need lots more high speed charging stations. This presents an opportunity for dealers with strong ranges of EVs coming through.

Could these dealer groups offer service, repair and electricity charging stations in larger numbers around their chosen region(s)? These new branded charging stations could also be attached to premises for engaging with customers while they wait. Will many current petrol station sites be converted into mini dealership-cum-EV charging stations? As pressure on property continues to grow and visits into traditional dealerships head south, groups will increasingly need to do some of this sort of blue (or should we say green) sky thinking to retain their customers' attention, loyalty and share of wallet.



PAUL SMITH
POSITION:
TRAKA
LEVEL: FIMI





THE REPAIR NECESSITIES

THE RISE OF EVS, HYBRIDS AND OTHER DRIVETRAIN OPTIONS POSE DIFFICULT INVESTMENT QUESTIONS FOR THE RETAIL MOTOR SECTOR. AUTOMOTIVE JOURNALIST ALEX WELLS INVESTIGATES

Advances in alternative drivetrain technology are rapidly demolishing old certainties. With electric cars and hybrids an ever more practical reality, hydrogen doesn't seem so far away.

Internal combustion is still with us though, and guess what – it's getting more complex.

Chad Smith, Vice President, Delphi Product & Service Solutions, EMEA observes: "The range of powertrain technologies shows just how complex the vehicle service and maintenance business is becoming. Even for franchised garages with the technical and parts support of vehicle manufacturers, investing in the skills and equipment required for each of these vehicle types is a huge commitment.

"Fortunately trusted OE suppliers like Delphi are also supporting garages in the aftermarket, not just with components, but also with training, diagnostics equipment, remove and refit tooling, data and expertise.

"Take diesel as an example. Whilst some garages choose to invest in a full diesel diagnostics and repair capability,

it is still an area of expertise that many garages choose to outsource. Very high pressure common rail systems, combined with very high precision injectors that are extremely sensitive to contamination, make diesel repair a highly specialist activity.

"While gasoline GDI works at much lower pressures the systems can be just as complex. Currently these are still relatively new so will be largely within the franchised dealer network.

"Similarly for hydrogen, which due to the very high pressures of the hydrogen storage system and the flammability of the gas, requires highly specialised skills to service."

Chad adds: "It's unlikely that there will be many – if any – hydrogen vehicles outside specially-selected main dealers for many years."

BODYSHOP IMPACT

The impact is also being felt by crash repairers. Dean Lander, Head of Operations at Thatcham Research says: "With the likes of Toyota stating that 50% of its sales across Europe will

be hybrid cars by 2020, it's clear that this technology is here to stay and is becoming a fact of life for the crash repair industry.

"Those who maintain, repair or handle them must be properly trained and aware of the risks, while employers should also be conscious of their own duty of care."

Dean adds: "The rise of hybrid and electric vehicles is well documented, the implications for those repairing these vehicles less so. Correct tools, equipment and knowledge on how to make the vehicle safe will be key. We've seen a significant increase in demand for this type of training that we expect to continue as these vehicles become more widespread."

COMING NEXT ISSUE

ASKING A PANEL OF INDUSTRY EXPERTS HOW DRIVETRAIN WILL AFFECT THE MOTOR INDUSTRY LANDSCAPE OVER THE COMING YEARS



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DON'T MURDER YOUR DIAGNOSIS

JAMES DILLON LAMBASTS THE LACK OF DIAGNOSTIC EXPERTISE IN THE INDUSTRY AND DOCUMENTS ONE CASE WHICH PROVES HOW DAMAGING IT CAN BE



In the sphere of vehicle diagnostics the most troublesome faults to try to get to the bottom of are intermittent faults. In the early days of electronic system design computers were provided with circuit condition monitoring and a small amount of memory to record when certain types of faults occurred in the monitored circuits. Vehicle technicians were given a fault code reader in order to be able to interrogate the vehicle computer to retrieve the fault code. The idea was that the vehicle technician's fault finding strategy would be based on any stored fault codes. If no codes were present it didn't mean that a fault hadn't occurred, rather that the fault at hand was outside of the monitoring capabilities of the circuit and the computer. This meant that the fault finding process would have taken a different form.

With the advance of computers and circuits, and the electronification of more aspects of the various control systems, the computer's monitoring task has grown to be a bit of a beast. Where once fault codes were single and double digits, the system's

complexity has meant that modern fault codes now contain six digits.

Many garages and mechanics claim to do diagnostics when in fact their investment in diagnostics is nothing more than having purchased a scan tool. Many of these garages are unable to even carry out a basic circuit test with a multimeter. Garages in this category are comfortable to blindly 'follow the fault code', replacing all and every component that matches it. Where no code has been set they may be happy to use their experience (guesswork) to define the next step. Sadly, they are fitting parts in quite a random fashion, and when they don't cure the problem they are happy to tell their customers, who may justifiably complain at the lack of progress and the increasing bill, that the computer told them to replace the part. As for training to improve their skills and offer better service to their customers, many of these garages are just 'too busy' to go on training. Perhaps the truth is that they don't 'need' to go on training as they continue to 'get away' with operating in this manner.

AN INCURABLE PROBLEM?

The vehicle we feature here came into our workshop recently and it is worth mentioning the discussion I had initially with the customer. She explained that she had already had lots of parts replaced trying to solve the problem. The vehicle had been to several places and the current speculation/recommendation was to fit a new engine computer. While on the phone she read out a list of parts that the previous garages had fitted and the bill totals. The customer had paid for a new cam sensor, a new crank sensor, a new DPF pressure sensor and a new airflow meter. I warned her that there was a likelihood that the other garages may have fitted cheap parts and that if we discovered the root of the problem some of them could likely underperform (may cause additional problems) and, depending on the results of the diagnostic process, need replacing with OE quality parts. The customer understood and agreed with the approach we discussed with her.

Obviously the customer was upset at having spent a considerable amount of money to not fix the problem. We had the 'how much will it cost' discussion. In cases such as this we often have to bring the customer on-side, explain our methods and approach, and gain agreement to proceed on our win-win basis. We explained to the customer that we would be unable to just replace a computer based on the work that had been done by the previous repairers and that the only way to proceed was to try to diagnose the root cause of the problem and follow a process of repair from there.

The vehicle appeared on the back of a truck in a no-start condition. When it was offloaded and taken into the workshop I performed a visual inspection of the engine bay. It was clear that several of the components had been replaced with pattern parts. The engine bay wiring loom, components and fusebox passed the visual checks. There were no obvious signs of damage. I retrieved the diagnostic trouble codes and reviewed the live data stream. The vehicle was setting a 'sensors supply' diagnostic trouble code (P0643). A review of the live data stream revealed that several of the sensor readings were way off the scale (MAP 180mb key on engine off versus atmospheric at 1028mb, Fuel Rail Pressure stuck at 180MPa under all conditions). The data stream also revealed that 'sensors supply' 1 was permanently fixed at zero volts and computer supply was at battery voltage. My next step was to investigate the circuit and then form and execute a test plan.

“Many garages and mechanics claim to do diagnostics when in fact their investment in diagnostics is nothing more than having purchased a scan tool”

The sensor supply uses an internal 5V regulator which steps the battery voltage down to a stabilised 5V. This is so that the sensor output voltages aren't subject to a variance in output as the battery voltage fluctuates during normal use (e.g. 12.6V KOEO, 10V Cranking, 14.7V Charging). The sensor supply delivers a very small current, usually less than 500 milliamps. A potential problem which affects this type of set-up is that a fault in a sensor or the wiring of a single component may cause problems with other components. Some designs of computer may have multiple sensor supply outputs, each of which feed several sensors in order to mitigate this problem. The engine management system has a real problem operating if multiple components aren't able to report the system data. The diagnostic evidence gathered so far suggested that this could be the cause of the non-start symptom exhibited by our problem vehicle, but some pinpoint testing will be required to prove it.

Information on how an individual vehicle computer has its sensor supplies arranged may be available in the service manual.

Fig 1 shows an extract of one vehicle manufacturer's manual which shows how the sensor supplies are arranged.

Based on the fault code and live data we can assume one of three conditions is likely to be present: the sensor supply is at fault internally in the computer; the sensor supply is short circuiting the wiring loom; one of the sensors is pulling the voltage to ground (shorted internally). Using the wiring info it's possible to measure supply voltage at each sensor by back-probing the connector. Whichever sensor shows zero volts on the supply wire can then be disconnected and the voltage observed. If the voltage remains at zero another sensor (or the wiring) may be causing the problem. If the voltage jumps back to 5V the fault is in the sensor which has just been disconnected.

Upon disconnection of the first sensor (if the sensor supply voltage remains at zero) it is possible to check for a 'short to ground' condition in order to rule out an internal computer fault. After this check the other engine sensors may be disconnected, in turn, and the supply voltage monitored. When the rogue sensor is disconnected the sensor supply voltage will return to 5V.

An advanced method of testing is to use a low range current (either meter or oscilloscope) to analyse the current flow on the sensor supply circuit. Zero volts and no current indicates either a faulty computer or a faulty management strategy. While measuring the sensor supply circuit the ignition can be turned off and back on again. A good computer with a short circuit will show 350 to 500 milliamp current draw for a few seconds on the sensor supply until the supply is turned off internally to prevent damage.

MISDIAGNOSIS EASY

This case highlights how easy it is to potentially misdiagnose a faulty engine computer if the fault finding process isn't well defined or logical. It also shows the importance of understanding the circuit under investigation and how to execute a current measurement test. I believe that if a business advertises that they 'do diagnostics' they should ensure that their skills and resources exceed simply the possession of a scan tool. If not it is likely that their customers will fill the garage's skills gap with unnecessary parts purchases.

P0643 SENSOR POWER SUPPLY

Description

ECM supplies a voltage of 5.0 V to some of the sensors systematically divided into 2 groups, respectively. Accordingly, when a short circuit develops in a sensor power source, a malfunction may occur simultaneously in the sensors belonging to the same group as the shorted-circuit sensor.

Sensor power supply 1

- Battery current sensor
- Crankshaft position (CKP) sensor (POS)
- Throttle position (TP) sensor
- Accelerator pedal position (APP) sensor 1

NOTE:

If sensor power supply 1 circuit is malfunctioning, DTC P0643 is displayed.

Sensor power supply 2

- Camshaft position (CMP) sensor (PHASE)
- Mass air flow (MAF) sensor
- Engine oil pressure (EOP) sensor
- Exhaust valve timing (EVT) control position sensor
- Accelerator pedal position (APP) sensor 2
- Intake manifold runner control valve position sensor

FIG. 1

THE EVOLUTION OF THE BATTERY

BANNER BATTERIES EXPLORES THE CHANGING ROLE OF THE HEART OF THE MOTOR CAR – ITS BATTERY

Technological change continues to abound at an alarming rate, and none more so than within the automotive sector. And whilst change in life is inevitable, how we deal with it isn't. Some people embrace change, whilst others reject it. Ultimately, however, we are forced to face new innovations in technology, and going with the flow is the only way forward.

And so to the realm of the car battery. Whilst it remains the heart of the car, and always will be, its role is forever evolving,

and so too is that of the technician whose job it is to understand and look after them. So what's driving change?

ECO-SOLUTIONS

Current trends in automotive technology centre on regulation implementation and the introduction of new eco-solutions, some related to battery technology and others not, but all of which revolve around the need to achieve the following:

- Reductions in exhaust emissions (CO₂)
- Improvements in fuel economy

- Increases in passenger comfort and convenience
- Improvements in occupant and pedestrian vehicle safety

Indeed, it is against this backdrop that vehicle manufacturers have designed battery related eco-solutions and vehicle systems. In essence, vehicles can now be categorised into being powered by micro-hybrid, mild-hybrid and full-hybrid systems. In the simplest form there is idle stop/start (ISS), however, going through the gears this now takes in ISS

full-hybrid vehicles that are equipped with kinetic energy recovery and starter/generator full electric drive. What they all have in common, though, is the need for far greater electrical power.



INCREASED DEMANDS

So the landscape has changed in that, for new eco-solutions to function, the heart of the car today has to support greater loads by delivering increased capacity. The magnitude of this change is evidenced in the chart below.

Not surprisingly, with the requirement for the battery to function at a more powerful level than ever witnessed before, new battery technologies have emerged. Enter the technologically advanced and modified forms of the conventional flooded lead acid battery – AGM (absorbed glass mat) and EFB (enhanced flooded battery). Having featured on high volume production vehicles since 2008/9, and with some 70-80% of all vehicles produced in Europe today featuring such battery technology, they are rapidly beginning to have an increased impact across the automotive sector.

GREATER CARE

Given that AGM batteries, in particular, are a completely different proposition to conventional lead acid battery

types it is imperative that technicians understand how to care for them. Additionally, they need to be aware of potential warranty issues and how to configure them.

AGM batteries have very different discharge and recharge properties when compared to a conventional flooded lead acid or EFB type battery. For example, they will recharge completely in approximately three hours due to the high plate surface area and low internal resistance.

Given that they are known as acid starved – there is no excess acid available in a reservoir above the plates – they must be recharged with care using the correct equipment. Whilst a smart or intelligent charger is recommended, a constant potential charger (variable current/constant voltage) or a modified constant potential charger (variable current and voltage) can be used. A constant current charger should never be used; it causes the build-up of excessive internal heat resulting in the electrolyte boiling-off and creating an over-pressured environment inside each cell. Excess pressure will vent

through the pressure reducing valve (PRV) to the atmosphere, resulting in a loss of recombination gases (electrolyte) and the battery drying out.

APPLICATION DANGERS

Also important, and for fear of stating the obvious, is that, for a vehicle specified with an AGM/EFB type battery, then this is the only solution fit-for-purpose. Incorrect application of a conventional flooded lead acid battery in place of an EFB, or a conventional flooded lead acid battery/EFB in place of an AGM, will result in premature battery failure.

CORRECT CONFIGURATION















And so this brings us to the last piece of the current jigsaw: replacement battery configuration. New technology micro-hybrid vehicles equipped with emission control systems may require configuration to the active energy management system. This system serves to control charging to ensure optimum battery performance and system functionality.

Active energy management is a system designed to adapt the vehicles charging strategy based on battery status, the aim being to increase the availability of the start/stop system with the detailed data evaluation of the battery. Such a system uses information from a battery monitoring sensor located on the negative pole to measure the physical battery variables of: temperature (T), voltage (V) and charging current (I).

Given that a replacement battery has different charging requirements to a battery that has reached the end of its serviceable life, the active energy management system must therefore be reset when the battery is replaced to prevent the use of an incorrect charging strategy. If not, this could result in loss of micro-hybrid system functionality, increased CO₂ emissions and fuel consumption, and loss of vehicle system functionality.

Thankfully, technicians can tap into a raft of specialised battery configuration tools that can be deployed as part of the provision of a complete replacement battery solution, even on vehicles featuring new emission reduction micro-hybrid systems. Not only does this reduce battery replacement costs and customer inconvenience, it helps enhance the service provision that automotive workshops are understandably and, increasingly, judged by.

As in all walks of life change is far easier to embrace for those receptive to learning and understanding. Knowledge will always dispel fear, and the field of developing battery and power technology is no exception. So here's to taking charge of the future!

VEHICLE TYPE		BATTERY CAPACITY	
	Conventional internal combustion engine (diesel/petrol)		0.3 kWh
	Micro-hybrid 1 (ISS)		0.5 kWh
	Micro-hybrid 2 (ISS + kinetic recovery)		0.7 kWh
	Micro-hybrid 3 (ISS + kinetic recovery + passive boost)		1.0 kWh
	Traditional hybrid (diesel/petrol + battery/electric motor)		1.5 kWh
	Plug-in hybrid (traditional hybrid with plug-in charging)		5-8 kWh
	Electric vehicle (plug-in charge electric motor only)		15-30 kWh

GIVE YOUR SPARK SOME BITE

DENSO PROVIDES SOME TELLTALE SIGNS OF WHEN A SPARK PLUG NEEDS CHANGING

The upcoming cold weather can affect a vehicle's spark plug performance and winter is a key period for the market in terms of spark plug replacement.

Spark plugs are an integral part of a vehicle motor and worn, fouled or cracked spark plugs can cause misfires, impair a car's performance and decrease its fuel economy, giving out harmful emissions which ultimately damage the environment. It is vital that workshops can identify faults and provide an effective replacement.

The appearance of a used spark plug can tell workshops about the operating conditions of the engine and the plug and whether it needs to be replaced. This could be due to factors such as poor driving and maintenance. Below are six signs DENSO suggests to look out for when it might be time to change your spark plugs.

TIME TO CHANGE

Normal (Fig. 1)

- **Appearance:** light grey or tan deposits and slight electrode erosion

Carbon fouling (Fig. 2)

- **Appearance:** dry, soft black carbon on the insulator and electrodes
- **Results:** poor starting, misfiring, faulty acceleration
- **Possible causes:** faulty choke, over-rich air-fuel mixture, delayed ignition timing, bad ignition leads, or spark plug heat range too cold

Lead fouling (Fig. 3)

- **Appearance:** yellow or tan cinder-like deposits, or a shiny glaze coating on the insulator

- **Results:** misfiring under sudden acceleration or heavy load conditions but no adverse effect under normal operating conditions
- **Possible causes:** use of petrol with high-lead content

Overheating (Fig. 4)

- **Appearance:** an extremely white insulator with small black deposits and premature electrode erosion
- **Results:** loss of power at high speed/heavy load
- **Possible causes:** spark plug insufficiently tightened or overtightened, engine insufficiently cooled, ignition timing too advanced, spark plug heat range too hot, severe detonation

Pre-ignition (Fig. 5)

- **Appearance:** a melted or burned centre and/or ground electrode, blistered insulator, and aluminium or other metallic deposits on the insulator
- **Results:** loss of power, or in worst case, engine damage
- **Possible causes:** much the same as overheating. Pre-ignition takes place when combustion begins before the timed spark occurs

Fuel-additives fouling (Fig. 6)

- **Appearance:** red ground electrode and insulator nose
- **Results:** poor starting, misfiring, faulty acceleration and loss of power
- **Possible causes:** use of petrol with francium/manganese additives which are used to increase the octane number





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TROUBLESHOOTER

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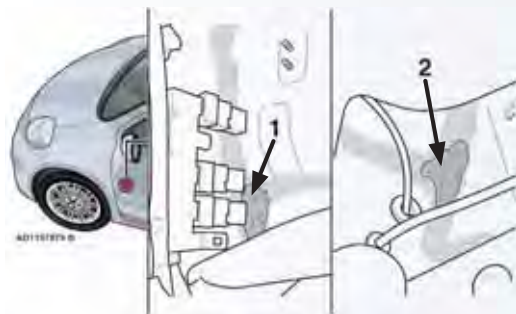
BMW 1 SERIES

WHINING NOISE UNDER VEHICLE WHEN DRIVING ABOVE 55 MPH

Question: A customer's 2012 BMW 1 series has a whining type noise coming from under the vehicle when driving above 55mph. We have experienced the noise on road test but cannot find the source of the fault in the workshop. We have checked all of the screws holding the underbody shields are to the correct torque. We cannot see anything that would be causing this noise. Can you help?

Answer: Yes, we have come across this fault on several BMW models and it is due to excessive clearance between the front and centre underbody shields (1). Remove the centre underbody shield. Thoroughly clean underbody in area indicated.

Fit foam pad to cleaned area. Refit centre underbody shield. Carry out road test to ensure noise has been eliminated.



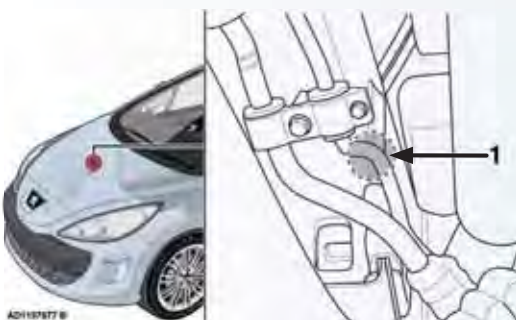
NISSAN MICRA

FRONT FOOTWELL CARPETS WET AFTER HEAVY RAIN

Question: We are having trouble diagnosing a water ingress on a 2011 Nissan Micra. The front footwell carpets are wet after heavy rain. We have carried out several water tests but cannot see how the water is entering the vehicle. Have you got any advice for us?

Answer: Yes, we are aware of this fault and the cause is water ingress through the bulkhead bodywork joints due to insufficient quantity of sealant. Remove the side trim panels in RH and LH footwells. Inspect the bodywork joint in LH footwell. Apply sealant to bodywork joint in the affected area (1).

Inspect the bodywork joint in RH footwell. Apply sealant to bodywork joint in the affected area (2) and dry out carpets as necessary.



PEUGEOT 308

WHISTLING NOISE IN PASSENGER COMPARTMENT WHEN TURNING STEERING FROM LOCK TO LOCK DURING PARKING

Question: We are experiencing a fault on a 2008 Peugeot 308. There is a whistling noise in the passenger compartment when turning the steering from lock to lock during manoeuvring or parking. We have checked several steering components but have not found the cause of the noise. Is this a known fault?

Answer: This fault has been reported to us on a few occasions and it is due to a power steering pipe vibrating against the vehicle chassis (1). Reposition the power steering pipe to ensure suitable clearance between surrounding components. Carry out some lock to lock manoeuvring to confirm the fault has been rectified.

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AROUND THE IMI



OAA 2016

AN OUTSTANDING OCCASION

Reporting on the Outstanding Achievers Awards 2016

After a two year hiatus the Outstanding Achievers Awards last month returned to IMI HQ at Fanshaws in Hertford. Learners as young as 15 attended the prestigious event, alongside parents and guardians, tutors and IMI Patron, His Royal Highness Prince Michael of Kent GCVO FIMI.

Speaking on the day he said the winners and finalists had been selected from more than 100,000 learners within the IMI's 660-plus centre network and that attendance at the event was in itself a recognition of achievement.

"The individuals we will recognise today represent future leaders and current role models and set the benchmark for the rest of the industry. They will leave this ceremony and return to a dynamic and exciting sector; a sector where advancing technologies put skills in high demand and where

high customer expectations mean that having the best personnel is vital to the success of a business. Reaching this stage means that you, as automotive professionals, are forming a vital part of the future of an industry critical to the wellbeing of the UK economy," he told the finalists.

The event began with HRH meeting the finalists and their guests. This was followed by lunch and the awards ceremony, including speeches from IMI CEO Steve Nash and premier sponsor – MS MotorService International GmbH.

Speaking to attendees, Steve Nash said: "It gives me great pleasure to present these awards to a room of such inspirational individuals who all share the same passion and enthusiasm for an industry that is fast becoming the most exciting and innovative sector to work in. The dedication shown by each of the trainers here today is truly outstanding and, without their continuous support and passion, it wouldn't be possible for the UK to lead the way in automotive training and skills."

THE IMI WOULD LIKE TO THANK EVENT SPONSORS



THE WINNERS' ROSTRUM



Approved Centre of the Year

Winner: Mercedes-Benz UK (apprentice academy and technical training centre)

Finalists: Derby College, New College Lanarkshire (Motherwell campus)

Specialist Centre of the Year

Winner: Nationwide Just Car Clinics

Outstanding student in...

LIGHT VEHICLE

Winner: Gemima Christodoulou-Peace

Finalists: Harry Garraway, Hannah Mills, Paul Tempest, Zackary Laurence-Gutteridge

HEAVY VEHICLE

Winner: Dexter Truscott

Finalists: Adam Fairhurst, Luke Sims

BUS & COACH

Winner: Brian Henderson

BODY REPAIR

Winner: Andrew Gault

Finalists: Aiden McCarthy, Kyle Harbour

PAINT

Winner: Chloe Barnett

Finalist: Jessica Wallis

FAST-FIT

Winner: Alexander Robertson

Finalist: Darius Harrison

NON-TECHNICAL

Winner: Kieran Daniel

Finalists: Daniel McBeth, Elliott McAnally

Young Student of the Year (14-16s)

Winner: Saskia Charnock

Finalist: Daniel Swallow

and winner of the Tony Swiatek Award





BT FLEET RECOGNISED

IMI Business Development Manager Michelle Barrett recently presented an Employer Recognition Scheme (ERS) plaque to BT Fleet Garage Services – Norwich

Mark Wolfe, Director of BT Fleet's Garage Network commented: "We are increasingly being asked to demonstrate our staff's professional competence, both to existing customers and when we bid for new work. We believe ERS is a great way of doing this and demonstrates our commitment to continue to train our people to keep their skills current.

"I would like to extend a warm congratulations to the team at Norwich for



becoming the first of our workshops to receive an ERS plaque. Their response in providing their qualifications, completing codes of conduct and their general engagement with what we're doing with the IMI has been really appreciated.

"Currently, nearly half of the national business are either full members or affiliates of the IMI. For those who aren't yet full members we will be putting in place a programme of assessment to help them achieve full membership."

In brief

► For the second year running the **IMI and ITN Productions** will partner to produce a news and current affairs-style programme. 'Vision for the Future' will follow on from 'Driving Change' and will bring more outstanding innovations to the screen and show that the British motor industry remains a global leader. Drawing upon ITN's 60 year heritage and expertise in storytelling the programme will explore how the next generation of motoring professionals will develop.

► **Euro Car Parts** has unveiled its Euro Academy, a unique and innovative technical resource designed specifically to support the independent garage. Boasting IMI-certified training, the membership initiative also encompasses a dedicated technical phone helpline and an online diagnostics database that includes a reference library of previous faults.

► UK competition **Top Technician** has crowned **Matthew Eeles** as its 2016 winner, marking him as the best technician in the UK automotive servicing industry. Now in its 14th year, Top Technician 2016 saw the closest final in its history, with Matthew, of Saffron Autos, taking the title by showing peerless diagnostic prowess and fault finding skills on a range of cars, including diesel, petrol and hybrid models.

► **Bristol Street Motors Volvo Derby** is celebrating after team member Jake Taylor was named as Volvo's Second Year Service Apprentice Technician of the Year. 19 year old Jake received the prestigious accolade after impressing his tutors during his time studying at the Swedish car manufacturer's Daventry training centre. He said: "I'm exceptionally proud to be named as Apprentice of the Year by Volvo. I've always had a passion for cars and I've been fascinated by learning how they work as far back as I can remember."

New Fellows

(September 2016)

W A BURGESS
Chief Executive,
Scottish Motor Trade
Association Ltd, West Lothian

A DANIEL
Motor Vehicle Lecturer,
Westminster College, London

R J FISHER
Operations Manager,
Auto Careers Southwest,
Cornwall

D MCGILL
Automotive Learning
& Development Consultant,
Driver and Vehicle Standards
Agency, Bristol

Obituaries

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

GEORGE CALDER
MIMI, Bristol, aged 67

ALAN CLEAVE
MIMI, Hampshire, aged 79

HAPPY BURSARY ANDREW

Training for a career in Britain's most successful industry just got easier with the launch of a new bursary from the Fellowship of the Motor Industry (FMI).

Designed to assist motor industry trainees, students and apprentices through their studies, the three year bursary will form part of a sponsorship package with the IMI. Funds to be provided by the FMI will contribute to the cost of training, books and other learning materials and expenses – helping trainees to manage the costs of their study.

The inaugural bursary was awarded to Andrew Gault, winner of the IMI's Outstanding Student Body Repair at the recent Outstanding Achievers Awards.

IMI CEO Steve Nash commented: "The bursary is directly aimed at supporting an outstanding student who has also had to overcome extraordinary challenges outside of the learning environment.

Andrew is an extremely worthy recipient; the money will help fund his continued training, development and career progression. The IMI is most grateful to the Fellowship for this initiative and its valued support."



MEMBER EVENTS

MOT update events

Derby MA

9/11/2016, 6.15pm for a 7.00pm start

Speakers: Michelle Barrett and Mark Armitage of the IMI, and Grant Thunder of DVSA

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

RSVP to imimemberassociation@derby-college.ac.uk

MA EVENTS

Sussex MA

15/11/2016 7pm for 7.45pm start
FROM ATOM TO DB MK III

Speaker: David Burgess-Wise
Venue: Hickstead Hotel, Jobs Lane, Bolney, Hickstead, West Sussex, RH17 5NZ

RSVP to [Douglas Wragg dgwragg@tiscali.co.uk](mailto:dgwragg@tiscali.co.uk)
01444 811349

Cumbria MA

17/11/2016 6.30pm for 6:45pm start
ROADSIDE REPAIRS TO MODERN VEHICLES, HYBRIDS, PHEV & ELECTRIC

Speaker: Mike Donley of Allianz Global Assistance UK
Venue: Carlisle College, Victoria Place, Carlisle, CA1 1HS

RSVP to Gerry Braddock
gerald.braddock@btinternet.com

Cheshire MA

21/11/2016 7.30pm start
DELPHI PASS THROUGH SYSTEMS

Speakers: Richard Stain, Richard Green and Paul Sinderberry of Delphi
Venue: Reaseheath College, Reaseheath, Nantwich, CW5 6DF

RSVP to Phil Bateman
theinstituteofthemotorindustrynorthwest@outlook.com
07789 921 977

Northampton MA

22/11/2016 7.00pm start
THE PORSCHE 918 SPYDER

Speaker: Richard Ponting of Porsche Cars Great Britain
Venue: Northampton College, Booth Lane, Northampton, NN3 3RF

RSVP to Colin Parker
cparke27@yahoo.co.uk
07587 707605

Oxford MA

23/11/2016 8.00pm start
ADVANCED DIAGNOSTICS AND AN UPDATE ON A/C REFRIGERANT R1234YF

Speaker: Dave Gordon of TEXA UK
Venue: Hawkwell House Hotel, Church Way, Iffley Village, Oxford, OX4 4DZ

RSVP to Trevor Elford
trevorelford@yahoo.com

Mid-Hampshire MA

23/11/2016 6.30pm for 7.00pm start
BATTERY MANAGEMENT

Speaker: Ken Clark, Director of Rotronics Battery Management Solutions
Venue: Highbury College, Cosham, Portsmouth, PO6 2SA Room: 3.019

RSVP to Martin Porter
martin.porter@highbury.ac.uk
02392 328611

South Wales MA

30/11/2016 6.30 for 7.00pm start
MOT CHANGES & UPDATES

Speaker: Ian Marsh of DVSA
Venue: The function room at the Glamorgan Wanderers RFC, Memorial Ground, Stirling Rd, Ely, Cardiff, CF5 4SR

RSVP to Georgia Foley
georgiaf@theimi.org.uk
01992 611 621

AREA CONTACTS

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

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

Kent Region

JOINT PROGRAMME EVENTS (NOV-DEC)

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

TWI

17/11/2016 7pm for 7.30pm start
THATCHAM & THE 21ST CENTURY CAR

Venue: Blake Room, 028 Greenwich University – Medway Campus, ME4 4TB
Ref code: **KTG0369**

West Kent MA

25/11/2016 7pm for 7.30pm start
VIEWS FROM A MADMAN – A PRESENTATION FROM DAVID CRESSWELL

Venue: Grangemoor Hotel, St Michael's Road, Maidstone, ME16 8BS
Ref code: **KTG0370**

IRTE

30/12/2016 7.30pm start
MAN ENGINES AT EURO 6

Speaker: Les Bishop of MAN Trucks
Venue: Grangemoor Hotel, St Michael's Road, Maidstone, ME16 8BS
Ref code: **KTG0371**

IRTE North London

Please rsvp to Paul Arber:
paul.arber@zen.co.uk
07747 116264

09/11/2016, 6pm registration for 6.45pm start

EMSTA (FORMERLY EEESTA) PRESTIGE LECTURE: CROSSRAIL, THE LARGEST INFRASTRUCTURE PROJECT IN EUROPE

Venue: University of Hertfordshire, Hatfield, AL10 9EU

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07/12/2016, 7.30pm for 8pm start
ENGINE DETOX

Speaker: EDT Automotive
Venue: Automotive Department, Kings Langley Campus, West Herts College, Home Park

UPCOMING COURSES

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BODY CONTROL SYSTEMS, CAN AND MULTIPLEXED NETWORKS

Valuable knowledge and skills for garage technicians involved in the diagnosis of vehicle network faults and repair of vehicle body electronics systems.

Date: 29-30 Nov 2016

CPD Credit Value: 17

M £333 NM £370

STEERING GEOMETRY & FOUR WHEEL ALIGNMENT

This course will enable learners to carry out adjustments to return the vehicle to the correct specification and understand the effects of incorrect adjustment.

Date: 23 Nov 2016

CPD Credit Value: 10

M £166.50 NM £185

ESSENTIAL TEST PROCEDURES

Provides a working knowledge of standard electrical test procedures and how they are applied correctly.

Date: 8-9 Dec 2016

CPD Credit Value: 17

M £333 NM £370

ENTERPRISE AND ENTREPRENEURSHIP

Suitable for managers interested in exploiting new ideas and wanting to turn them into viable and practical business opportunities.

CPD Credit Value: 6

M £70 NM £85

MICROSOFT OFFICE SPECIALIST – EXCEL

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CPD Credit Value: 37

M £195 NM £215

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CPD Credit Value: 5

M £70 NM £85

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HOW TO BOOK

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M = Discounted price
for IMI members

NM = Full price for
non-members

All prices subject to VAT.

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



Technical Trainer

ITAS is seeking a Technical Trainer specialising in automotive body repair to deliver manufacturer training and IMI Accreditations at the ITAS Academy in Milton Keynes.

You will have experience delivering training and assessing qualifications within an awarding body framework and will ideally hold an assessor award.

You will also have practical experience from within the body repair sector including panel repair, MET and vehicle refinish, and will be capable of training automotive technicians to the very highest standard.

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(tables of 10 and 12 available)



For booking details contact Cheryl Kennaird
on 01992 511521 or email annual-dinner@theimi.org.uk

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