



MAGAZINE

INSTITUTE OF THE MOTOR INDUSTRY  
SEPTEMBER 2016 £5.50

Big Cars

THE FINANCE TIMES  
THE MODERN FINANCE LANDSCAPE  
FOR RETAILERS

THE FLEET FORMULA  
WHY FLEET MANAGERS CAN LEARN FROM F1

MYSTIC MECH(ANICS)  
WHAT THE RAC'S NEW PREDICTIVE  
SERVICE MEANS FOR THE INDUSTRY

# BIG THINKING

*The big success story of Big Cars' founder, Adam Stott*



## Garage Guide

Introducing our new Garage Guide.  
Exclusively championing IMI registered professionals.

Like our Members, we value high standards and professionalism, which is why our Garage Guide promotes your expertise and skills to millions of motorists.

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## FROM THE CEO

# KEEPING UP WITH EVOLUTION



## *IMI CEO Steve Nash outlines the new automotive reality – and the challenges the industry faces in adapting to it*

It has been said that we are entering the biggest period of change that our industry will have seen in any of our living memories and perhaps in the whole 100 or so years that our industry has existed in total. The technology on which cars are built – from completely new drive trains, through intelligent on-board systems, to ever greater levels of connectivity – is changing radically and that will inevitably affect the business models that support it.

The sales and distribution model is also evolving. At the turn of the century a number of blue-chip companies, like Microsoft and Virgin, put their names behind internet-based ventures aimed at leveraging the power of the internet to change the way we buy and sell cars. Those ventures were notably unsuccessful, but things move on and more recent ventures look more promising. This is due in part to customers moving away from spending large sums on cars (something they might still be reluctant to do online) to effectively buying the use of a car through PCPs and other finance contracts – committing only to a monthly payment (plus deposit in some cases) for a limited time period. This model lends itself much more to an online transaction – albeit facilitated by highly professional dealers.

Undoubtedly job roles will come into existence in the next ten years that we haven't even thought about

today, just as we hadn't previously conceived of having 'social media experts' or 'product geniuses' ten years ago, let alone programming bays in our workshops and safe areas to work on high voltage systems.

The fact is that whatever the pace of change, the demand for skilled and knowledgeable people remains a constant, even if the specific skills and knowledge requirements don't. As the professional body for the automotive industry the IMI has seen considerable change since it was established in 1920, but the principles upon which we were founded remain as valid today as they were then: focusing on the professional status, recognition and employability of individuals working in the automotive sector and promoting the interests of those who commit to attaining and maintaining their skills.

**“The fact is that whatever the pace of change, the demand for skilled and knowledgeable people remains a constant, even if the specific skills and knowledge requirements don't”**

I have commented before in this column about the intense competition we already face to recruit people. This competition will only become fiercer as baby boomers leave the workforce in increasing numbers with the numerically smaller Generation X, Y and Z replacing them. Being in a position to promote exciting careers in a cutting edge industry will be an ever

more important factor in determining how successful we will be in attracting the best people in sufficient numbers. The technological changes we face today should be embraced as a way of underlining that we are a future-oriented industry that people can, and should, aspire to being part of.

I don't believe there has ever been a more exciting time to join the automotive industry, or a greater need to ensure that those who we entrust to work with our exponentially more sophisticated products are professionally accredited, whichever part of the business they work in. That is the continuing role of the IMI – as relevant to today's business as it was in 1920!



To read the latest issues online, go to [www.theimi.org.uk/magazine](http://www.theimi.org.uk/magazine)

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### IMI MAGAZINE

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INSTITUTE OF THE MOTOR INDUSTRY

## FROM THE EDITOR

# VIDEO ANALYSIS



### *Analysing the impact of video usage as part of a dealers' sales strategy*

In a professional context, possibly the most eye-catching headline I saw over the course of the summer came courtesy of video presentation service CitNOW. A press release from the company landed in my inbox boldly proclaiming that CitNOW broadcasts more video than the BBC. Assuming the figures quoted to be accurate (the substance of the story is included in my news round-up on pages 10-11) then this represents something quite extraordinary. It would have been less extraordinary if John Whittingdale, the former Secretary of State for Culture, Media and Sport, had been allowed to fulfil his punitive plans for the BBC. Before being put out to pasture in Theresa May's inaugural cabinet reshuffle, he had appeared intent on stripping the Beeb of so much coverage that dear old 'Auntie' could probably have been arrested for indecent exposure.

Agree with Whittingdale or not, it is fairly irrefutable that the BBC's current output is prodigious; one need only look at last month's Olympics to appreciate this. So how is it even fathomable that CitNOW can be broadcasting more than our national provider? Well, CitNOW's servers upload over 500 hours of video a day and, with videos being watched more than once, this amount can be extrapolated to 800 hours: "the equivalent of 33 full-time 24-hour TV channels".

Such numbers show how eagerly the retail sector is adopting video technology. In a sector often slow to embrace change this is, in part, testament to the intuitive, comprehensive and professional platform CitNOW provides. Combined with the received wisdom that retailers need a significant online presence, then the ground for video growth is fertile indeed.

**"Yet before video technology is posited as the 'once and future king' it is worth actually analysing its efficacy beyond the statistics"**

Before video technology is posited as the 'once and future king', though, it is worth actually analysing its efficacy beyond the statistics. One particularly telling section in the CitNOW press release references the overall winner of its recent awards. Despite providing an encomium on the video's merits (and it was really good, I saw it at the awards), the release also reveals the customer to whom the video was sent did not end up buying the car.

And here is the crux: does video technology actually work? I would argue, rather ambiguously, that it does and it doesn't. If the video is well produced and the customer is inclined to be impressed by such things then I am sure it can swing the deal on the odd occasion. Yet my suspicion is that in most cases the video is merely there as a visual accoutrement – a nice touch but ultimately irrelevant in a consumer's purchasing decision. Indeed, there will be many who would be actively put-off by something they could easily perceive as rather pushy and, dare I say it, cheesy.

I am not dismissing video and would certainly advise you consider adding it to your sales ordnance if still to do so. However, if you do, use it with discretion; channel a bit of your own inner John Whittingdale and see less broadcasting as more!

**Tim Kiek, IMI Magazine Editor**

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## YOUR VIEW

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



## AT HOME

# MOT MADE SIMPLE

**First announced in January 2016, the Driver and Vehicle Standards Agency (DVSA) confirmed changes would be made to MOT training for both MOT testers and managers. Following these changes, the IMI has launched a complete learning package which includes the new MOT annual training and assessment, as well as a dedicated eLearning platform enabling all testers to maintain their testing status via their mobile device.**

MOT testers will no longer need to attend a five-year refresher course but instead be required to complete the MOT annual training and assessment every year. With 56,000 MOT testers across the UK, the IMI is encouraging its network of Approved Centres to offer the qualification for classes 1 and 2 (Motorcycle) and classes 4 and 7 (Light Vehicle) to ensure a broad range of centres are equipped to service this demand. These changes follow feedback from the MOT trade which was increasingly asking for a more modern approach to training in order to make it

easier to learn in line with individual needs and requirements.

Barry Williams, IMI Business Development Manager, said: "The positive changes made by DVSA surrounding the MOT system will provide great opportunities for technicians to engage with modern technology through CPD. Upskilling the individual within the fast moving automotive industry is vital to the sector and these changes allow technicians who may be re-entering the sector to receive quality and convenient training to become a MOT tester or manager."

Trevor Lynn, a renowned MOT expert, said: "The IMI has been a leading organisation in re-educating the industry as to what to expect. It has provided invaluable eLearning support materials for our learners, which make the course commercially viable for our sector."

**To find out more about the new MOT training please visit [www.theimi.org.uk/mot](http://www.theimi.org.uk/mot)**

### HOW TO...

## HOW TO LOG YOUR CPD IN FIVE EASY STEPS



1. Log in to [www.theimi.org.uk](http://www.theimi.org.uk) at the top of the page
2. Click on the 'CPD icon' in the pop-up page
3. Click on the 'Log CPD' button
4. Choose the relevant activity type to log
5. Fill in the title, date completed, time spent and a short description – then click save

That's it! You have now logged your CPD.

The team are here to help you log your CPD.  
Call +44 (0)1992 519025 or email [cpd@theimi.org.uk](mailto:cpd@theimi.org.uk)

### CPD STAR OF THE MONTH

*Sam Ball AMIMI, Technical Trainer, KwikFit Training Academy Harlow*

*"It only takes a few minutes to log CPD on the IMI website. The process is really easy and the IMI CPD team can help if you have any problems. The good thing is that motor vehicle technology is constantly evolving so there's always something new to learn – whether on a course or simply by reading technical articles; it all helps. Logging CPD is a simple and easy way to keep track of your own development within the motor vehicle sector."*





## INTERNATIONAL

### EASTERN PROMISE

A Nottingham training provider is developing a specialist IMI Approved Centre in China after winning a new contract in Nottingham's sister city of Ningbo. Emtec Colleges Limited (Emtec), a division of Central College Nottingham that specialises in automotive training, has partnered with Ningbo Vocational Educational Centre (VEC) for the ambitious new project. The development of the IMI Approved Centre at VEC will enable more young people in China to be trained to the high technical standards required in the global automotive marketplace.

Stephen Turner, Sector Development Manager (Automotive) at Emtec, recently became the first person to qualify as an IMI International Regional Quality Assurer. As a result he is responsible for quality

assurance of Emtec's work as the provider of IMI training in China. Stephen travelled to Ningbo in July to carry out the IMI centre approval process at VEC.

This project was conceived last September during a visit to Nottingham by Ningbo leaders. The contract was signed following a meeting with Director General Shen of the Ningbo Education Bureau and school leaders in Ningbo in June and work on the project has already started.

Andy Moore, Managing Director for Emtec Colleges, said: "Emtec is continually working to expand its China provision. The benefits to the East Midlands' regional economy in terms of sharing best practice and opening up the market in China are really exciting. On the flipside it will also help us develop more of a global market



focus when devising future apprenticeships for employers here in the UK.

Herbert Lonsdale, International Business Development Manager for the IMI, said: "The IMI is committed to raising automotive industry people standards worldwide and we're pleased to be progressing this project with Emtec at Central College Nottingham to develop a new IMI assessment centre."

## FEATURED COURSE



### BODYSHOP MANAGEMENT *Getting results and making profit*

Running a bodyshop has always been tough. Profit gets squeezed from every angle possible and in a competitive market only the most efficient and knowledgeable bodyshops will survive the short term and stay for the long term.

The IMI has partnered with

Bodyshop Consulting to offer this one day Bodyshop Management course at a special rate to IMI members. The course will unravel the mysteries of how to get a healthy and sustainable bottom line profit from the business of repairing damaged vehicles.

Whether you are an independent,

dealer or group-owned business, this course can help to provide proactive solutions to all known problematic issues that bodyshops encounter. It's also a great place to start for those new to managing a bodyshop, providing an opportunity to network with other bodyshop professionals.

This course is not academic with no assessment at the end. The aim is to help you gain knowledge to continually improve your business and increase profitability.

**The course will help owners and managers to:**

- Work out how many vehicles it takes to breakeven
- Find where the breakeven point is in your bodyshop
- Improve efficiency to deliver increased profitability

Adam Nanyin, Managing Director of C and C Vehicle Services said: "It was a fantastic eye opener for me as the course showed me methods of improving efficiency

and moral within my company in ways I didn't think possible. The knowledge Bodyshop Consulting has is second-to-none and its advice to me personally has already proved invaluable.

*"There is a lot you learn in the one day and I am always looking for ways to implement my new knowledge into the business. I would recommend this course to any bodyshop owner/manager"*

To book this course please visit [www.theimi.org.uk/bodyshop-cpd](http://www.theimi.org.uk/bodyshop-cpd) or call the Professional Development team on +44 (0) 1992 519025.

**IMI Members Price: £180**

**Course Duration: 1 day**

**Course Date: Tuesday, 18th October 2016**

**Location: Fanshaws, Hertford, Hertfordshire, SG13 8PQ**

MORE  
UPCOMING  
COURSES CAN  
BE FOUND ON  
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# ANALYSIS



## AUTONOMOUS CARS

### SELF-DRIVING SETBACKS

On the surface, the cause of self-driving cars has suffered a setback in recent months following high profile mishaps involving Tesla's Autopilot feature.

By far the most serious occurred during early May in Florida when the driver of a Model S was killed due to an alleged malfunction of the car's assisted driving system. This was followed in August by a couple of far less critical incidents in China and Texas when crashes occurred when the drivers became distracted and allowed the Autopilot system to assume full control of the vehicle.

Undoubtedly these incidents will have shaken the already dubious sentiments with which many motorists regard self-driving vehicles. However, the likelihood that the accelerating development of this genre will falter is microscopic.

In similar manner to electric vehicles, the industry has invested far too much in research and development to step back now. Vehicle manufacturers are in a race to assume the lead and, based on latest evidence, self-driving cars will start becoming mainstream by 2021.

There's little doubt that the technology exists to produce completely self-driving vehicles without the need for conventional controls such as steering wheel and control pedals. The two biggest challenges will be to convince occupants that they are safe, and ensure that the cars are protected from hackers and terrorists. Even though human error is implicated in around 90% of accidents and hence self-driving cars will be safer, the former seems likely to be the harder task.

***"In similar manner to electric vehicles, the industry has invested far too much in research and development to step back now"***

## APPRENTICESHIP LEVY

### TOO SOON FOR LEVY?

So far, attempts by leading organisations (including the IMI, CBI, EEF, IoD and NFDA) to persuade the government to delay by at least a year the introduction of the apprentice levy have not succeeded. As a result, businesses with payroll costs exceeding £3mn a year will be liable, with effect from April 2017, for what will effectively be an extra tax calculated at a rate of 0.5% of their annual wage and salary costs, less an allowance of £15,000. This will affect all principal vehicle and component producers along with many businesses in the retail motor industry, including dealer groups, with the largest expected to be liable for a £1.5mn charge.

There's negligible quibbling over the levy's objective which is to raise around £3bn each year to fund the government's target of establishing 3mn new apprenticeships by 2020. There's a widespread consensus – not least within the motor industry – concerning the need to develop and foster the talents and proficiencies of the country's young people, bolster the skills base and address shortages. Instead, the main worry arises over the short lead time before the scheme's implementation, allied to the extra financial burden on businesses which may possibly confront more challenging economic conditions during the next couple of years.



**19%** number of people who purchased a new car in the first half of this year

BREXIT

## THE AFTERMATH

The immediate aftermath of June's referendum on EU membership conformed closely to the dire predictions of the 'Remain' supporters in the event of Brexit. Sterling and the stockmarket plummeted, the government went into semi-paralysis mode, and the world's media was dominated by experts making dark murmurings concerning the dismal economic prospects for an isolated UK. As so often in the past, though, markets – like some people – tend to overreact to momentous economic and political developments.

Of course, it's too early to predict the likely impact of Brexit on the UK economy but, little more than two months later, the position looks considerably more cheering and settled. Latest economic indicators (relating to July) are encouraging, with unemployment at its lowest rate since 2005 and recruiting agencies reporting a boom, while consumer spending was 5.8% higher than in July 2015. Based on the FTSE100 index the stockmarket has recovered all of its losses and during the second half of August was 5% higher than a year ago. It's true that sterling remains weak, although this should provide a fillip to export prospects, notably in the

all-important American and EU markets.

As a result of this positive news, many economic forecasters have reversed the downgrades for growth made in the aftermath of the referendum and the expectation now is that the UK economy will expand faster than anticipated in both the current year and 2017.

With regard to the motor industry, again the pointers are reassuring. New car demand dipped by 0.8% in June and increased by an admittedly rather paltry 0.1% in July. But this comes after four years of consecutive growth culminating in a record 2.6mn sales in 2015, with the result that current monthly figures are being judged against some hefty comparables. It was always probable that the market would stabilise during 2016 with the SMMT noting at the beginning of the year that there was "every reason to expect the market to hold broadly steady in 2016".

In the case of manufacturing, UK car output in June was the highest for 18 years – despite a recent downturn in major EU markets, including France and Germany. For the future a lot hinges on the trade deal which the UK is able to negotiate with the EU, but there's clear evidence of a softening approach on the part of certain countries including, crucially, Germany.

Michael Roth, Germany's Minister for European Affairs, has stated that the UK

could be afforded a special relationship with the EU due to its size and significance, while even before the referendum took place Markus Kerber (Managing Director of the country's BDI employers' group) noted that the imposing trade barriers and protectionist measures between the EU and an independent UK would be a 'very, very foolish thing'.

These encouraging words stem from German self-interest as manifested in the £35bn trade surplus with the UK in 2015 – the highest between the UK and any country. The UK is a vital market for all German car companies, while German businesses such as BMW and Volkswagen have huge investments in UK manufacturing. It's in none of their interests to see the UK impoverished and detached, which suggests that there are grounds for believing that the onward and upward trend of the country's car and component manufacturing sector will continue with undiminished momentum.

F&I

## LESSENING GAP

New rules concerning guaranteed asset protection (GAP) insurance – introduced by the Financial Conduct Authority (FCA) last September – have had a negative impact on the sales of this high margin 'add-on' in dealerships. According to research from Dealerweb, the showroom management software provider, just 19% of new car buyers purchased a GAP policy during the first half of the year, compared with 29% during the corresponding period of 2015. Adding to the retail motor trade's anguish, the average sales price of GAP contracts declined by

3.5% during the same period.

Some crumbs of comfort may be grasped from a more favourable sales pattern as the year has progressed, with the penetration of GAP sales in June reported to be just 4% lower compared with the same month of the previous year as against a fall of 18% in February. On a less encouraging note, price erosion appears to be gaining momentum with a 2.4% dip in February widening to 6.3% in June.

These figures are hardly surprising. The customary technique of selling GAP policies in showrooms has tended to be somewhat iffy, with sales staff prone to adopt aggressive sales tactics to promote the product due to the potential to earn sky-high commissions. The

new rules require consumers to be provided with appropriate information allowing them to make an informed decision, along with the benefit of a 'cooling off' period. It appears that many car buyers are taking the opportunity to think again about the cost and value of these contracts.

Alarming, after reviewing how the latest rules have influenced sales methods the FCA has identified providers of GAP products as among the foremost reprobates with regard to supervising appointed representatives. Allied to so much 'past baggage', the retail motor trade's nightmare must be that GAP selling techniques may provide the substance for the next mis-selling scandal.



# INDUSTRY ROUND-UP



PREMISES

## BARN DOORS ARE OPEN

An internationally-renowned Aston Martin sales and restoration workshop is driving expansion with the opening of a new showroom dedicated to the finest non-Aston classic and exotic cars.

Aston Workshop, based in Country Durham in North East England, has opened Car Barn – a specialist 1000sqm purpose built site, which has created six new jobs in sales and servicing roles following a £500,000 investment in the building.

Car Barn is the product of Aston Workshop's response to a growing demand for affordable non-Aston classic cars and features a range of iconic models for sale such as Bentley, Mercedes, Ferrari – even a Porsche which once belonged to David Bowie – with costs starting from £20,000.

The site also boasts a body shop with dedicated booths for aluminium and steel fabrication and panel repairs and restoration, as well as the latest paint booth and preparation facilities, enabling the team to prepare and paint cars to the highest standards.

This is coupled with a state-of-the-art servicing facility where staff will be able to undertake any degree of maintenance work on any make of car.

Bob Fountain, owner of Aston Workshop, said: "We've had enormous success in recent years and, as we see so many non-Aston Martin cars passing through our showroom, we felt that the time was right to create a site specially dedicated to amazing non-Aston makes."

VIDEO

## VIDEO FAME

*Personalised video technology has been cemented as a key part of the car-buying and maintenance process to such an extent that leading provider CitNOW is now broadcasting more daily video than the BBC.*

*The use of personalised video technology has led to a sharp rise in the amount and the quality of video being demanded by consumers, who are enjoying the increased ability to consider new cars remotely and control the car-buying process without having to step foot in a showroom.*

*At their peak, CitNOW's servers upload 21,000 videos – more than 500 hours' worth – every day and the company is closing in on half a million videos being created using its intuitive app software every month.*

*The changing nature of personalised video in the car market is demonstrated by the winner of the recent CitNOW Video Awards: [video.citnow.com/vp1M9lVIL5y](https://www.citnow.com/vp1M9lVIL5y)*

*The Best Overall Video prize at the awards went to the Sinclair Volkswagen Cardiff dealership. Featuring Brand Consultant Stephanie Ranson and Transaction Manager Sophie Lewis, it showed the pair responding to a customer's request for information about a vehicle's adaptive cruise control system.*

*Despite the on-screen demonstration of the system by the pair the customer did not actually buy the car, but the video is a perfect illustration of the increasingly qualitative nature of personalised video service.*



AFTERMARKET

## IT TAKES TWO

ZF Friedrichshafen AG is taking another important step in the integration of TRW Automotive by combining the two aftermarket organisations of ZF Services and TRW Aftermarket. With effect from January 1 2017, the new organisation will create the world's second-largest service organisation

in the automotive supplier segment.

"Having already fully integrated sales and purchasing in the original equipment business, our aftermarket business partners will now benefit from this successful integration," said ZF Chief Executive Officer Dr. Stefan Sommer in Frankfurt am Main on Wednesday. "With its aftermarket activities, ZF ensures that its products perform

powerfully and reliably throughout their entire life cycle and a professional diagnosis and repair with original equipment spare parts is provided in the workshops. It is important to us to speak with one voice in this segment and to ensure that our products and services are available in all markets worldwide."

## ANNIVERSARY GIVEAWAY

Wheel servicing equipment specialist Pro-Align is kicking-off celebrations to mark its 25th anniversary by giving away a complete Hunter PA200 Plus or PA200 HGV wheel alignment system worth more than £15,000.

The system will be offered to one lucky workshop in a 'Birthday Quiz and Prize Draw' that requires participants to simply visit the company's website at [www.pro-align.co.uk/win](http://www.pro-align.co.uk/win) and answer a few questions based on the Pro-Align's newly styled website pages. The workshops with the correct answers will be entered into a prize draw at the end of October.



## IN BRIEF

►► **Jardine Motors Group** has teamed up with online motor finance specialist iVendi to integrate the latest generation of online finance tools into its GForces-built website, helping to improve the customer experience and generate more sales. With iVendi's Quoteware and Car Finance Calculator integration, which went live at the beginning of June 2016, used car buyers can now create, calculate and compare finance offers that suit their circumstances whilst browsing online.

►► GardX International is proud to announce that it has been appointed by **SsangYong Motor UK** as its official supplier of paint and interior protection products. This new partnership was agreed after the completion of a full commercial tender. Paul Williams, CEO of SsangYong Motor UK, said: "We are delighted to appoint GardX Protection as the paint and interior product partner for the SsangYong franchise."

►► **Pendragon PLC** is celebrating a double success as two of its female leaders were recently announced as being among the most influential British women in the automotive industry. Corporate Services Director, Hilary Sykes, and Head of Marketing Communications, Victoria Finn, both made it into the list of 100 names. An initiative by Autocar, the 'Great British Women in the Car Industry' project has been set up to encourage more women into the automotive industry.

►► **Axalta Coating Systems** has acquired the business of Geeraets Autolak, a distributor of Axalta's Cromax refinish coating products in the Netherlands for nearly 40 years. The operations of Geeraets Autolak will be integrated into the Axalta organisation, operating under the Cromax name.

►► A BMWi brand retail outlet was recently launched by **Peter Vardy Group** at its Edinburgh dealership. The new dealership will sell the all-electric BMWi3 model and its sporty big brother, the plug-in hybrid BMWi8.

## APPOINTMENTS

►► To head up its Sonne refinishing programme **HELLA** has recruited **Paul Tredgold**, a refinishing specialist who has been involved in the paint industry for the majority of his career and someone who has made a significant contribution to the companies in which he has been involved.

►► **Ray Sommerville** has joined **Cox Automotive UK** as a non-executive director, bringing considerable automotive retail experience into the group, to help drive business growth across all of its brands. With more than 25 years in the sector, Ray was most recently Chief Executive of Perrys.



►► **Close Brothers Motor Finance** has expanded its motorcycle division with the appointment of two new motorcycle account specialists. **Lee Collins** and **Paul Crossley** have been brought in to assist with solidifying **Close Brothers'** position as Britain's best motorcycle finance provider, as well as to support motorcycle dealers.



►► A Derby van centre has boosted its senior management team with the appointment of a new Head of Business. With more than 42 years of industry experience **David May** has taken the helm at Imperial Commercials Volkswagen Van Centre Derby.

►► **Bosal Automotive & Industrial Components** is delighted to announce its latest addition to the company: **Mark Viveash** – joining Bosal's team as Area Sales Manager. Prior to this, Mark enjoyed a successful career working in a factoring role with **Abergavenny Brake and Clutch (ABC)** in South Wales.





# FRONTLINE



## A NEW DIRECTION

One year on from 'diesalgate', Volkswagen CEO **Matthias Muller** reveals the German giant is moving away from diesel and towards electricity

At this summer's Volkswagen Group AGM Muller admitted the diesel issue had cast a shadow over the business and even went as far as calling it a "crisis". However, he claimed that the VW Group retained qualities such as "strong brands and great vehicles", a high level of technological expertise and innovation power, plus a global presence and "millions of customers worldwide who remain loyal".

The costs of the emissions scandal were not small. Muller said the initial figure was calculated at €16.2 billion, although this has since been decreased by half a billion euros because of exchange-rate fluctuations. Interestingly, VW claims it is well placed financially to carry this cost but it has clearly had a huge impact on the way the company thinks and the direction it will travel in future.

### BETTER TOGETHER

This new future for the group has been set out in a plan it calls "Together – Strategy 2025".

"The new group strategy clears the way for transforming one of the world's best carmakers into one of the world's leading providers of sustainable mobility. This is the vision that guides us. This is fundamentally what it is about for us," said Muller.

"Our aspiration is clear: just as we have long enriched the lives of millions of people the world over with our products, Volkswagen now aims to play a leading role in shaping auto-mobility for future generations too. This is admittedly a lofty aspiration. But our "Together – Strategy 2025" tells you how we aim to achieve it.

"To some people 'sustainability' has become an overworked or banal concept, but that does not mean it has lost anything of its relevance. When correctly

understood and put into practice, sustainability is the key to lasting commercial success – especially for a company that bears the name Volkswagen. In "Together – Strategy 2025", we have formulated a clear vision for the next decade: Volkswagen is to be a globally leading provider of sustainable mobility."

And it's that "sustainable" word that points to Volkswagen's big push, something Muller calls a transformation and not the evolution many other manufacturers often refer to.

### SUSTAINABLE CHANGE

"This will be a radical overhaul," he revealed. "Of course, developing, building and selling vehicles will remain essential for Volkswagen going forward, but the face of this business will change fundamentally."

One of the core pillars to the changes and the nine-year plan

is to increase the number and volume of electric vehicles the Volkswagen Group produces. It currently builds just two pure-electric cars: the VW e-Up and the VW e-Golf; although it does produce a range of hybrids across its brands.

"In our Strategy 2025 we are launching an electrification initiative second-to-none in the industry," said Muller. "The combustion engine remains important. It will be with us for some time to come and will still account for around two-thirds of the new vehicles market volumes in 2030. But that also means the other third will be electrically powered. By then, in other words, the breakthrough for e-mobility will long be a reality. And we are determined to make e-mobility a new hallmark of Volkswagen.

"Along this path, the Volkswagen Group is going to launch over 30 fully electric new vehicles by 2025. We expect that by then we will be selling about two to three million pure-electric automobiles a year. This will account for a significant share – an estimated 25% – of our total sales volume. We are stepping up our efforts accordingly and will launch a multi-billion euro investment program."

"A similar goal is being pursued in another of our initiatives: establishing battery technology as one of the Volkswagen Group's core competencies. Battery technology is the key to e-mobility. It accounts for 20-30% of value-added for fully electric vehicles."

### AUTONOMOUS THINKING

Of course, the issue of range can also be solved by selling hybrids rather than purely electric vehicles, something that Muller alluded to in his presentation.

Going hand-in-hand with the battery vehicle developments, Muller said Volkswagen Group will also invest in autonomous

# €15.7bn cost of VW emissions crisis

vehicle technology: “Autonomous driving is another key issue in the transformation of our core business. Admittedly, as someone who likes to have his hands on the wheel, I was sceptical at first. Meanwhile, I have no doubt whatsoever that this revolutionary technology will be reality just a few years from now.

“Our aspiration is to serve all relevant segments with autonomous vehicle concepts for private transport as well as last-mile solutions for shifting people and freight in major cities; we are working on these topics. Fully autonomous vehicles with a self-driving system developed in-house will enter the market by the beginning of the next decade.”

Muller also added that the cumulative investment in autonomous mobility solutions and technology will amount to several billion euros, much of it in manpower.

“We will develop the necessary expertise and are planning to hire around 1,000 additional software specialists, among other measures. I am certain that this will give us substantial clout in this field.”

Again, it’s this signal that retailers will also have to take note of. Autonomous cars may not need drivers but they will still need servicing. So, perhaps, manufacturers will be taking on software programmers rather than engineers and technicians in the years to come.

It not have been a strategy anyone would rightly choose but if electric and autonomous vehicles are the future or, as Muller says, at least one third of the future, then Volkswagen’s emissions crisis could well have given the manufacturer just the kick it needed to make sure it’s flourishing in 2030.

## ON THE FRONTLINE

IAIN CARMICHAEL, VOLKSWAGEN BRAND DIRECTOR, JCT600

### How do you deal with pre-registered stock?

We always strive to meet our partner manufacturer targets without having to pre-register any cars. Where we do pre-register we are fully compliant with legislation and take to market in the normal way via electronic and traditional media.

### How do you approach recruitment and do you struggle to get ‘quality’ people for your business?

We have a dedicated JCT600 recruitment manager with a great network and a strong track record of quality recruitment via our own website. Agency supported recruitment is a declining element of our approach to finding good talent. Once found, we have a strong focus and commitment to staff retention through excellent development programmes and exciting opportunities to progress within the business.

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

Listen to your customer, get to know them, and don’t rush them through a rigid, structured process. Be fair, be flexible, meet their needs and develop a long term relationship through exceeding their expectations.



## HOW TO SELL IT: MERCEDES C-CLASS CABRIOLET

### IMPORTANT BECAUSE...

The C-class Cabriolet finally gives Mercedes an entrant into the premium upper-medium drop-top market. While this is the first convertible C-class, Mercedes did sell the CLK Cabriolet until 2009.

### WHY WOULD SOMEONE BUY IT...

The C-class Cabrio is amazingly refined, top up or down, looks sleek and oozes quality. The three-pointed star is a big draw too. Depending on the engine choice the cars are either great cruisers or great performance cars.

### WHO WOULD BUY IT...

There will be two types of buyer. Firstly those opting for the AMG performance versions. These are most likely to be affluent men looking to buy into the brand’s race heritage. The second group will be mostly looking for a high quality luxurious four-seat convertible and this will probably be a second car.

### BEST TO GLOSS OVER...

It may be amazingly well built and have the right badge on the front but it’s more expensive than its rivals. And like many convertibles,

with the roof down boot space is significantly impacted.

### ON THE ROAD...

All versions, even the ultra fast C63 AMG, are comfortable over poor surfaces. However, the less fast ‘regular’ versions are best for enjoying the sun rather than the road.

### ALSO ON THE LIST...

The two main rivals are the BMW 4-series and the Audi A5. Both of these have been around a few years now, so the Mercedes has the advantage until the new A5 convertible appears later this year.

### PRICE AND FINANCE...

Prices start from £36,200 for the C200 manual in Sport trim and rise to a hefty £78,295 for the 510hp C63 S Edition One.

### UP-SELL

#### OPPORTUNITIES...

While most versions of the C-class Cabriolet come with an auto gearbox as standard, those that don’t should be optioned with one at £1,500. There’s plenty of options, but if buyers want extra grip the C200 and C220d versions can be had with all-wheel drive for £1,500.





# MOTORCYCLES

## NO EASY RIDE

*Analysing the failure of the recent 'Ride to Work Week' but finding reasons for optimism in the form of one local authority initiative*

'Ride to Work Week', where the motorcycle industry does its best to get every motorcyclist to actually use their machines – new or old – to get to work each year, is normally a hard sell to both riders and the mainstream media. The aim is to highlight the benefits of commuting via motorcycles and scooters, the riders of which are among the happiest commuters, according to a one-off survey by the Office for National Statistics.

It revealed that riding a motorcycle, moped or scooter had no negative impact on well-being on commutes of up to 30 minutes and after that it was negligible. This was in contrast to those who walked, cycled, took the bus or drove, who all experienced a dip in well-being after just 15 minutes.

Benefits highlighted included a saving in time, so less time in traffic means more time in bed; and a saving in money, especially with some small scooters doing up to 150mpg. Add in

*"Not only the campaign, but a lot of other positive PR for motorcycling was lost in the politics that arose from the vote"*

easy, often free, parking, along with a general improvement in road skills – riders who drive are better car drivers too – and it is something of a no brainer!

### A LOST WEEK

However, this year all the good work put into promoting the week was totally wasted thanks to the week (20th to 26th June) having a certain Brexit theme to it...

Not only the campaign, but a lot of other positive PR for motorcycling was lost in the politics that arose from the vote, capped by the negative image caused by the publishing of the DfT's Road Casualty statistics for 2015, shortly after, which showed a rise of 8% for 2015 compared to the year before!

But, before looking at the positives that came out at the same time as Brexit and were 'lost', several press releases aimed at encouraging and promoting the commuting aspect of PTWs actually scored an own goal in that they highlighted factors working against the industry and preventing riders considering motorcycling as a daily option.

Mainstream motorcycle insurers Carole Nash, Ageas and ERS all came out to say that customers would be offered commuter cover for free for the entire working week of the campaign. Positive maybe, but highlighting that it actually costs extra for a rider to use their bike for something other than leisure was counter-productive.

So will a leisure rider want to increase their already high premiums, not to mention servicing/depreciation costs etc., for a saving on commuting costs? Certainly a difficult one for the industry to address and I am sure one that the MCIA, behind the scenes,

is no doubt working on.

However, moving back to the positive side of things, Honda (UK) was clearly backing the campaign and encouraging and helping its own staff with the opening of a new CBT training school for staff to coincide with the Ride to Work Week.

The market-leader in terms of bike sales, Honda has invested in a facility at its new Bracknell-based European HQ as a means of helping more people enjoy the freedoms of a two-wheeled commute.

Nick Campolucci, Head of Motorcycles, explained: "Every year Honda strengthens its initiatives for first-time riders through the range of experiences and training we offer. At car and bike shows, at air shows and at many of the UK's biggest social calendar events of 2015 we gave several thousand people their first taste of two-wheeled enjoyment. This year, by opening our own CBT School, we complete the picture and ensure that this enjoyment extends to Honda staff, as well as potential customers."

### A REGIONAL FIRST

Great news from within the industry, obviously, but perhaps the best news was the announcement from Northamptonshire County Council about its new motorcycle project, Motorcycle Northants, which makes it the first local authority in the UK to actively encourage a modal shift towards motorcycles – currently just 0.4% of all commuter traffic in the county.

The scheme is, as you might expect, part of a wider plan to encourage sustainable transport options including cycling, walking and using public transport.

John Spencer, Team Leader of Road Safety and Travel Choices, Northamptonshire Highways said: "As part of our modal shift strategy, Northamptonshire County Council intends to embrace motorcycles and scooters as a sustainable transport mode within the future countywide transport programme. Greater use of motorcycles can bring environmental benefits, ease congestion and increase



# 7.99%

rise in European motorcycle registrations between January and April this year

accessibility, particularly on journeys made for commuting to places of employment or education”.

He added: “The road safety team in Northamptonshire is committed to improving safety for all road users but is also looking at encouraging different ways to travel. In 2015 we carried out a motorcycle survey to reaffirm why people were using motorbikes, but also why they were not! We collaborate with various partners like the Motorcycle Industry Association and the Ride to Work team to encourage people to take up motorcycling as a sustainable and better way of getting around.”

Some interesting statistics have come out around the county’s commuting public and have helped shape the county’s plans, which no doubt will be of benefit to others in promoting PTWs. Each day in the county an estimated 43% of commuter journeys are made by just one person in a car or van, so there is great capacity for some of these to be made on a powered two wheeler. As a county which relies heavily on the distribution/logistics industry it is important that the roads do not become congested.

#### MOTORCYCLE-FRIENDLY

A second phase of the project will include looking at increasing motorcycle-friendly infrastructure on roads and working with employers to encourage the availability of workplace changing facilities and motorcycle parking.

The team are of course acutely aware of the perception of danger associated with PTWs and have put a framework in place to make sure existing and new riders have access to high quality training providers.

So, combined with the other good news – the DVSA’s commitment to working with the training industry to ensure that cancellations are brought to a minimum, waiting times are reduced and everyone has access to the test slots that they need – hopefully many learner riders will go on to a long term career on two wheels.



## I need a Zero

*Zero Motorcycles, which claims to be the global leader in the electric motorcycle industry, has announced that its full line-up of 100% electric motorcycles, which are designed and built in California, is available at four dealerships in the United Kingdom. The dealerships are in the major cities of Birmingham, Manchester and London and they are looking for even more dealers in other areas.*

## AMERICAN RECALLS

The USA seems to be the starting point of most recalls these days, probably due to the more litigation conscious society there. Harley-Davidson, KTM North America and Honda are in the frame with recalls this time. These recalls are likely to affect similar models sold in the UK.

The biggest of these stems from Honda

which has recalled about 21 million Takata airbags; 2701 of which have been used in GL1800 Gold Wings. The problem is apparently that the airbag inflators may explode, resulting in the release of metal fragments that could seriously injure, or even kill, riders! One presumes some may be in the UK?



## IN BRIEF

► **Osamu Suzuki**, Chief Executive of the Suzuki Motor Corporation for more than 40 years, has stepped down from his position in the wake of a fuel-economy testing scandal. The company has appointed Toshihiro Suzuki, his son, in his place.

► Recent figures show that **Triumph** has reached annual Indian sales of more than 3000 units and is anticipating growth of 20-25% by 2017. Triumph Motorcycles India currently ranks second behind Harley-Davidson in the Indian market for large-capacity machines.

► **Original Matchless Motorcycle Company** plans to raise £5mn to revive the classic British marque by issuing a mini-bond through the online finance platform, Karadoo. Investors will apparently receive 6% annual interest for five years and the funds will be used to launch two sports models which will be hand-built at the Onyx race engineering factory at Littlehampton, Sussex.

► **Legendary Spanish motorcycle manufacturer Bultaco** continues to build its UK retail network with the opening of the first showroom in the City of London combined with the worldwide launch of the road-legal pedelec and speed pedelec, Brinco. Bultaco Marketing Manager Alessandro Biffano commented: “London is an important market for Bultaco as demand for clean and fun transportation grows.”



# COMMERCIAL VEHICLES



## MERCEDES ASSAULT ON BATTERY

*Revealing Mercedes' plans for an electric future*

Truck dealers will be getting used to selling heavy-duty electric trucks within the next few years if a vehicle on display at the IAA Hanover Truck show in late September is a good indicator of the future. Daimler Trucks subsidiary, Mercedes-Benz Trucks, will display the Urban eTruck concept on its stand at the German show; the first 26-tonne gross vehicle weight (GVW) heavy truck with a battery electric driveline to be produced, reckons Mercedes.

The three-axle heavy-duty urban distribution vehicle is based on the Antos heavy truck range with the Mercedes heavy-duty chassis starting from 18-tonnes GVW. The vehicle on display will be based on a 26-tonne GVW Antos 6x2 LNA chassis equipped with a steering and lifting third axle. Mercedes does not expect to produce a production version until around 2020.

According to Mercedes, the vehicle will have a design range of around 124 miles (200km) on a full charge. Mercedes' research suggests that this should be enough for a day's operations with a vehicle covering an urban distribution route. Equipment such as cab air conditioning and ancillary equipment can make a significant impact on range but Mercedes says that the 124-mile range includes the use of air conditioning and ancillaries.

### PUTTING ON WEIGHT

Payload is one reason why heavy-duty battery electric trucks have not been considered viable in the past; the weight of batteries would reduce the available payload to an unacceptable degree. But Mercedes says that factoring in a European Commission weight allowance of an additional 1,000kg for alternative fuel vehicles means that the actual body/payload allowance is reduced by 700kg compared with a similar diesel-powered Antos.

That may or may not be significant for an urban distribution operation, depending on application, but Mercedes also expects battery technology to be developed significantly in the next two years or so, resulting in an increase in energy density. This could mean that the payload penalty is reduced far more, or even eliminated altogether, before the vehicle goes into production. Mercedes quotes a total weight for the batteries of 2,500kg.

Mercedes also expects the cost of batteries to be reduced by a factor of 2.5 between 1997 and 2025, reducing cost from €500/kWh to €200/kWh. Over the same period, Mercedes also expects the energy density to rise by a similar factor from 80Wh/kg to 200Wh/kg.

The lithium-ion batteries are arranged in three individual battery packs. The removal of the engine and gearbox leaves space beneath the cab for one of these. The other two are also

positioned between the chassis rails, but not protruding above them to interfere with body mounting. These are positioned between axles one and two. The three battery packs are made up from a total of 1,080 high energy density four-volt cells, with 12 cells grouped to a module. Each battery contains 10 or 15 modules.

Mercedes quotes total battery capacity of 212kWh at approximately 720V. The company reckons that 212kWh provides the energy equivalent of 20-litres of diesel fuel.

If re-charging is needed, Mercedes has designed the battery packs to accept 150kW rapid charging. At present the maximum rapid charging capability available in Europe is 50kW but Mercedes expects 100kW rapid charging to become available soon. Using this 100kW capability it should be possible to re-charge a fully discharged set of batteries in two hours.

To save on weight the vehicle is not equipped with an on-board DC charging unit. The vehicle is equipped with a Combo Standard Type 2 (CCS Combo) charging connector. If the vehicle were charged using a 20kW charge point it would take around 10 hours to re-charge the batteries.

### CALLING ON EXPERIENCE

Daimler Trucks can call on experience of electric vehicles through its Mitsubishi subsidiary, as well as the Mercedes-Benz bus

# 60%

the predicted fall in cost of EV battery technology between 1997 and 2025

division. Mitsubishi has been trialling the Canter E-cell battery powered light truck in recent times, while Mercedes-Benz has been producing a diesel/electric hybrid bus for some years.

To provide electric drive for the Urban eTruck concept Mercedes has looked to its bus experience and modified a ZF electric portal drive axle from a hybrid bus. This is based on a ZF AVE 130-400 VAC axle with a weight rating of 11.5-tonnes. Unlike the Canter E-cell, which uses a single drive motor, the ZF axle features two liquid-cooled asynchronous traction motors mounted inboard of the brake assembly. Each motor can produce up to 125kW with a continuous rating of 60kW. From rest, the motors can deliver maximum torque of 500Nm. With two-stage reduction gearing, up to 11,000Nm of torque is available at each rear wheel.

Regenerative braking is also provided by the drive motors, which can deliver up to 180kW of braking resistance. This drive axle configuration offers a number of advantages over a single centrally mounted drive motor, according to Mercedes. The company reckons that it allows more space for batteries, while additional drive axles can be added if required. Similarly, lighter two-axle versions could be produced and this could become more relevant as battery energy density increases. The high voltage power circuit supplying the drive motors is also used to drive the air compressor for the brake circuits.

## TWO COOL

High voltages and power densities also mean that components need to be cooled and two cooling circuits for the electrical equipment are part of the vehicle specification. A high temperature circuit cools the drive motors when propelling the vehicle. A low temperature circuit is used to cool the electrical inverters, electrical auxiliaries and also the drive motors. The high voltage batteries are provided with a separate chiller unit to provide cooling. Vehicle lighting, windscreen wipers and other standard vehicle electrical equipment is driven from a conventional truck 24-volt circuit.

Daimler Trucks will also display the third generation of the Mitsubishi Canter E-Cell, to be named the eCanter, at the Hanover Show. Canter E-Cell trials in Portugal, Germany and the UK have so far proved positive. The second generation Canter E-Cell was launched in 2014.



## IN BRIEF

► **Renault's Euro-6 compliant range** will include better specifications for the Kangoo, Traffic and Master; more power from many engines; a standard Thatcham-approved alarm for all Euro 6 vehicles; and 40 more Master models. Euro-6 Kangoo models will be fitted with a NOx trap, while Traffic and Master will be fitted with SCR systems requiring the AdBlue additive.

► **The EU has fined truck producers including Volvo/Renault, Daimler, Iveco and DAF** a total of €2.93 billion for taking part in a cartel and breaking EU anti-trust regulations. The cartel arrangement lasted for 14 years, from 1997 to 2011, when the EU began investigations. MAN was not fined because it blew the whistle on the cartel arrangement.

► **Boughton Engineering has signed a deal with US-based specialist body manufacturer McNeilus** to sell and fit its front end loader refuse body range in the UK. The company will also provide 'parts and service' aftermarket support. First deliveries are expected early next year.

► **VWCV has launched a new online vehicle configurator designed to help customers choose their new van before ordering it from a VW Van Centre.** When finished, the system generates a unique code which can be retrieved by the Van Centre, simplifying the ordering process.

► **Volkswagen has released details of the new Crafter range to be launched at the Hanover CV Show in September.** It will be available with front, rear or four-wheel-drive, a choice of manual or automatic transmission and four base models with three lengths and three heights.



# Thinking BIG

*Tim Kiek travels to North Essex to meet the entrepreneur behind the Big Cars brand, Adam Stott*

In most dealerships the closest you'll get to 'ice' is during an appraisal of a vehicle's in-car electrics. Big Cars, however, isn't 'most dealerships'. During the festive period it installed an ice rink in its showroom: tricky for demonstrating cars but an innovative means of generating publicity, increasing brand recognition and, ultimately, selling more vehicles. Less 'Dancing with the Stars', more 'Dancing with the Cars'.

The progenitor of the ice rink idea, and Big Cars itself, Adam Stott, has made a career of eschewing convention. For one thing, at only 33, he has achieved enough in business to offer better advice than some of the dragons in Dragons' Den.

Adam's career in retail began at Ford and continued at BMW. During this period he worked as a car salesman and had a high degree of success. For many a mid-twenty something a stable, profitable job at a world-renowned company would be enough to satisfy their professional ambitions. Not Adam.

"Whilst I was earning good money, I still felt limited in what I could earn, learn and how much I could progress," he said. "In theory, the logical progression in the dealership hierarchy could have actually seen my earnings decrease as my role would have been less commission-based."

Fuelled by this sense of professional incarceration Adam left BMW to start-up on his own. "I actually sold my house, moved in with my mum and used the funds from the house sale to begin my business. My office in those days was actually my mum's spare bedroom!"

I am sure Adam will be relieved to learn that I have never been in his mum's spare bedroom; for all I know it could be as capacious and opulent as that of Lord and Lady Downton. Assuming it isn't, though, such surrounds represent the most humble of origins for a business which now reaches over 330,000 people on Facebook.

"My strategy at the beginning was to build relationships with the people who would want to use me," Adam revealed. "I used contacts from my time at Ford and BMW, as well as constantly networking to get new ones."

"It was very much a case of taking one step at a time and a journey of constant, non-stop improvement. I can honestly say I have never worked harder than in those first few months."

#### COPING WITH GROWTH

The combination of such an assiduous approach to work, combined with Adam's natural tenacity and business acumen, proved a potent mix and one bound to keep the moss from the stone. Due to the volume of work he was receiving Adam started to take on employees and delegate some of this volume to them. Yet he quickly realised that such delegation came with an inherent problem. "My business was founded on offering people the sort of personal service they would struggle to find elsewhere and so if they were delegated to someone else they became disappointed they were no longer being looked after by me." ☐



TIM KIEK IS THE EDITOR OF IMI MAGAZINE

***"The progenitor of the ice rink idea, and Big Cars itself, Adam Stott, has made a career of eschewing convention"***





*Big Cars' big history*

- 2008**  
Adam leaves BMW to start the business
- 2009**  
Company is incorporated and Big Cars is born
- 2010**  
First office in Chelmsford is established
- 2011**  
Big Cars moves to Romford
- 2012**  
Big Cars' Chelmsford presence is re-established in larger premises
- 2014**  
Romford site is relocated to a much bigger site in Witham, Essex
- 2015**  
Company is voted into Top 1000 Businesses by the London Stock Exchange
- 2016**  
New dealership in Addlestone, Surrey is opened

To counter the loss of his personal touch Adam's solution was, superficially, a touch counter-intuitive: using marketing he grew the business even more. "By bringing in new business, less reliant on me as a 'personal brand', my salespeople were able to start creating their own circles."

Arguably, this was the watershed moment for the business: the moment when Adam Stott became Big Cars. With the foundations laid it wasn't long before Adam invested in bricks and mortar. Big Cars swiftly outgrew its first office, a former estate agency in Chelmsford, and moved to Romford in 2011. A year later the business returned to Chelmsford, moving into a premises with showroom space for around 10-15 cars. It exists to this day and, in the month of interview, 95 cars were sold there. Now the company's head office, Chelmsford sits alongside showrooms in Witham, Essex and Addlestone, Surrey – the latter having opened earlier this year. A fourth site, in Sudbury, Suffolk, is due to open in the next few months.

### RECRUIT TO SUCCESS

Concomitant with growing a business is the recruitment of staff and Adam is refreshingly candid about his initial forays into this world. "I was really bad at

it," he said. "The rate the business expanded meant I was plugging holes everywhere, leading to rushed appointments. There was a point where we literally would take anyone – clearly the wrong approach.

"You have to plan your recruitment fastidiously. Recruit the right people and then provide them with ongoing training. If I had recruited better at the beginning, which a business coach could have helped me with, then I am convinced that I would have achieved all this three years earlier.

Our recruitment approach is centred round our expectations of the employee; we lay these out at the initial interview so if you come into the business you know exactly what you will be doing. It does mean we lose some people at this stage but we would only lose them six months down the line anyway. We now also have in place one person through whom all recruitment goes."

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***"Our recruitment approach is centred round our expectations of the employee"***

### KNOWING YOUR MARKETING

Recruitment is clearly a vital ingredient in the recipe for any successful business. Marketing is another and it is the area in which Adam's passion truly lies. He may not have said it explicitly but, given Adam's eyes shone with a zealous vigour when marketing was mentioned, it doesn't take Sherlock Holmes to deduce this. The myriad marketing advice videos he has produced and posted online are also a rather large clue. Elementary, my dear reader!

So what is the Adam Stott approach? "Well one size certainly doesn't fit all," he said. "If you are a small business owner your approach needs to be very different to that of a large business owner.

"You need to invest in yourself and marketing is part of that. It is a process. Small businesses should start by building relationships and then invest in marketing when they grow a bit. You must also have a clear understanding of who your audience is and what platform you need to use to communicate with it. We use Facebook as we want to attract a young audience; yet this wouldn't work for an Aston Martin dealer. There is also no point in dabbling; master it or do nothing at all. I truly believe that every business owner should be an expert marketer."





TOP TIPS...

ADAM'S  
TOP FIVE TIPS  
FOR BUSINESS  
SUCCESS



Develop yourself in whatever way you possibly can.



Get a **business coach** – someone to hold you accountable.



Bring the **right people** with you – recruitment is vital.



**Customer service** – know exactly your percentage of referrals and retention



**Love** what you do and relish the challenges in front of you

The proof of Adam's approach is very much in the pudding. As mentioned earlier, Big Cars has a Facebook following of over 330,000 people. It has also sold over £50mn of stock on social media. To achieve this Adam put in place a full marketing team – including a videographer – that works on Twitter, Snapchat, Instagram etc.

**INDEPENDENT IMPROVEMENT NEEDED**

The point of marketing is, of course, to sell cars. Big Cars sells almost exclusively used cars and Adam loves the independent dealer sector. This affection doesn't stop him from being critical, however. "The reality is the sector needs to professionalise; franchises do it better. I really think there is too much moaning among independent dealers and not enough graft to narrow the gap. I don't believe in excuses.

"There is also no one holding the sector accountable which is a big problem. I hold my business accountable for everything it does but not all owners will have my exacting standards. The independent dealer that doesn't offer a fantastic service is going to find things really tough"

A desire to increase professionalism in the industry is something Adam shares in common with the IMI and it is thus unsurprising he is currently in the process of applying for membership. "I want to become part of a network of like-minded professionals and I think the coaching side of my work fits into the IMI's ethos very well."

It most certainly does and Adam strikes all the right notes when singing from a hymn sheet that could almost have been written by the IMI. Adam is a proponent of licensing as he believes greater regulation will increase accountability. He also does all he can

to create a female-friendly environment for both his staff and customers. With regard to the latter, initiatives include a kids' play area and regular events like the annual winter wonderland at Witham.

**A BIG FUTURE**

Having achieved so much already it will come as no surprise that Adam has bold plans for the future. Currently the repair and servicing side of his business is limited to car preparation, but this is set to change. "In the next few months Big Cars will be launching a full retail servicing business and I can guarantee it will be like nothing the industry has seen before," he said with typical confidence.

Usually I would dismiss such claims as bombast but Adam's career and achievements with Big Cars to-date mean I would be erroneous to do so. Goodness only knows what he has in mind? One thing for certain, though, is that it will be 'Big' news.

The business may have started in a small room but through Adam's big ambitions, big dreams and big work ethic – Big Cars was born. And a bigger success story you couldn't hope to hear.





MEMBER

GLENN THOMPSON  
POSITION  
GROUP SALES  
TRAINING  
MANAGER,  
LISTERS  
MOTOR GROUP  
LEVEL  
MIMI

# LEGAL LINK

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

## QUESTION

*After a very busy festive period last year we are already looking forward to next Christmas and we are considering taking on some additional delivery drivers to cover the Christmas rush. As we don't know how many hours will be required could we use a zero-hours contract and would there be any risks in doing so?*



A zero-hours contract will usually set out the terms between an employer and a casual worker. As such, any individuals that you engage are usually intended to be recruited as 'workers' rather than 'employees' meaning that they have fewer employment rights than employees. However, you will still need to provide certain basic employment rights such as holiday pay, rest breaks and the National Minimum Wage or Living Wage.

To minimise the likelihood that the individuals you engage are actually employees you should ensure that they are provided with a written contract which carefully confirms their worker status. You will also need to stick to this in practice by ensuring that you do not prevent these individuals from working elsewhere whilst undertaking work for your business because so-called "exclusivity clauses" are now unlawful.

The fundamental idea of the contract, which is crucial to show the distinction between workers and

employees, is that there is no "mutuality of obligation" between the parties. This means that you are under no obligation to provide work and the workers are under no obligation to accept it and you should ensure that this principle remains consistent throughout the relationship to minimise any risks.

You will also need to ensure that adequate insurance cover is arranged as it is unlikely to be able to require the drivers to insure themselves, even if they are only engaged as workers.



## HELPLINE

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

## DEALER SALES



In part one of a two part special on pre-qualifying the customer, **Glenn Thompson** looks at building trust.

## BUILDING TRUST



The art of 'qualification' was just about the first thing I was taught when joining the industry all those years ago. Designed to extract relevant information from the customer, qualification was entirely right for those times; however, the world has moved on!

Customers now use the internet for several weeks, even months, prior to making contact with a dealership. During this time they have essentially pre-qualified themselves.

They make contact with a dealership, often explaining exactly which car (the specific car if it is a used model) they are interested in. The customer is around 75% down their buying journey on that car when one of the first questions the sales executive typically asks goes along the lines of: "So is that the sort of car you're interested in?" and if it's a used car, it seems common practice to ask immediately: "Have you considered a new car?"

Those types of questions do not build trust with customers in this early stage of contact. After all, of course that's the kind of car they are interested in; it is the one they called about. And whilst we may switch customers to new cars, perhaps working with the customer on their journey rather than ours would be a better starting point for a relationship. The switch to a new car could come much later, once we have established trust and confidence with the customer.

# THE RIGHTS WAY

*Looking at how adherence to The Consumer Rights Act can tangibly increase a retailer's business performance*

The Consumer Rights Act, launched on October 1st 2015, has increased the focus on delivering a great customer experience, adding to the FCA call to deliver both limited 'good and fair consumer outcomes.' Dealers can benefit from this regulation by embracing the spirit, as well as the letter of this legislation, to differentiate their business. Quality, not price alone, is what will make a business stand out.

Customers are more demanding and this is not limited to the motor industry. At a recent seminar the Head of Customer Service at one of the UK's largest and most respected retailers reflected that over the preceding 12 months their complaint levels had almost doubled, as had correspondence sent directly to their CEO. It is not to say that their standards had slipped, it is that customers simply expect more and can quickly and easily make their views known.

Failure to deliver the experience



CHRIS ROWTHORN IS MOTONOVO FINANCE'S HEAD OF CUSTOMER OPERATIONS

*"Failure to deliver the experience customers expect can have serious repercussions"*

customers expect can have serious repercussions. In 2015 Npower lost 424,000 customers as a result of well publicised service failures. In March the business announced a loss of £99mn and plans to cut 2,400 jobs – a fifth of its workforce.

The positive side of an increase in negative customer feedback is that where such customers are managed well, they can quickly become 'raging fans' and arguably there is less chance of people silently being dissatisfied. Dealers need to be ready to react quickly and positively to complaints, or potential complaints, and work to minimise them arising.

It may be almost a year since the Consumer Rights Act came into force but taking time now to review key operational processes can pay dividends in minimising risks and in creating additional value for every customer. Placing customer needs front and centre, making the buying and ownership experience a pleasure, especially when things go wrong, should be seen as an opportunity to delight and create a long-term advocate. This cultural shift can be supported with process enhancements to ensure every customer's journey starts, and stays, on a positive track.

## PROCESS ENHANCEMENT TOP 10

- 1 Ensure that consumer-facing employees and personnel responsible for buying and preparing stock have a good understanding of the rights conferred by the Consumer Rights Act and that they highlight all known vehicle faults to the customer.
- 2 Add a new MOT on each vehicle sold.
- 3 Check the vehicle's service history and have it correctly serviced if it is within 3000 miles of its next service.
- 4 Check the accuracy of the wording on all promotional activity – avoid 'over-promising' and develop an accurate photographic record.
- 5 Complete a thorough pre-delivery inspection and ensure that it is part of the customer's purchase pack.
- 6 Review and update your complaints policy and recording process (an FCA requirement).
- 7 Be proactive and positive in dealing with complaints – fast action can often avoid escalation problems.
- 8 Review and amend all customer documentation to reflect the Consumer Rights Act and outline your complaints policy.
- 9 Ensure every car has a quality warranty that lasts at least 6 months.
- 10 Consider incorporating a customer satisfaction process as part of your handover.

# ON THE

# pull

*Sarah Michalik asks if pull learning is the real deal or just another soundbite?*

Most people have experienced something called push learning, i.e. something that you are pushed into. Think of your schooling or even courses that you have attended in your professional career.

Sure, the trainer may have checked your personal objectives, but when it comes down to it it's likely that someone else has decided how and what you're going to learn. It's not exactly empowering or engaging because it wasn't your decision.

However, you may have decided to learn something for yourself and it's a fair bet you were far more engaged and retained more of the content. It could be anything from woodwork to accounting; the key is that you decided what you wanted to learn and you pulled it to you.

So what is pull learning? Just another buzz phrase used by learning and development professionals to bamboozle everyone, or in fact is it actually something with some substance?

By definition, it's something that you choose to do when you want to do it. And, no, it's not just another buzz phrase. The benefits are vast and you are more likely to connect with it as often there is a personal reason for doing it.

## PULLING GUIDE

Generally most people who engage with pull learning choose informal and social-based learning, often delivered *via* a mobile device. I bet when you've wanted to know something in the moment you've looked for a YouTube video as a way of learning something instantly.

Push learning tends to be focused on the needs of the business; pull learning is focused on learners' needs, motivation and preferences on how they learn best – it is learner-led. Most businesses adopt a learning path for individuals to follow in certain time frames but often without considering the individuals, nor giving due consideration to the cost model if the learning doesn't stick.

There are a few companies out there that are building on this concept but, as a whole, there still isn't a massive offering from the learning and development community. Most feel like they are pushing the concept uphill and face road blocks from stakeholders. It takes a pioneer to challenge the norm but I am sure the results could be amazing if people were given the choice of how, when and what they wanted to learn.

In my personal life I have had a bash at growing vegetables.



SARAH MICHALIK IS SENIOR LEARNING AND DEVELOPMENT CONSULTANT WITH AUTOMOTIVE LEARNING AND DEVELOPMENT AGENCY RTS GROUP

I have no experience of doing this and it is like a minefield. I am constantly having to use pull methods to find out what to do and – a lot of the time – what I shouldn't have done! In this day and age, the internet provides me with most of the answers I need in that moment. In my professional life I am also a massive fan of podcasts: they fit in with my day travelling to appointments, inspiring and filling my head with ideas.



### PUSH OVER?

So is this curtains down for traditional learning? Not yet, as about 70% of training activity is still meeting the demands of compliance and regulatory training which will always be needed. But maybe those supporting the learning of staff need to look at things in a new way; becoming curators of learning materials by truly responding to a person's personal development plan and providing a route to a solution that meets needs in the moment.

What does this mean for you as employers? Well I challenge you to challenge convention. Ask yourself, if a particular employee needs help with conflict management do they really need to wait three months to

attend a course? And if they do, what will happen to their confidence and to the people that they are trying to interact with – likely to be your customers?

You can encourage pull learning by talking about it with your staff and empowering them to adopt a pull learning culture. As well as being a powerful tool, it also sends a message that you trust your staff to identify learning gaps and resolve them.

I would also suggest that you find out how they like to learn and when they like to learn. Give them access to the tools and technology to help themselves.

Create a diverse pool of learning

by curating assets like:

- Videos
- Podcasts
- Free instant online courses
- Social networking
- Webinars
- Apps
- Conferences
- Meetings
- Forums
- Hints and tips

Challenge those who look after your learning and development needs to find other solutions outside of formal courses. In short, look for ways that offer the sort of personalised, self-directed approach that we have come to expect in 2016.

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# FIND YOUR WAY WITH THE APP

*Why retailers should all be harnessing the 'app store' ethos*

Just as consumers can now add apps to their mobile operating systems to help make all parts of their lives easier, more enjoyable and productive; so retailers should be seeking the same level of flexibility, speed and convenience for their dealer management systems. Leveraging mobile technologies and embracing new and emerging applications can help dealers to be both more productive and customer-centric, in and out of the showroom. Simply put, dealership technology needs an 'app store' ethos.

Technology is driving consumer lifestyles in a deeper way than could ever have been thought of a few short years ago. The apps that suit each customer can be added in a few short clicks without barriers. In today's dynamic market dealers need to embrace the same approach to add the technology that complements, provides competitive advantage and improves the quality of their business.

New and emerging technologies are bringing ideas to market that are helping dealers to gain a competitive edge. As an example, automated number plate recognition technology



MIKE GADD  
IS GENERAL  
MANAGER UK  
AT PENTANA  
SOLUTIONS

*"New and emerging technologies are bringing ideas to market that are helping dealers to gain a competitive edge"*

linked to a dealer management system is enabling dealers to provide a genuinely personal greeting for a valued customer. Once recognised in the dealer's car park the number plate drives the customer's profile information and history to a salesperson's mobile device to create a launch platform for a high quality, personalised customer greeting. By enabling a dealer to plug-in this third party vendor technology we are able to add a new dimension to the customer experience.

#### MEETING CHANGE

In an open-source digitised market, dealer technology needs to evolve from its traditional control function. It has to move rapidly to support the type of cultural and process shifts that are directing today's informed consumer, or risk being replaced by other technology that supports the changes we are witnessing. Dealers have to be able to integrate best in class applications into their operating systems that support improvements to a dealership's process and operational efficiency, and this has to happen quickly, enabling dealers to 'seize the moment'.

Going forward we must anticipate that new apps will become available to the showroom. Sales, aftersales, financial control and marketing apps all seem inevitable opportunities for fresh technology. However, we must not overlook the value of better access to dynamic business intelligence. On the move, through smartphones and tablets, Pentana Solutions dealers can already benefit from customised reporting suites. Dealer principals can gain a performance snapshot in real time, enabling them to dig deeper when required.

#### THE NEW ZEITGEIST

Looking back, Telex was superseded by fax, which in turn has been superseded by email and SMS. The inevitable wheel of change has simply accelerated at an ever-increasing pace. The challenge facing dealers is that their dealer management system's core operating technology needs to be able to accommodate this pace and many don't.

As an industry we can either dig our heels in, accept mediocrity and hang onto the established systems – or we can do what Apple did and 'think different'.

# Training for TECHNOLOGY

*James Smith looks at the importance of training staff in the new systems and technologies businesses implement to improve productivity*

Many organisations are investing significant sums in new technology – no doubt attracted by the promises of improved performance – but the need to train employees to use this new technology is often overlooked.

It then comes as a surprise to senior managers when the promised efficiency and productivity advantages offered fail to materialise. The effect on productivity when critical users in a business find Windows 10 has been installed, without warning or training, and everything is different to the familiar Windows 7 they have used for years is easy to imagine.

The same is true for major application upgrades: when significant changes are made to Outlook, Word and Excel. It takes time for users to adapt and without appropriate training the improvements in productivity and efficiency remain untapped.

And training can now include bespoke software used by an organisation, with the best training providers offering ‘train the trainer’ services. Here, one of their trainers will sit in on sessions delivered by the provider of the software to understand the integration and allow them to deliver future training sessions for new employees.



**JAMES SMITH  
IS TRAINING  
MANAGER AT  
IT SERVICE  
PROVIDER QUISS  
TECHNOLOGY**

***“The best training providers will offer on-site training for small numbers of employees”***

Implementing a new dealer management system will typically involve training in its use but new starters can be left struggling to get to grips, having missed the initial sessions, and relying on colleagues to help. A training session that explains the system and includes insight into the popular Office applications can help new staff feel part of the team – and improve productivity. It could also be a good refresher for those still a little unsure of all a system’s features.

## **A TAILORED APPROACH**

The best training providers will offer on-site training for small numbers of employees, with sessions designed to meet their individual needs. These sessions can be backed up with floor walking training which allows trainers to help users solve the daily problems they face in their own data and systems.

Training users about the risks of cyber-crime is now essential for all businesses. Despite all the system security, the criminals know the easiest point of attack is the individuals using the system, not the system itself.

Sessions on cyber-security for employees handling personal data like names, addresses and credit information helps mitigate any risks

or claims an organisation did not do enough to protect their clients’ data from being compromised.

These sessions must be regularly updated to take account of the changing methods of attacks used by cyber-criminals. It is not a subject to be covered once in the career of each employee with access to sensitive data. And it’s not just about password security; it’s about web browsing, phone hacking and helping employees understand the dangers of sharing information on social media that might be useful to criminals: names, roles and promotions of colleagues etc.

I believe there are too many organisations implementing new technology and upgrading applications without really understanding the need to ensure all employees are trained to get the most from the organisation’s investment. And whether that investment is new garage management software or Microsoft Office’s 2016 upgrade, the lack of training makes no sense when professional support is so readily available.



# WHAT'S IN THE MIX?

*Paul Smith gives his take on how to rid your business of any marketing dissonance*

When it comes to formulating the best marketing mix to support sales strategies automotive dealerships are spoilt for choice. Deciding which channels dealers should invest in requires meticulous planning, informed by market intelligence and validated by response-based statistics, plus a dash of seasoned gut-feel.

The many digital marketing options promise ever-closer purchaser reach and engagement, particularly amongst the next generation of car buyers – the fabled ‘millennials’ or ‘connected generation’. However, more traditional media choices for advertising, like print (national/regional newspapers and trade press) and radio (broadcast and online), still have their place in the mix for Generation Xers and older.

Decisions around percentage of budget being devoted to advertising is now complicated by the fact that the old ‘above and below’ dividing line between editorial and ad placements has all but disappeared. However, it is easy to argue that online adverts (banners) are easier to measure. Indeed, most ad salesmen offer you a specific number of monthly impressions and suggest benchmark click-through rates which your ad should be attracting. If you don’t get these you might even ask for your money back. As traceability improves online, so does the volume of online ad spend. According to eMarketer, automotive industry expenditure on digital advertising (display and paid search adverts) will exceed \$8.49bn this year and rise to \$12.08bn in 2019.

Most of this money is not additional, illustrating the point that the bulk of budgets are on the move – from hard copy print advertising to digital media domains. Some US automotive OEMs – like Ford, Chrysler Group and Toyota (branded Scion in the US) – have been encouraging their dealers to apportion more spend to digital channels. Many magazines bundle online access to their titles with hard copy subscriptions in order to avoid being cut out of digital budgets.

## FIRST ENGAGEMENT

The key question is still: which media works best as the source of initial engagement when retailers want to match media to car buyer categories? For example, offline brand exposure such as print advertising or even billboards may be what’s actually steering some car buyers into online engagement. Yet at the point of sales closure it’s digital that often receives the credit for that sale. In reality, different channels are doing different jobs. The Digital Billboard might reinforce the brand values of a particular marque but it is the advert in the local newspaper which might bring the now engaged customer into the nearest dealership stocking that brand.

The ideal is to know precisely how many people see your adverts and other marketing content and how many are taking action to click-through to your website to make further enquiries. Once benchmarks are established work needs to go in to consistently matching or improving these numbers. This degree of granularity can only be delivered online and it’s this fact which is helping drive spend in the direction of digital platforms.

Profiling target car buyers by age and income bracket is still an instructive starting point for broadly fitting advertising and marketing aims to media channels. Younger car buyers – particularly those millennials (born anywhere between the early 1980s and 2000) – are more likely to be responsive to digital campaigns which flex seamlessly from manufacturer and local dealership websites into social media channels; whereas Gen X (now anywhere between 36 and 50) are more inclined to respond to print as well as digital approaches.

There are some quirks automotive marketers will have to work around. Swathes of often wealthier baby boomers, for instance, are likely to be influenced by an even wider media mix – taking in out-of-home billboard advertising and regional radio, as well as on- and offline advertising. Often among the most affluent of car buyers, they are less likely to splash out on the latest smartphone or tablet PC to aid their car-buying prep.



## OVER-EGGING THE PUDDING

For the ‘connected generation’, meanwhile, OEMs and dealerships are making an abundance of information and marketing content available online; but there are some unintended consequences of online ‘over-marketing’ emerging. One is that a combination of data overload and search fatigue can cause even the keenest car buyer to delay or abandon their enquiry. The other danger is that all this online information gathering is reducing the physical number of trips to dealerships significantly.

This has recently been evidenced by Penske Automotive Group in the US, whose ‘Preferred Purchase’ online shopping tool, now being trialled for roll-out to 115 of its dealerships’ websites, enables customers to conduct most of an automotive transaction online and just show up at a dealership to finalise the paperwork. Company Chairman Roger Penske declared that this option has resulted in higher conversion and deal-closure rates. Other US dealerships are also trying the ‘mainly online’ closure approach.



**"For the 'connected generation', meanwhile, OEMs and dealerships are making an abundance of information and marketing content available online"**



It doesn't take a degree in computer science to realise that being able to bring the online information requirement and the sale (even just a couple of clicks) closer together is a development that digitally-inclined car buyers will like. It also helps to explain why all-digital UK arrivistes, like Carwow, are seeing such significant user uptake. Carwow's 'disrupter' model borrows heavily from one that has already been fully tried and tested in the online travel, property and leisure sectors. As such, Carwow is sometimes called the Expedia, TripAdvisor and/or Zoopla of new car buying world.

Its online platform enables buyers to select a preferred model and then alerts more than 1,000 registered dealerships about the opportunity. The dealers then contact the customer with their best offer on the desired vehicle and manage the rest of the transaction themselves.

Carwow also shares TripAdvisor-style customer service star ratings and historical customer feedback quotes with would-be purchasers. It makes money by charging the dealer (which sells the resulting car) a modest commission.

#### MYRIAD MARKETEERS

And Carwow is not alone in this new car-shaped digital gold rush. Digital marketing services specialists like CarGurus, Autovolo, Autoweb Design, Bluesky Interactive, Gforces, MB Advertising and Marketing Delivery promise great online results for dealerships. Firms like these are well placed to advise on the marketing mix because they are already working with a number of dealership groups and know what works.

What these changes will mean is that more power will progressively be handed from the sharp-suited salesman in the dealership to the customer. Customers are doing more and more decision-making online before they get to the dealership. These are powerful tools, some of which definitely move the 'power needle' in the direction of the customer. One reaction is to come to the table with clear, up-to-date, attractive, shareable content detailing current stock and finance offers, while simultaneously building engagement with interested followers *via* social marketing channels. Traditional advertising models aren't going to disappear overnight but now is definitely the right time to start your digital marketing experimentation. So testing, learning and testing again feels like the right way forward in the brave new consumer-powerful world.



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# THE FINANCE TIMES

*In this special feature, IMI Magazine enlists the help of Moneyway, Startline, Mann Island and Alphera to paint the modern landscape of finance for retailers*

## THE TRENDS



### FINANCE FIRST

Consumers are increasingly arranging their finance online before selecting and securing a car. This has become particularly prevalent in the near and non-prime space but we are starting to see this move across the risk curve as it becomes the norm.



### CONTINUED GROWTH OF POS FINANCE FOR USED CARS

Used car point-of-sale finance has continued to rise with the latest FLA figures showing a 10% growth over the last 12 months in the number of used cars bought on finance by consumers through dealerships. This highlights the appetite from consumers for finance on used cars.



### DEAL AND DELIVER

Dealers have become increasingly focused on securing a sale on the consumer's first visit to the showroom. To respond to this, lenders need to provide instant decisions while concluding document production and pay-out within a two hour window. In line with consumer demand, the process of purchasing a car is becoming quicker and slicker, a quick response from finance lenders is essential.



### WING-TO-WING TECHNOLOGICAL PROCESS

Supporting the instant decision review system, a complete end-to-end service must be offered to ensure the best customer experience. With consumers busy and often unable to spend the time to visit dealerships, lenders must also be able to complete all checks online, making the process as easy as possible.



## PCP CONTINUES TO DOMINATE

The new car market has continued to be dominated by the provision of PCP finance, particularly in the prime space where manufacturer finance products rule. Used car PCP on nearly new cars in the prime space has also grown significantly, however, there is little appetite by lenders to support a PCP product in the near and non-prime sectors.

\*Courtesy of Moneyway

## THE HUMAN TOUCH

STARTLINE LOOKS AT THE IMPORTANCE OF RETAINING THE HUMAN ELEMENT IN THE PROCESS OF DETERMINING FINANCE

When you talk to motor finance companies about their capabilities most will immediately point to the investment they have made in technology. They are not wrong to do this – technology has revolutionised large parts of our industry in recent years and looks set to continue to do so.

At Startline we often do the same. Since our company was formed in 2013 we have spent a large proportion of our resources on systems and, when potential customers talk to us, we proudly show them what we can offer. For example, the number of applications that we process in a fully automated manner grows all the time.

However, what is also clear to us is that as the industry becomes mechanised it brings into sharp relief why you need people to intervene at key points, whether that is to communicate more successfully or make complex decisions.

The need for the human touch falls into two main areas. The first is dealer communication. Some major lenders are moving towards an almost entirely online business model that, whilst arguably efficient, can also be quite impersonal and doesn't always work well for the dealer and

their customers, as well as the lenders themselves.

Our view is that there should be the opportunity for ongoing dialogue around the process, whether that takes place online or over the phone. For example, if you are going to work closely with a dealer it helps everyone if they develop an understanding of how your business operates – and this is only really possible through conversation.

The other area is when it comes to underwriting decisions. We position ourselves in the market as a flexible lender and, as part of this, the human element is crucial when it comes to assessing the creditworthiness of individuals. Technology cannot always easily tease out the details of an applicant that shows their application to be a perfectly sound piece of finance to write. To do so takes a person.

We believe strongly in the power of technology and its potentially transformative effect on our industry – but we believe just as deeply in the power of human intervention.



## A POINT TO PROVE

MANN ISLAND EXPLORES WHY THE BEST INTERESTS OF CUSTOMERS ARE NOW ENSHRINED IN THE FINANCE PROCESS BY THE 'FCA PRINCIPLES FOR BUSINESSES'

The March edition of Which? reported on the findings of 24 mystery F&I shops to franchised dealers. Some of the visits found there were shortfalls in the point-of-sale finance experience, including a number of issues obtaining a written finance quotation with some dealers providing an incomplete quote and others failing to provide any information at all. It may not be mandatory to always provide a written quotation but this practice should be encouraged in the interests

of helping the customer understand the financial implications of an agreement. In today's FCA-regulated consumer credit market dealers must develop and sustain compliance with regulation – and this will mean greater attention to both the spirit and letter of the regulation.

That 'spirit' is embodied by principle six of FCA Principles for Businesses which requires firms to 'pay due regard to the interests of its customers and treat them fairly'. It is from ☐

this principle that the 'treating Customers fairly' (TCF) outcomes flow. Now that the regulator's attention is moving away from authorisation towards supervision and enforcement, dealers should be looking again to ensure they are operating in a customer-centric manner and delivering the six TCF outcomes required.

Given the clear risk to both the dealership and its 'approved person' of falling short of FCA requirements, all dealers should be keeping their showroom and online finance promotion practices and procedures under review to ensure that consistently high standards and professionalism are maintained.

Central to FCA compliance is ensuring that the needs of the customer are met. For some dealers this may require a cultural shift and certainly there are some procedural changes that dealers can adopt to ensure that the FCA outcomes are always observed and that this can be demonstrated.

## THE SIX FCA OUTCOMES

1. Consumers can be confident they are dealing with firms where the fair treatment of customers is central to the corporate culture.
2. Products and services marketed and sold in the retail market are designed to meet the needs of identified consumer groups and are targeted accordingly.
3. Consumers are provided with clear information and are kept appropriately informed before, during and after the point of sale.
4. Where consumers receive advice, the advice is suitable and takes account of their circumstances.
5. Consumers are provided with products that perform as firms have led them to expect, and the associated service is of an acceptable standard and as they have been led to expect.
6. Consumers do not face unreasonable post-sale barriers imposed by firms to change product, switch provider, submit a claim or make a complaint.

## THE FUTURE OF FINANCE

ALPHERA FINANCIAL SERVICES DISCUSSES THE FIRST CHAPTER OF ITS 'FINANCING THE CAR OF THE FUTURE' REPORT



In the past decade the automotive finance sector has been constantly evolving and having to adapt to new technologies and regulations. However, one of the most obvious trends is the number of pure electric and hybrid vehicles that have made their way into mainstream consciousness over the past couple of years.

In producing the chapter for our 'Financing the Car of the Future' report, we have been speaking with a wide range of academics, dealers, brokers and industry figureheads. These conversations have indicated that there is an acceptance of new technologies to help meet global emissions targets and reduce carbon levels from the

transport sector. Yet it is still to be agreed what the best direction is in terms of technology. This is also true for how the finance market has evolved around the rapidly-developing ultra-low emission vehicle industry.

For instance, many in the market expected PCH (personal credit hire) to be the product of choice – to take into account technology obsolescence and battery developments. However,

*"Early adopters of EVs, for example, tend to be technology enthusiasts who go to great lengths researching the product"*

looking ahead to the next 12 months, it is likely that PCP will continue to perform strongly whilst PCH, despite making some more headway, is not currently the product of choice for most dealers.

This could be happening for a number of reasons. Early adopters of EVs, for example, tend to be technology enthusiasts who go to great lengths researching the product, giving them a much higher level of confidence in it. In addition, many of the dealer networks selling the new vehicles also have a more conventional business operating alongside them, so they have extensive experience in explaining and selling purchase products.

This is just a snapshot of how the car finance industry is adapting to the ever-changing products entering the market place. EVs now represent just over 1% of the total new car market in the UK (Next Green Car, 2016). This looks set to continue to grow over the next few years so it is vitally important for car finance providers to be aware of the trends and how they need to adapt their products to stand out in a competitive market place.

As an industry we must listen to our customers and work with innovators to ensure the products we deliver in the future match the demands of an increasingly technology-driven marketplace.



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# Avoid the DIAGNOSTIC TRAP

*GSF Car Parts explains why increasingly aggressive sales tactics from many suppliers of diagnostic equipment may be acting against the best interests of the independent aftermarket*

**D**ue to inherent complexity, diagnostic equipment has always been very easy to mis-sell. This can occur both accidentally, through lack of knowledge on the part of either party, or through sellers being quite deliberately 'economical with the truth' regarding the real-world functionality garages can expect.

There are three main problem areas. The first issue is exaggeration of vehicle or system coverage. Secondly, there's simplification of the process of setting up or learning to use these tools to their full potential. Finally comes claims over future support or software and data updates.

These problems have been getting worse lately; diagnostics are now more main-stream, which means more suppliers are involved.

This might appear to be good news for garages as more choice and more competition would often be good for customers seeking good value but, instead, we're seeing suppliers tending to compete on price – and at pretty unsustainable margins too.

The result is either over-promising and under-delivering in order to clinch a quick sale and move on or, more often, the selling of a poorly suited solution through a 'one size fits all approach'.

## EXERCISE CAUTION

Garages should be cautious of 'too good to be true' deals as well. These offers happen because the motor factor, or the manufacturer, has a lot of stock of a particular product to shift.

This can be because they've bought in bulk or because a product is coming towards the end of line and it's when we most often find garages get sold something that isn't right for their needs. So even if the initial price looked appealing, it's poor value when the kit they buy doesn't do what they need it to, or what they expected."

The danger, then, is that garages caught out are then put off making

*"Garages should be cautious of 'too good to be true' deals as well"*

essential investment in the diagnostics products they increasingly need to work profitably on modern vehicle systems.

There's absolutely no way now for independent garages to be working on modern vehicles or running a thriving forward-looking business without having the specialist diagnostics tools to interface with the car's electronic systems.

In the right hands, the right diagnostics tools are a vital aid that will save skilled technicians' time and allow the completion of repairs that wouldn't otherwise be possible. What they won't do is turn a struggling technician into a master technician!

## Your diagnostic checklist

Garages looking at buying diagnostic equipment might be wise to consider:

- Analysing the work the kit is being procured for
- Contacting at least three different suppliers initially
- Favouring brand names and suppliers who are recognised and established
- Getting real-world

examples of satisfied customers – either through an initial recommendation from another garage, or by asking the supplier for a reference customer

- Looking beyond the price tag – too often garages fixate on this without properly evaluating the support and warranty systems behind the product

that they will later rely upon

- Ensuring any verbal assurances given on critical areas like system coverage are also obtained in writing and then making it explicitly clear that the purchase order has been made conditionally upon these assurances to prevent future arguments
- Think about the technician as well as the tools



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# THE **FLEET** FORMULA

*Sergio Barata addresses what the fleet industry can learn from the processes and technologies of Formula One*

F1 is at the pinnacle of motoring: an elite competition that requires cutting-edge innovation in engineering and tech to propel cars round a track at incredible speeds. The sponsors are the planet's biggest brands and the drivers are celebs, out-earning most of the world's other high-profile sportsmen and women.

F1's commitment to innovation is so great that it probably comes as no surprise that other industries can learn a thing or two from the way it operates – particularly how teams use connectivity and data to get a competitive edge. One example is



SERGIO BARATA  
IS GENERAL  
MANAGER  
AT TELEGIS

McLaren, which has been sharing its data systems expertise with ConocoPhillips for use on oil rigs. But a bit closer to home, how can companies that have vehicles and people in the field learn from how F1 teams embrace connectivity and data?

## REAMS OF DEEP DATA

Every F1 race car now has more than 100 sensors across the vehicle collecting reams of deep data. Installed along a car's chassis, tyres and throughout the engine, they measure the likes of stress and downward force, brake temperature, tyre pressure, fuel

use and monitor how the car is cornering. Sensors on the suspension measure the car's speed and how force affects the vehicle.

This data, as well as similar information on the competing teams, is shared with the driver and up to 60 engineers and sports scientists. Indeed in a typical F1 team data is also shared with 100 remote engineers across the globe. Infiniti Red Bull says it takes under 300 milliseconds for data from the farthest track in Australia to reach Infiniti Red Bull's UK team.

How is this data interpreted and actioned? Real-time simulations run



possible outcomes of the race. Every piece of information gleaned is analysed and changes are made live, and in retrospect, to increase the likes of fuel and aerodynamic efficiency. Data is also used to measure impact forces and can give doctors insight into potential damage a driver may have suffered as the result of a crash.

This continuous optimisation of F1 teams and their drivers comes from connected intelligence – information pulled from big data. There is a laser focus on the need to be able to analyse and get better and better: learning through data. But you don't have to be a F1 team to benefit from these ideas.

**FLEETS LEARNING FROM F1**

Whilst mobile companies aren't focused on driving round a track at 220mph they do need to optimise routing, driver behaviour and manage assets within their business to get the competitive edge in their marketplace. This means using tech in the form of mobile enterprise

management (MEM) software platforms and vehicle-wide sensors to get feedback on driver and vehicle behaviour.

What behaviour can be fed back upon? Driver behaviour can be the likes of harsh braking, acceleration or seatbelt use. Vehicle information can be aerodynamics, weight of load, idling, delivery schedules or nuanced information like refrigeration temperature or crane extension.

Having visibility on, and then actioning against, this data can change a business. Managers that can see which of their drivers are accelerating too harshly or speeding can communicate live or in hindsight to drivers to address the issue. Managers that are alerted to inefficient idling or delivery routes can then mitigate against it.

The impact this has on the fuel consumption, efficiency and safety of a vehicle – and the staff who operate them – is significant. Rolled out across a fleet, the effect on the bottom

line of a business is vast. And these savings can be invested elsewhere in the organisation.

**GAMIFICATION**

Tech can also be used to harness another aspect of F1 – driver competition. Modern mobile apps allow gamification to be applied to fleets. This means drivers can compete against others in their team, or even nationwide, on safety and efficiency measures such as speed limit adherence, braking and acceleration. Through tech and data the competitive instinct of drivers can be harnessed to drive down fuel costs and improve safety.

There are clearly significant differences between F1 and mobile enterprise management. But managers that are able to learn from the use of tech and harness the competitive spirit fostered within the sport will make great strides in their marketplace through significant bottom line savings.

***"Managers that are alerted to inefficient idling or delivery routes can then mitigate against it"***

**FORMULA FOR SUCCESS**



**COMMIT TO INNOVATION**

As F1 shows, organisations that continually explore the boundaries of possibility are those which stay ahead of the competition by defining the future agenda. Where possible consider cutting-edge solutions which can give your fleet a competitive advantage.



**MAKE THE MOST OF YOUR DATA**

In the modern era data is one of the most valuable commodities that an organisation can possess and it has huge potential to change how organisations operate, if used well. Take F1's 'marginal gains' lead and use it to improve the performance of both vehicles and drivers across your fleet.



**EMBRACE GAMIFICATION**

As we see in every grand prix, competition between drivers is a huge factor in maximising the performance of the team. Whilst it's best to avoid comparing 'lap times' across the fleet, giving drivers the ability to compare their performance with their peers provides them with an incentive to improve their driving behaviour and, by extension, the efficiency of the fleet.



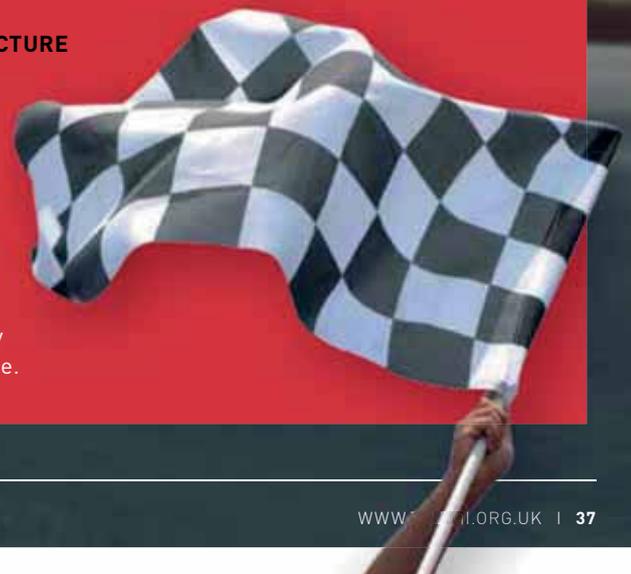
**SEE THE BIGGER PICTURE**

There's no need to monitor your fleet on a vehicle-by-vehicle basis any more. With MEM you can view all of your assets from one singular platform, enabling you to manage multiple workloads, monitor performance and allocate resources effectively through one singular interface.



**MANAGE YOUR BUSINESS OUTSIDE THE FOUR WALLS**

MEM provides fleet managers with the ability to extend the enterprise outside its traditional four walls. When a vehicle leaves the depot it no longer needs to be considered an external asset; it should be considered as an extension of the business and as critical to a workplace as the desk of the CEO.





# MYSTIC MECH(ANICS)

*The RAC is planning a predictive telematics system that could stop breakdowns before they happen. **Jack Carfrae** asks what such a service will mean for the motor industry*

Anyone who tells you they can predict the future is usually best ignored, but the RAC claims to have cracked it – and it's rather clever. The breakdown provider is developing a system that combines its historical breakdown data with telematics, creating the ability to spot common faults with vehicles and warn the driver before they actually happen.

The firm says it attends in the region of 2.5mn breakdowns a year and compiles a report for each one. It's this data that's used to forecast what's likely to go wrong with individual makes and models of vehicle, down to the mileage at which the fault is likely to occur.



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

"We're testing it on our own patrol fleet," says Jenny Powley, Sales Director for Corporate Business at the RAC. "The information from the car can be read and you'll be able to tell if a vehicle is going to break down. It will stop people driving with worn tyres, engines suddenly seizing up and poor maintenance creating loss of control.

"We'll supply that information proactively to the driver and say 'we know you've got a problem with your car; it's safe to drive but you need to book into a garage to be checked – and would you like us to do that for you?' or 'you need to stop driving now, we'll get a recovery vehicle out to you.'"

Powley believes the service could

turn the organisation's business model on its head, to the point where the RAC becomes a preventative service. "Roadside has always been a reactive service; something has to happen before we get involved. Over the next couple of years it will be a much more proactive service and we'll be stopping vehicles breaking down before they do.

"You're never going to wipe breakdowns out but we reckon we'll get to a place where there are far, far less. At the moment we reckon we can prevent about 7% of breakdowns but we're expecting that to increase as we get more data."

She also claims the service can be applied to accidents to better prepare

recovery vehicles before they head to a scene. “Breakdowns we can manage proactively, accidents we can’t, but with the technology we can read the vibrations from a vehicle and we’ll know what type of accident it is and what needs to be done in order to help that driver.”

**WIDER RAMIFICATIONS**

As positive as such technology sounds, it comes with a shred of doubt for the retail motor industry. Vehicles that know what’s going wrong and when, along with the provider’s ability to steer them towards a garage or dealership of choice, begs the question as to whether smaller repairers in particular will see a dent in their revenues.

“I don’t think it will have much impact,” says Stuart James, Director of the Independent Garage Association. “If you get a letter through explaining that the clutch goes at 50,000 miles on your particular car, it’s a bit like scaremongering. Would that prompt you to buy a new clutch or would you go to your local garage and ask what it’s all about? I think it will be perceived by many customers as an up-sell or an opportunity to sell parts, services and make money.”

He claims that broadcasting a vehicle’s known faults could also have a detrimental effect on its value. “The owner might appreciate the tip-off but when that information goes live on social media the value of particular

**MEET THE EXPERTS**



Alex Rothwell  
MASTernaut



Stuart James  
INDEPENDANT GARAGE ASSOCIATION



Jenny Powley  
RAC



John Pryor  
ASSOCIATION OF CAR FLEET OPERATORS

makes and models of cars will probably decrease. I’m not sure that would be valued by motor manufacturers if it’s made very public.”

**LOCKING DOWN THE CUSTOMER**

OEMs already have a foot in the door with predictive telematics and are considering it as a means to lasso owners back into the franchised network. “I know some OEMs are involved in predictive research,” says Alex Rothwell, Chief Technology Officer at telematics specialist Masternaut. “If you think about the connected car and some of the services the OEMs want to, and already, provide, I think this is on the list of things they want to do. Arguably, they’re better positioned because they understand their car systems very well, so they may have an edge here.”

However, the success of that ultimately depends on how the technology guides the driver. If the likes of the RAC hook up with the manufacturers then it’s quids-in for the big brands, but if they instead divert drivers to their nearest garage or to one of a chain of aftermarket repairers, the OEMs could lose out.

“If it starts to direct people to alternative service arrangements outside of the OEM controlled network then that could be a threat to revenues,” adds Rothwell.

The fleet industry is likely to welcome predictive telematics,

as measures to prevent vehicle downtime are no bad thing. “When vehicles breakdown it’s a nuisance,” says John Pryor, Chairman of the Association of Car Fleet Operators. “Anything you can do to help, as long as it’s provable, is fine. No one wants downtime or the hassle and it’s not just the breakdown – it’s getting it fixed and sorting transport in the meantime. Anything that helps is a bonus.”

**PROOF’S IN THE PUDDING**

Pryor thinks fleets are likely to be dubious until they’ve seen the technology in action, though: “I don’t want to be cynical but does it actually do what it it’s predicting on the tin? There are a lot of very sceptical fleet managers who may debate that.

“It then becomes a case of ‘what is predictable?’ If you get a flat tyre then that’s still a breakdown but there’s no way you can predict that. It sounds great on paper but you’ve got to be able to prove it.”

The final cloud hanging over predictive systems comes back to the now common big data argument and, more specifically, who owns it. “There’s a much bigger piece on who owns the data and fleets want some assurance on that,” says Pryor. “Is it the driver’s, the employer’s, the leasing company’s, the manufacturer’s or the supplier’s? We need a clear understanding of where the data is and what it’s going to be used for.”

**Seeing the future: the telematics industry’s view**

Predictive telematics may be the talk of the town but reactive services that flag up readable faults are already up and running. “We launched a product to capture floating data that tells you the state of the car’s health through the OBD and other systems – warning signs, service intervals etc. – and there’s a number of telematics companies which

offer similar products,” says Alex Rothwell, Chief Technology Officer at Masternaut. “All of that data can be collected and it’s pretty credible.”

Rothwell claims predictive services are well on the way but there’s still work to do to hone their reliability. “One of the problems is what I call false positives; it’s very easy to look at data for a computer

to draw some conclusions but then be wrong. That level of false positive is high and it undermines the credibility of the system, so people just turn it off. The trick here is getting it predictive and reliable. “There are industries where this is used, and used successfully. The turbine industry, for example, makes use of these things but they’ve got a much more controlled

environment in terms of the sensors they use.

“I think [predictive telematics] is definitely on the horizon but turning all that data into something that’s actionable by someone is pretty difficult. There’s a lot of hype and it’s conceptually a good idea, but I’ve yet to see anybody really show that it’s truly predictive.”

# SENSING FAULTS

EVER-TIGHTENING EMISSIONS REGULATIONS HAVE GIVEN LAMBDA SENSORS A VITAL ROLE TO PLAY. WORKSHOPS NEED TO BE EXTRA VIGILANT ABOUT FAULT-FINDING AND MAINTENANCE TO AVOID EXPENSIVE REPAIRS AND INVALID WARRANTY CLAIMS. NICK THOMAS, PRODUCT MANAGER AT DENSO SALES UK, GOES THROUGH THE MOST COMMON CAUSES OF LAMBDA SENSOR CONTAMINATION

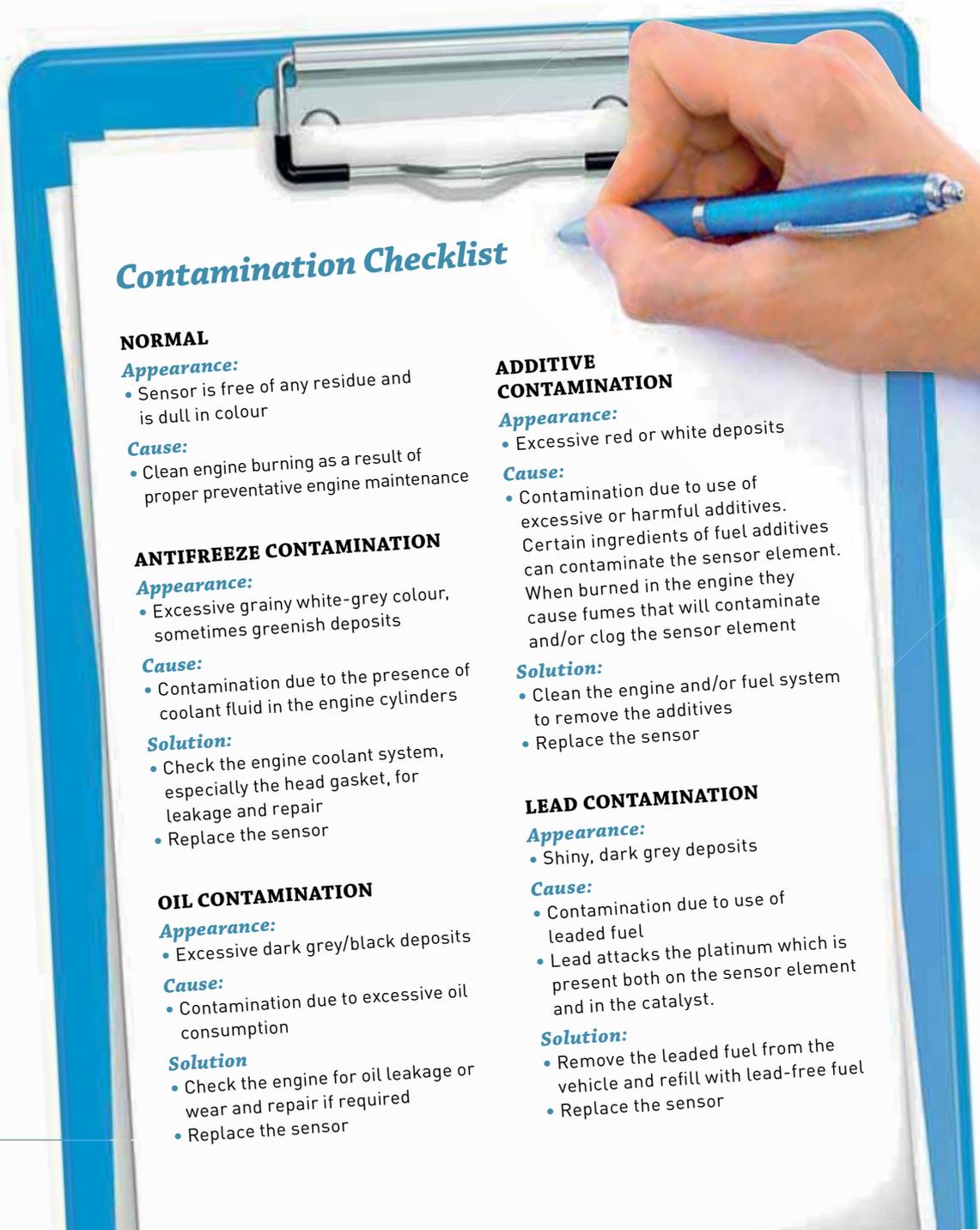
A simple two-step inspection should provide a fool-proof method when checking lambda sensors for any sign of damage or contamination:

- Check the sensor's connector and lead wire for damage. The connector should be clean, intact and water-tight, without any signs of grease, lubricants or chemicals on it. These can affect its delicate output signals which are highly sensitive to contamination
- Check the sensor's protection sleeve for signs of damage that could indicate a dent or crack inside. It is important that the sensor element is intact in order to work correctly

## WARNING SIGNS

Because lambda sensors are usually located in the exhaust stream they can become contaminated over time. Fortunately, the easiest way to diagnose problems is by simply examining the part to determine what the cause of contamination might be. However, this means that without a depth of knowledge workshops can lose time, money and customer service ratings by incorrectly diagnosing faults.

Whenever a sensor is found to be contaminated it must be replaced. After replacement, however, the catalytic converter should also be checked because the converter can also be damaged by contamination, reducing its capacity.



## Contamination Checklist

### NORMAL

#### Appearance:

- Sensor is free of any residue and is dull in colour

#### Cause:

- Clean engine burning as a result of proper preventative engine maintenance

### ANTIFREEZE CONTAMINATION

#### Appearance:

- Excessive grainy white-grey colour, sometimes greenish deposits

#### Cause:

- Contamination due to the presence of coolant fluid in the engine cylinders

#### Solution:

- Check the engine coolant system, especially the head gasket, for leakage and repair
- Replace the sensor

### OIL CONTAMINATION

#### Appearance:

- Excessive dark grey/black deposits

#### Cause:

- Contamination due to excessive oil consumption

#### Solution:

- Check the engine for oil leakage or wear and repair if required
- Replace the sensor

### ADDITIVE CONTAMINATION

#### Appearance:

- Excessive red or white deposits

#### Cause:

- Contamination due to use of excessive or harmful additives. Certain ingredients of fuel additives can contaminate the sensor element. When burned in the engine they cause fumes that will contaminate and/or clog the sensor element

#### Solution:

- Clean the engine and/or fuel system to remove the additives
- Replace the sensor

### LEAD CONTAMINATION

#### Appearance:

- Shiny, dark grey deposits

#### Cause:

- Contamination due to use of leaded fuel
- Lead attacks the platinum which is present both on the sensor element and in the catalyst.

#### Solution:

- Remove the leaded fuel from the vehicle and refill with lead-free fuel
- Replace the sensor

# SHORT- CHANGED

## NGK DETANGLES THE FACTS FROM THE FICTION WHEN IT COMES TO CLAIMS ABOUT SHORT-RANGE SPARK PLUGS

**CLAIM:** *A limited range of plugs can cover 90-95 percent of the car parc.*

**FACT:** Several manufacturers of so-called short-range plugs cannot decide themselves on the quantity needed to provide this cover. Some say six, some 12, and some 20. The same plug manufacturers even specify different amounts for their own short ranges.

**CLAIM:** *The special copper core in some manufacturers' plugs allows the application of a short-range.*

**FACT:** Plugs that use copper cores are fairly ubiquitous.

**CLAIM:** *They are "uncompromising technology".*

**FACT:** By using one plug to cover a wide range of plugs with different design features, projections and heat ranges, they must, by definition, be a compromise. This compromise would certainly be unacceptable to a vehicle manufacturer and for very good reasons – performance, starting, idle stability, engine protection, fuel consumption, emissions systems protection and durability.

**CLAIM:** *They are "as used by vehicle manufacturers".*

**FACT:** Some vehicle manufacturers may well use some of the design features employed by the short-range types but they do not use the short-range plugs.

**CLAIM:** *Allows smaller stock holding.*

**FACT:** Why then do these short-range manufacturers bother making all the other spark plugs in their range? Because they know full well that a more comprehensive range is required.

### ON THE SHORT-RANGE

- These plugs cannot provide the specific catalyst protection requirements that many modern systems demand.
- None of these types can replace precious metal plugs for ignition quality and durability.
- Many cannot provide the degree of anti-cold fouling required by some engines.
- Vehicles demanding special features e.g. multiple or stronger ground electrodes, specific sparking positions or resistor values are not catered for.
- The use of short-range types does not inspire confidence that you are using the correct plug.
- Modern engines using leaner air/fuel mixtures are considerably more demanding regarding the use of the correct spark plugs. Plug performance over the entire service life is essential.

# A reman WARNING

FEATHER DIESEL SERVICES WARNS THE INDEPENDENT MARKET ABOUT THE LACK OF DIESEL REMANUFACTURING STANDARDS



The simple fact is that words like ‘remanufactured’ or ‘reconditioned’ in the context of diesel engine components mean exactly what each supplier decides they should, making it virtually impossible to accurately compare quality and value between suppliers.

The root cause of the problem is the lack of universal build specifications from the OE manufacturers. They don’t define what should be done when their products are remanufactured and the market can fall into the trap of assuming it’s all the same. It’s just easier for people to look at a price rather than the processes involved in top-quality remanufacturing.

We’ve seen products sprayed black and sold as remanufactured with no new parts fitted.

*"It's just easier for people to look at a price rather than the processes involved in top-quality remanufacturing"*

Unsurprisingly these do not pass the OEM test.

We’ve identified four key areas where costs are being cut in diesel remanufacturing. These are first, not replacing some components; secondly, not cleaning properly; thirdly, not testing; and fourthly, through use of non-genuine components. All of these directly impact quality and reliability.

#### A FALSE ECONOMY

Recently a motor factor customer described one best-selling diesel pump as ‘expensive’. We purchased a cheap unit from a competitor for comparison and immediately noticed not only had the whole pump been sprayed black in a failed attempt to mask visible rust and dirt but the ZME valve had not been replaced.

Most diesel fuel components that the OEM diesel system manufacturer supplies to a vehicle manufacturer can be remanufactured if the OEM is allowed to release the test gear and parts program to test and repair the component, but this can be hindered with contractual obligations to

the vehicle manufacturer.

The main challenges to remanufacturing establishments are to try and get the OEM to accelerate their aftermarket repair parts and tooling program. Where remanufacturers try to use alternate parts that are cheaper, to save cost, there is a direct impact on the quality of product and its service life. In certain circumstances the product can exhibit premature failure with consequential damage that can occur to the engine.

#### DON'T BE GENERIC

The cost to ‘tool up’ correctly for the repair of a new injector or pump is tens of thousands of pounds. Due to this we tend to find non-franchised repairers will use generic test gear to repair these products as they can only afford one test bench. From experience we know we can test products that have just been ‘remanufactured’ on a generic test bench to find on the correct bench the part is not acceptable.

Repairers can also use the wrong test gear to test products, leading to issues with quality and service life. This is usually due to a demand issue as later level

diesel products can take such a long time to test and calibrate on the correct test equipment. Most diesel remanufacturers do not have multiple sets of equipment.

#### KNOW THE DIFFERENCE

From an engineering perspective it is quite easy to identify how to remanufacture a product – replace all gaskets, seals and any worn out parts, along with any known superseded parts and control valves that affect efficiency. This is expensive but produces product that will compare with OEM quality and maintains the emissions controls on the vehicle. By testing on the OEM equipment, quality is assured.

A repair would be generally stopping something leaking and re-calibrating the product to make sure it will meet the delivery standard indicated by the OEM.

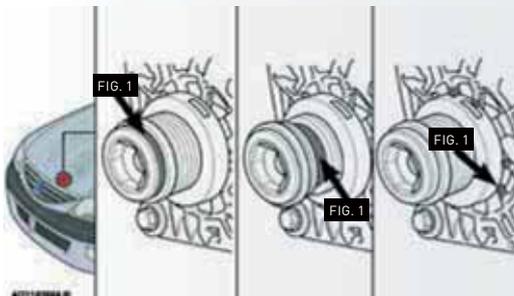
Unfortunately most end users do not know what is repaired and what is remanufactured.

End users need to know what to look for with a potential supplier. Our motto has always been “there is no substitute for experience”.



# TROUBLESHOOTER

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

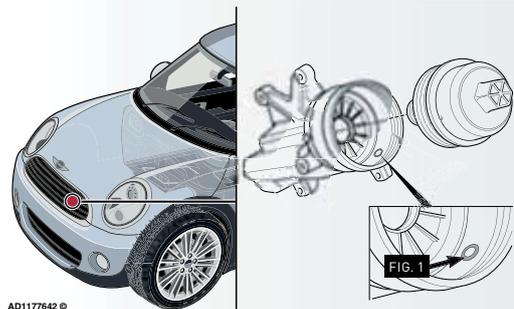


## DACIA LOGAN

### ALTERNATOR WARNING LAMP ILLUMINATED

**Question:** A customer's 2008 Dacia Logan MCV 1,5 dCi was brought in with excessive auxiliary drive belt noise and alternator warning lamp on. We replaced the auxiliary drive belt but this only temporarily fixed the fault. Do you have any ideas?

**Answer:** There is a problem known to us that fits the symptoms you describe and it affects models with K4M, K7J, K7M and K9K engine codes. The alternator pulley suffers from premature wear and possible failure which causes the auxiliary drive belt to slip leading to the alternator warning lamp illuminating. Check the alternator and alternator pulley for damage (Fig. 1) and replace parts as necessary. This should rectify the fault.

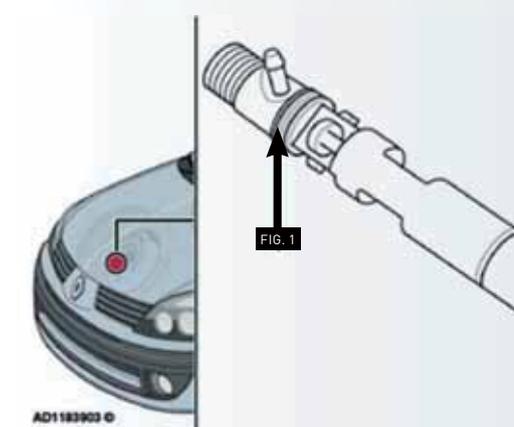


## MINI COOPER

### ENGINE NOISE ON COLD START

**Question:** We have a problem with a 2010 MINI Cooper 1,6 which has an abnormal engine noise from cold start. The noise appears to be coming from the oil pump area of the engine and only lasts for a short period after cold starting, not enough time for us to diagnose the problem. The car has no running issues and there are no trouble codes stored. Can you help?

**Answer:** The symptom you are describing affected a number of MINI models from 2006 to 2011 including the Hatch, Convertible, Coupe, Clubman and Countryman. The noise is due to a brief loss of engine oil pressure caused by an O-ring in the non-return valve of the oil filter housing becoming detached. Remove the oil filter and inspect inside the oil filter housing for the detached O-ring (Fig. 1). If the O-ring has become detached, replace the oil filter housing with a modified one from the MINI parts department. Restart the engine from cold and confirm the noise is no longer present.



## RENAULT CLIO II

### ENGINE STALLS, ERRATIC IDLE

**Question:** We have a 2006 Renault Clio II 1,5 dCi in the workshop that is suffering with an erratic idle, cutting out, intermittent non-start – and the engine warning lamp is illuminated. Several trouble codes are stored relating to the fuel system. Have you any ideas where to start to fix this car?

**Answer:** The symptoms you describe are known to affect the Clio II and first generation Kangoo models with K9K 700/704/710 engine codes. Check the low-pressure fuel system and the high-pressure fuel system. Carry out any repairs as necessary.

Check the coloured identifying ring on the fuel injectors (Fig. 1):

- If pink, beige or yellow – fit new fuel pressure regulator control solenoid
- If not pink, beige or yellow – replace the fuel injector

Inspect the part number on the engine control module (ECM):

- If 82 00 136 328 – fit new engine control module (ECM). This will need to be coded to the vehicle

Erase any fault codes present and road test to confirm fault has been rectified.

# CAN YOU AFFORD NOT TO?



Health & Safety Law dictates that you **MUST HAVE** written risk assessments for:

**FIRE**

**NOISE**

**VIBRATION**

**MANUAL HANDLING**

**HAZARDOUS SUBSTANCES**

...and any other activity that may cause harm

The HSE now charges £124 per hour for any involvement on what are called 'Fees for intervention' (The average cost for Fees for Intervention now exceeds £700 and could be substantially more).

To safeguard your company in a claims-driven culture, **YOU NEED** comprehensive employee records on:

**TRAINING**

**PPE ISSUE**

**VIBRATION**

**SAFE WORKING PROCEDURES**

**HEALTH SURVEILLANCE**

Claims for work related illness and injury against employers are growing every year. (Hearing loss and Hand/Arm Vibration claims are the 'new Whiplash')

We will help you achieve all this from as little as £30 per month (+VAT)

OPTION

**1**

**Monthly Subscription Fee  
£30 +VAT**

Self-manage your own system with subscription access to our online library.

**This includes:**

- Risk Assessments templates for everything found in the motor trade.
- Health & Safety Policy template.
- Check Sheets.
- Training document/toolbox talks.

**Subscription includes:**

- Telephone and email support.
- Regular document updates to keep abreast of any changes.
- Regular newsfeed to keep you informed.

OPTION

**2**

**Monthly Subscription Fee  
£75 +VAT**

As option 1 but includes direct help and guidance with an annual visit where we spend the day with you to provide you with a comprehensive compliance check, resulting in a full report which will inform you of any areas requiring improvement and give an action plan to follow.

OPTION

**3**

**Monthly Subscription Fee  
£125 +VAT**

As options 1 & 2 but includes three visits per year for us to help you complete the work. This includes carrying out the risk assessments that require specialist knowledge such as Fire, Noise and Vibration.

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Specialist Advisors to the Automotive Industry

For further details contact us at: **01977 808 500**  
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# AROUND THE IMI

SKILLAUTO

## SKILL-TOP VIEW

The IMI SkillAuto competition is approaching its climax: November's finals, held at The Skills Show

At almost 2600 square metres, IMI SkillAuto covers a significant area of the event and is one of the largest competitions in terms of floor space; 91 London buses would fit comfortably into its area!

To provide the resources to deliver a high quality competition environment, a team of volunteers descend on the NEC and for five days assemble a paintshop equipped with spray booths and mixing rooms; a bodyshop with alignment jigs and welding bays; and light and heavy

vehicle competition areas with ramps, laser wheel alignment kit and all the latest tools and equipment required to carry out diagnostic and repair procedures on modern motor vehicles.

In place of London buses will be trucks and cars from the likes of Volvo, DAF, Iveco and MAN, VW, BMW, Kia and Toyota. Top industry names such as 3M, Car-O-Liner, MATCO, Morelli, Pro Align, SATA and Glasurit, along with many others, supply the latest products and equipment, all with the purpose of challenging the national finalists to the very limits of their abilities.

The journey began back in March when almost 300 automotive apprentices and students entered the competition and completed an online test. Success saw 84 progress to the practical heats stages



in May and June from which the top six in each category were invited to the Worldskills UK national finals. There they will have the chance to win the gold medal and be named UK champion in their field. For some there is also an opportunity to go forward for selection to Team UK and compete in Kasan, Russia in 2019.

**IMI Magazine wishes all those involved the very best of luck!**





## IMI AUTUMN RMA

# VOLKSWAGEN-BOUND

The IMI is delighted to be holding its last RMA of the year at the VW National Training Centre. The packed agenda includes a Q&A, where the latest developments in the industry will be discussed, as well as a presentation on aftersales and how to boost your business. On top of this, there will be a technical presentation from Volkswagen.

**To book online please follow the link:**  
[www.theimi.org.uk/rma](http://www.theimi.org.uk/rma)



**WHAT**  
IMI AUTUMN RMA

**WHEN**  
October 5th 2016

**WHERE**  
Volkswagen National Training  
Centre, Milton Keynes,  
Buckinghamshire

## In brief

► A successful night was had for one IMI Recognised Employer at the FSB London Business Awards earlier in the summer. **Russell Automotive Centre**, based in Kingsbury, picked up the title of Brent Business of the Year 2016. The win was attributed to its outstanding initiative, boldness and imagination in enterprise, as well as sound management practices. Entrants to the award were expected to demonstrate sustainable growth combined with an exceptional degree of commercial success.

► Seven apprentice vehicle technicians have graduated from **Mitsubishi Motors' advanced apprentice scheme** and now hold an IMI Level 3 Diploma in Light Vehicle Maintenance and Repair Principles. The graduates are: Dan Dobson from Fownhope Mitsubishi in Hereford; Craig Simpson and Calum Swanson from Seafield Mitsubishi in Inverness; Tom Anderson from Duxford Motor Group in Cambridge; Karl Wynn from Brindley Mitsubishi in Cannock; Jordan Aitken from Livery Dole in Exeter; and Luke Howard from Humphris of Oxford.

► The first group of young modern apprentices have joined a West Midlands automotive engineering company – launching its major two-year apprenticeship recruitment drive. 16 apprentices have started the Lean Manufacturing Semi Skilled Level 2 Apprenticeship training programme at **Lander Automotive**, which is working in partnership with IMI Approved Centre Derby College.

## New Fellows

(June 2016)

### K BROWNE

Head of Business  
Dundee Audi, Angus

### M HEWS

Head of Apprenticeship Scheme  
P & A Wood LLP, Essex

### S P PARKER

Operational Support Manager  
London Ambulance Service,  
London

### R QUEEN

Managing Director  
Starkwood Media Group Ltd,  
Surrey

### J QUIGLEY

Managing Director  
Sytner of Nottingham  
Nottingham

### R SNOOK

Director  
BSG / MG Cannon, Swindon

### C W TUDHOPE

Lecturer  
North Lindsey College  
North Lincolnshire

## Obituaries

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

### ARTHUR CLARKE

FIMI, Norfolk, aged 88

### TERENCE DARBY

FIMI, Staffordshire, aged 77

### DAVID GALWAY

FIMI, Suffolk, aged 82

### ERIC GOUGH

MIMI, Bedfordshire, aged 91

### PHILIP KERR

FIMI, New Zealand, aged 81

### JAMES MACLAREN

FIMI, Dunbartonshire,  
aged 90

## EVENT REPORT

IMI SOUTH WALES MA

## SCOPE ETERNAL

*A well-attended event welcomed Steve Smith and Phil Rutt, from Pico Technology, to give a presentation on the on the PicoScope. A Q&A session closed off the evening and attendees showed particular interest in PicoScope equipment. This was a CPD event and a CPD certificate was given to each of the speakers for their presentations. Members and guests all collected a certificate marking their attendance.*



# IN CAT'S EYES

Over the last four months the IMI has been hunting for 2016's most talented learners across 660 training centres. IMI's PR & Communications Officer, Emma Mitchell, caught up with Outstanding Student 2013 finalist **Cat Treanor** to find out how the event helped her to develop her career

***What did it mean to you to be recognised for your talent in the motor industry?***

The recognition, for me, meant that I was doing something important for this industry and I felt supported and honoured. It gave me the drive and confidence to continue and achieve all I have in my career.

***How did this event change your career?***

Before the event my idea of a promotion was becoming an MOT tester. At the event I had the chance to discuss my experiences and opinions in the industry with professionals and other students. It promoted me as an outstanding student and literally opened the door to my soon-to-be employer.

***How has your career developed since the event in 2013?***

After completing my apprenticeship and gaining my L3 Qualification I started working at Parkway VW in Derby as a customer advisor. This role enabled me to expand

my skills hugely! After nearly a year Electude, who sponsored the event in 2013, approached me as they were looking for a young talent to drive the company in the UK – and I guess I fitted that bill!

***What would you say to this year's finalists?***

This is the beginning for you and everything you have done to get to where you are will be the foundations of your career. Oh... and well done!

***What would you say to anyone thinking about a career in the motor industry?***

It's very well known that once you enter the motor industry, whether it is as an apprentice

***"The IMI training made me a connected part of the huge machine that is the motor industry"***

or a salesperson, it is rare that you will ever leave it. This isn't because you're trapped; it's because there are such exciting movements and career opportunities spanning every skill base. I don't think any other industry is more rewarding.

***Would you encourage more females into the motor industry?***

Of course and I do at every opportunity! The fact is that the

industry doesn't just want girls it needs girls, because the only way we can continue to be the fastest growing industry is to have diverse teams solving the issues of tomorrow.

Taking the road less travelled is the most difficult but most rewarding one you can take. A young girl sees challenges and can either be overwhelmed by them or use them as tools to excel.



The Annual Report is now available on the IMI website.  
Anyone requiring a hard copy should contact  
[ceooffice@theimi.org.uk](mailto:ceooffice@theimi.org.uk)



**What are your plans for the future?  
Do you see yourself progressing  
through the industry?**

I'm really enjoying building my skills and evolving within my current job and I'm so passionate to be a part of their plans for the future.

**What excites you about the industry?**

The electric drive revolution!

**You travel the world giving  
talks about the industry –  
did the Outstanding Achievers  
Awards and your IMI training  
give you the confidence to  
progress in your career?**

The IMI training made me a connected part of the huge machine that is the motor industry. It gave me recognised and respected qualifications which are at the heart of everything I do. To then be honoured as a finalist filled me with nothing but ambition to do more and give back all I can.

**What inspires you the most?**

So many important people have inspired me and helped me to achieve my full potential but what inspires me the most is seeing that glimmer of change that I get to be a part of.

## #OAA2016 FINALISTS ANNOUNCED



**Approved Centre**

Derby College  
Mercedes-Benz UK  
(Apprentice Academy  
& Technical Training Centre)  
New College Lanarkshire  
(Motherwell Campus)

**Specialist Centre**

Nationwide Just Car Clinics

**Outstanding student in...**

**LIGHT VEHICLE**

Hannah Mills  
Paul Tempest

Gemima Christodoulou-Peace  
Harry Garraway  
Zackary Laurence-Gutteridge

**HEAVY VEHICLE**

Adam Fairhurst  
Dexter Truscott  
Luke Sims

**BUS & COACH**

Brian Henderson

**BODY REPAIR**

Aiden McCarthy  
Kyle Harbour  
Andrew Gault

**PAINT**

Chloe Barnett  
Jessica Wallis

**FAST FIT**

Alexander Robertson  
Darius Harrison

**NON-TECHNICAL**

Daniel McBeth  
Elliott McAnally  
Kieron Daniel

**Young Student (14-16s)**

Daniel Swallow  
Saskia Charnock

# NOTICE OF ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN**

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

**AGENDA**

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

*by Order of the Board*

S James, Chief Financial Officer  
1st June 2016

'Fanshaws', Brickendon, Hertford, SG13 8PQ

The Institute's Articles of Association 15.1 provides:

on a vote on a resolution at a General Meeting on a show of hands or on a poll, every Corporate Member present in person or by proxy has one vote.

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

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

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

IN ASSOCIATION WITH:



# MEMBER EVENTS

## MOT update events

The DVSA has recently changed the way that individuals achieve MOT tester or manager approval. The IMI is holding events across the UK to help keep you up-to-date with these changes.

IMI members can attend these events for free and a small fee will apply to non-members which can be paid when booking online. To book your place for any of these events please go to [www.theimi.org.uk/membership/mot-update-events](http://www.theimi.org.uk/membership/mot-update-events). These events are on a 'first come first served' basis.

### Scotland MA

**Tue 13/09/2016, 6pm for 6.30pm start**  
 Speaker: Malcolm Hairsine, Business Development Manager of IMI  
 Venue: John Clark Motor Group, Pentland Land Rover Edinburgh, Hallbarns Crescent, Newbridge, Edinburgh, EH28 8TH

### Scotland MA

**Wed 14/09/2016, 6.30pm for 7pm start**  
 Speaker: Malcolm Hairsine, Business Development Manager of IMI  
 Venue: New College Lanarkshire, Motherwell Campus, 1 Enterprise Way, Motherwell, Lanarkshire, ML12TX

### Birmingham MA

**Wed 14/09/2016, 7.45pm for 8pm start**  
 Speaker: Michelle Barrett, Business Development Manager of IMI  
 Venue: RAC Control Centre, Brockhurst Crescent, Bescot, Walsall, WS5 4AW

### Cumbria MA

**Thu 15/09/2016, 6.45pm for 7pm start**  
 Speakers: with Malcolm Hairsine & Colin Hankey, Business Developments Managers of IMI  
 Venue: Carlisle College, Victoria Place, Carlisle, CA1 1HS

### Thames Valley MA

**Tue 04/10/2016, 6.30pm for 7pm start**  
 Speaker: Franco Boscarelli, Business Development Manager of IMI  
 Venue: Aylesbury College, Oxford Road, Aylesbury, Buckinghamshire, HP21 8PD

Places for these events must be booked online.

## MA EVENTS

### Cheshire MA

**Mon 19/09/2016, 7.30pm for 8pm start**  
**SMART MOTORWAYS**

Speaker: Julian Wilson, CKJV Project Manager  
 Venue: M6 J16-19 Project Office, Holmes Chapel Road, Sandbach, CW11 1SE

[Directions: The Carillion-Keir site is 500 metres directly north of Junction 17 of the M6 on the left of the A5022 to Holmes Chapel]

**RSVP to Phil Bateman at [philbateman@hotmail.com](mailto:philbateman@hotmail.com) or 07789 921977**

### Norfolk MA

**Tue 20/09/2016, 8pm start**  
**ELECTRIC AND HYBRID VEHICLES**

Speaker: Andy Latham IEng MSOE MIRTE AAE AMIMI, Director of Salvage Wire Ltd and Head of RecoAuto Ltd  
 Venue: Roys Motor Company, 242 Sprowston Road, Norwich, NR3 4HT  
**RSVP not applicable**

### South Wales MA

**Tue 20/09/2016, 7pm start**  
**AIR-SEAL TYRE SEALANT**

Speaker: Len Collard, Tyre Consultant and International Sales Executive, of Air-Seal Products Ltd  
 Venue: Holiday Inn Express Newport, Lakeside Drive, Coedkernew, Newport NP10 8BB

**RSVP to [soesouthwales@googlemail.com](mailto:soesouthwales@googlemail.com) or [georgiafi@theimi.org.uk](mailto:georgiafi@theimi.org.uk)**

### Sussex MA

**Tue 20/09/2016, 7.45pm start**  
**BATTERY MANAGEMENT TECHNICAL SEMINAR**

Speaker: Ken Clark, Managing Director of Rotronics  
 Venue: Hickstead Hotel, Jobs Lane, Bolney, Hickstead, West Sussex, RH17 5NZ

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

## KENT REGION

JOINT PROGRAMME EVENTS (SEPT-OCT)

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

### East Kent MA

**Tue 27/09/2016, 7pm start**

**AN EVENING WITH JOHN SURTEES CBE, FORMER BRITISH GRAND PRIX MOTORCYCLE ROAD RACER AND FORMULA ONE DRIVER**

Venue: Buckmore Park Karting Circuit, Maidstone Rd, Chatham ME5 9QG  
**Ref code: KTG0367**

### CILT

**Thu 06/10/2016, 7pm for 7.30pm start**

**18 WHEELS TO 2 - LIFE IN THE COMMERCIAL VEHICLE WORLD AND A CYCLING CHALLENGE**

Speaker: Will Shiers, Editor of Commercial Motor  
 Venue: Holiday Inn North, Maidstone Road, Hothfield, Ashford, Kent TN26 1AP  
**Ref code: KTG0364**

## AREA CONTACTS

All area contacts can be found in your membership pack and online at **[www.theimi.org.uk/MAcontacts](http://www.theimi.org.uk/MAcontacts)**

Please direct any queries to IMI MA & Events Executive, Georgia Foley, at **[georgiafi@theimi.org.uk](mailto:georgiafi@theimi.org.uk)**



Birmingham's contact details have changed to: **Paul Jarvis – 0121 357 6272; [birminghamimi@aol.com](mailto:birminghamimi@aol.com)**

# UPCOMING COURSES

## Featured Courses

### MANAGING HIGH PERFORMING TEAMS

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

**CPD Credit Value: 6**  
**M £70 NM £85**

### STEP INTO MANAGEMENT

Learn core management skills required to successfully manage a team within a department. Please call for dates

**CPD Credit Value: 8**  
**M £218 NM £290**

Visit [www.theimi.org.uk/management](http://www.theimi.org.uk/management) to find out more about IMI Management Solutions.



### BODYSHOP MANAGEMENT

Gain knowledge to improve your Bodyshop and increase profitability.

**Date: 18 Oct 2016**  
**CPD Credit Value: 8**  
**M £180 NM £200**

### BRAKING AND CHASSIS SYSTEMS: ABS AND ESP

Essential knowledge about the operation, maintenance and testing of electronically controlled braking systems.

**Date: 18-19 Oct 2016**  
**CPD Credit Value: 17**  
**M £333 NM £370**

### OSCILLOSCOPE OPERATION AND SIGNAL TEST METHODS

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

**Date: 27-28 Sept 2016**  
**CPD Credit Value: 17**  
**M £333 NM £370**

### HYBRID AND ELECTRIC VEHICLE: ROUTINE MAINTENANCE

An essential introduction to safety critical procedures for Level 2 technicians.

**Date: 4-5 Oct 2016**  
**CPD Credit Value: 30**  
**M £378 NM £405**

### EMERGENCY FIRST AID AT WORK

This level 2 course will give you the knowledge needed to save a life and the confidence to know what to do in an emergency.

**Date: 5 Oct 2016**  
**CPD Credit Value: 8**  
**M £115 NM £125**

### HAZARDS AND RISKS

A great introduction to workshop safety for new technicians.

**CPD Credit Value: 3**  
**M £10 NM £20**

E-LEARNING:  QUALITY ASSURED PROGRAMME (QAP): 



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MOTOR INDUSTRY

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

**Please email [cpd@theimi.org.uk](mailto:cpd@theimi.org.uk) or call 01992 519 025 for more information.**

## HOW TO BOOK

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

**M = Discounted price for IMI members**

**NM = Full price for non-members**

**All prices subject to VAT.**



**TEXA** **EDU**

**Automotive Diagnostic Training**



TEXAEDU is TEXA's specially developed training programme which is available to technicians throughout Europe. TEXA UK's office incorporates a training facility with classroom and workshop areas for hands on experience. All of our courses combine both theory with practical elements and all courses carry IMI accreditation. The programme includes TEXA 'Tool use' courses for Car, Truck, Bike and Agricultural, 'F-Gas', 'Trailer EBS braking advanced settings' and Commercial Vehicle 'SCR Adblue systems'. TEXAEDU is the perfect training solution for all technicians. A TEXAEDU app also provides information on our 'technical training' where the latest dates and details are released with an option to enquire about courses most suited to your requirements.

TEXA UK  
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 Lomeshaye Industrial Estate  
 Nelson - Lancashire  
 BB9 6RT United Kingdom  
 Tel. 00 44 (0)1282 606 787  
[www.texa.co.uk](http://www.texa.co.uk)  
[edu.uk@texa.com](mailto:edu.uk@texa.com)



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To find out more contact Wendy Hennessy at: [wendyh@theimi.org.uk](mailto:wendyh@theimi.org.uk) or **07721 127 983**

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Hoopers are now established as a study centre for IAEA qualifications and welcome non-Hoopers employees to study in Liverpool.

CVs should be forwarded to the address below stating the position for which you are applying or email:

[jobs@hoopers.org.uk](mailto:jobs@hoopers.org.uk) or fax: 0151 292 8316

Sidney H Hooper & Co Ltd, Kirkby Lodge, South Boundary Road,  
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For more information visit:  
[www.hoopers.org.uk](http://www.hoopers.org.uk)

## Field Engineers

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- Cambridgeshire
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- Glasgow
- Carlisle

## Image Engineering Manager

An opportunity has arisen to manage our In-house team based at Liverpool. We have identified a need to recruit a forward thinking and focused Engineering Manager.

### The Role:

You will be responsible for the day to day management of Home Based and Office based Image Engineers. Your roles will include the training and development of the department and daily audit of completed reports. You will report to the Director of Operations.

### The Person:

You must have City & Guilds or equivalent as a basic qualification and be a member of the IAEA. Extensive knowledge of all current estimating systems. Continuously promote best practice and have a results orientated approach with an emphasis on delivering results through the effective management of your team. A hands on approach is critical as is the ability to effectively develop a motivated and driven team. You will be able to demonstrate accountability and effective delivery of goals as well as have broad engineering skills and a passionate approach that will inspire people around you. A self motivated individual with high energy levels, you can calmly react to unexpected business demands to achieve the desired results.

**Competitive Salary and benefits**

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Your knowledge of electrical, electronic and mechanical systems, in conjunction with diagnostic devices, can be used to enable efficient resolution of customer issues.

You will be joining a highly motivated team of professionals, providing exceptional customer service and a sense of fun. The ability to share your knowledge within a training environment would be advantageous.

The role is primarily office based, so requires easy access to Oxford and your own transport is essential. Benefits include competitive salary, healthcare and pension.

**If you consider yourself to be the best, we want to hear from you today,  
so send your CV and covering letter to: [keith.witherspoon@autologic.com](mailto:keith.witherspoon@autologic.com).**



Job description is available to view at - [autologic.com/careers](http://autologic.com/careers)

Autologic House, London Road, Oxford, OX33 1JH



**autologic**

## ASSOCIATED INDEPENDENT ASSESSORS LIMITED



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### **Vacancies for Motor Engineers/Assessors in South London & East London (inner M25 and surrounding areas)**

We are looking to recruit additional field Engineers/Assessors in South London and East London (inner M25 and surrounding regions).

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

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

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

Applicants for these positions should forward their CV along with supporting letter by email to Adam Clancy at [ajc@aia-ltd.co.uk](mailto:ajc@aia-ltd.co.uk) by the 31<sup>st</sup> October 2016.

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t: 0845 301 7744 | f: 0845 301 7755 | e: [aia@aia-ltd.co.uk](mailto:aia@aia-ltd.co.uk) | w: [www.aia-ltd.co.uk](http://www.aia-ltd.co.uk)

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We expect you to have the drive and desire to be successful. A background in sales is useful and an interest in recruitment can only help. But most important is that you want to be your own boss and earn in direct relation to the work you put in. Only your actions can drive your ambitions forward.

We currently have a number of territories available – a 10 year franchise opportunity starts at £50000 dependant on area potential – recovery of this investment has been typically less than 12 months.

Want to know more? Then talk to us, we'll even buy the coffee. We will talk openly and honestly about exactly what is involved and what you can expect. Contact our Operations Director, Colin Lloyd by email on [cl@jgawk.com](mailto:cl@jgawk.com) or call on 07523 178 206

**Remember, it's tough at the top...**

## But it's also very crowded at the bottom



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