



MAGAZINE

INSTITUTE OF THE MOTOR INDUSTRY  
OCTOBER 2016 £5.50

FROM PART TO FINISH  
ON THE CHALLENGES OF BEING  
A NASCENT DISTRIBUTOR

THE DEAL WITH  
DEALER BODYSHOPS  
IS THE DEALER BODYSHOP  
SET TO MAKE A COMEBACK?

DON'T GET LOST IN SPACE  
THE PRINCIPLES OF SHOWROOM DESIGN



# APPRENTICESHIP REFORMS

*A ticking time bomb? The industry reveals its fears...*

# Lights, camera... action!



## National TV Advertising to bring car buyers to **YOUR** forecourt.

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FROM THE CEO

# REFORMS NEED REFORMING



## *IMI CEO Steve Nash gives his excoriating verdict on the government's apprenticeship reforms*

Readers of this column may have noticed that I have recently been quoted quite widely in the media commenting on the most recent announcements from the government on apprentice funding. Headlines I've generated describe the government's approach to apprentice reform as a "potential disaster" and, more colourfully, a "car crash". Indeed, IMI Honorary Fellow Richard Burden MP directly quoted this latter epithet straight at Theresa May herself in a recent Prime Minister's Questions. I certainly stand by the comments which have elicited a direct response from the new Minister for Apprenticeships Robert Halfon.

The crux of the matter is that apprentice reforms announced by the then Skills Minister Matthew Hancock, under the Conservative-led coalition government, heralded a new focus on vocational education with a view to creating a genuine alternative to the time honoured GCSE, A Level, university route – with apprenticeships at the heart of this.

The problem has been that the subsequent reforms have been piecemeal and influenced by successive ministers who have each responded to different reports or white papers so that key information affecting principal stakeholders – including employers, colleges and training providers – has been, to say the least, tardy. This has served to give the overall impression of policy being made up as it goes along.

A good example is the apprenticeship levy. This marks a fundamental change in the approach to funding apprenticeships and is of key interest to all those involved in employing and training apprentices – not least those employers who would actually be liable to pay it. Yet the information about how the funding would work has been extremely slow in coming. Many major stakeholders, including the likes of the CBI, have asked for a delay in its introduction to allow employers to properly come to terms with the proposed new arrangements, but the government has pressed ahead regardless.

Hot on the heels of the government's announcement of details about how the new funding arrangements will work for both levy payers and non-levy payers came the

additional announcement about the actual level of funding that is being proposed for existing apprenticeships from May 2017. These are the framework-based apprenticeships currently in extensive use, as opposed to the new standards-based apprenticeships developed by employer-led Trailblazer groups. In some cases the reduction in funding is as high as 50% with many frameworks being rendered virtually uneconomic to deliver. Outside of manufacturing the automotive retail sector currently only has one new standards-based apprenticeship, the Level 3 Light Vehicle Technician Standard developed by a Jaguar Land Rover-led employer group. Other apprenticeship standards are in development but yet to be completed and few, if any, are likely to be ready before May 2017.

**"In some cases the reduction in funding was as high as 50% with many frameworks being rendered virtually uneconomic to deliver"**

This means that our sector is potentially particularly heavily hit by the proposed funding changes which seem to fly in the face of the government's commitment to grow apprenticeship numbers to three million fresh starts within this parliament. Its actions could have a decidedly detrimental effect on the numbers of apprenticeships available if it doesn't urgently review its proposals.

This is the essence of my press statements and I fully intend to pursue the issues raised with Robert Halfon to try to get them corrected. I am hoping that he won't

feel obliged to own the mistakes of those who have gone before him and that he will adopt a rather more pragmatic approach than that which we have seen up to now.

The new standards-based approach is undoubtedly here to stay but poor communication, a lack of timely information and the apparent absence of a clear end-to-end plan has resulted in slow adoption by employers. As a result, many of the so-called Trailblazers are far less advanced in developing the standards than they might otherwise have been. The government has to own the responsibility for that and act responsibly in funding the old frameworks appropriately until an orderly transition can be made. That is what I will be strenuously arguing for with Robert Halfon and I know that colleagues from many other sectors will support this approach. Hopefully common sense will prevail – I will keep you informed of my progress.



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### IMI MAGAZINE

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INSTITUTE  
OF THE MOTOR  
INDUSTRY

## FROM THE EDITOR

# BEAUTY AND THE BEAST



### *Looking at marketing – in all its beauty and ugliness*

In a typical month my inbox is flooded with press releases proclaiming anything from the all-conquering, globally transformative greatness of the latest motor accessories, to stories of incomprehensible personal bravery, like someone walking around a dealer forecourt three times to raise twenty quid for charity.

Of course, I am being slightly facetious; it is the nature of the job to receive self-aggrandising missives. However, I can't help but think that many companies would be more successful if their trumpets were blown a little less.

I am not saying marketing isn't important; last issue's feature interview with the enterprising Adam Stott shows how potent a comprehensive approach to marketing can be. Yet all too often those responsible for publicising product and service seem to inhabit a world parallel to reality. In this world the consumer is bombarded with rather grotesque corporate subversions of the English language, while also being treated as if they are devoid of the capacity to discern fact from fiction. Thankfully, most businesses in the retail motor industry are far more intelligent in their approach.

IMI Magazine, over the years of my tenure, has published many articles advising businesses on marketing strategies and how best to utilise the myriad channels that the advent of the internet and social media have made available. I have collated some of the best of these at [magazine.theimi.org.uk/marketing-clinic](http://magazine.theimi.org.uk/marketing-clinic) so please take the time to peruse them; it is possible you may not find anything of

interest but I sincerely hope you do. Now how's that for an honest appraisal?!

On page 27 of this issue Nicky Kriel, author of 'The Essential Guide to Social Media Sales Success', provides, in tweet format, ten top tips for businesses using Twitter. The tip that most resonates with me is: "You'll get better results if you stop broadcasting and start building relationships by talking to people. Be human!"

**"Good marketing is not a sphere separated from humanity by an alienating, soundbite-driven lexicon, nor is about who can shout the loudest"**

This encapsulates my diagnosis of marketing. Good marketing is not a sphere separated from humanity by an alienating, soundbite-driven lexicon, nor is about who can shout the loudest. Good marketing can only be achieved with a good product or good service. It is an adjunct to success, not the determining factor. Without these fundamentals marketing can only ever succeed in being, at best, specious, at worst, downright devious.

Oh, and also make sure you always read IMI Magazine as it only features sensible marketing advice. And that's a promise – because it is absolutely, undeniably, the greatest thing since bread started getting sliced!

**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

## PROFESSIONALISM INSURED

### Reporting on the IMI's launch of a dedicated Finance and Insurance (F&I) Accreditation

With the Financial Conduct Authority (FCA) proposing a shake-up of the £1bn general insurance add-on markets, the IMI has launched a unique accreditation to help protect customers against unfair sales and poor practice after discovering that more than 39% of drivers hadn't planned to buy add-on insurance before the day of purchase. Many buyers also felt that they were being given biased information regarding finance and insurance products.

The FCA has implemented changes around the Consumer Credit Act and with these developments the IMI has built a unique F&I Accreditation to help protect drivers from being treated unlawfully and increase the standards in customer-focused roles. Customers can be certain they are dealing with an individual who has signed an ethical code of conduct and is working in-line with FCA regulations.

Mark Armitage, IMI UK Business Development Manager, said: "The IMI's new F&I Accreditation heralds an unprecedented move by the motor industry to help self-regulate its members in the sale of finance and insurance products. It provides a practical, non-academic means to demonstrate current competence,

knowledge and skills for professionals working in this specialist area of the retail motor industry – heightening consumer confidence and helping allay fears of malpractice and mis-selling."

Adrian Dally, Head of Motor Finance at the Finance & Leasing Association, was equally effusive: "The IMI's F&I Accreditation is a welcome addition to the professional standards framework which allows motor finance professionals to prove their knowledge of the finance products they are selling. With the FLA's Specialist Automotive Finance (SAF) test a pre-requisite for F&I Accreditation we're keen to see its use expand to even more dealership staff than the 21,000 who signed up for the test last year."

FCA Automotive Services is the first manufacturer finance company to deliver the accreditation and its Training Manager Keeley Sherry concluded: "This accreditation is an industry recognition of each delegate's efforts to achieve the standards required by today's customers, in particular ensuring the culture of the business is focused on treating customers fairly."

"We will continue to work closely with the IMI to ensure the accreditation is achievable and relevant for the industry now and in the future."



#### HOW TO...

### HOW TO LOG YOUR CPD IN FIVE EASY STEPS



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

*D.W.Kershaw MIMI, Managing Director, Central Garage (Lichfield) Ltd.*

*"Before joining the family garage business I graduated with a degree in electronics and electrical engineering. It seems like yesterday but that was twenty-seven years ago; time and technology have moved on incredibly quickly! Taking up CPD has put me back on the path to re-educating myself. I firmly believe in continued education and qualification. I don't believe CPD is a points amassing exercise but rather a system for furthering my experience and awareness of progress in my industry."*







## INTERNATIONAL

# TRADE IN HEAVEN

**Last month Automechanika Frankfurt welcomed 136,000 visitors from over 170 countries – and the IMI was there too, spreading the gospel of professionalism**

A record 4,820 exhibitors from 76 countries took part in this year's Automechanika Frankfurt with the central theme in 2016 being 'Tomorrow's Service and Mobility'.

Demonstrating impressive ways in which the industry is evolving Automechanika Frankfurt hosted seven themed areas including Repair & Maintenance, Parts & Components and Management & Digital Solutions, each illustrating the importance of sharing and acquiring knowledge across the sector.

Lucas-Nülle, a global training provider based in Germany, joined the IMI to showcase the quality training taking place across the automotive sector.

Steve Scofield, Head of Business Development at the IMI, said: "Attending Automechanika Frankfurt demonstrated to us that the industry is more vibrant than ever before. These events allow us, as the professional body for the industry, to share our knowledge and expertise to other organisations across the world."

The IMI's new partnership with Messe Frankfurt and local training provider Lucas-Nülle supports our aim of improving the skills and training on a global level, and we're very happy to work alongside such innovative and successful businesses."

*"A record 4,820 exhibitors from 76 countries took part in this year's Automechanika Frankfurt with the central theme in 2016 being 'Tomorrow's Service and Mobility'"*



## FEATURED COURSE

# PRO SALES SKILLS FOR PARTS SALES ADVISORS

*Upskilling parts advisors in sales*

Selling parts and accessories requires sales skills, skills that have to be learned and practised every day. The difference between serving and selling is huge. It is the best trained professional parts and accessories sales advisors that take advantage of this fact and don't just search out each and every sales opportunity, but successfully convert them into valuable sales invoices as well.

Working together with Ascari Training and Consulting, which specialises in sales and customer service training for the automotive aftermarket, the IMI is able to offer this course at a discounted rate for members.

This course has been designed to provide parts and accessories sales advisors with the professional sales skills needed to convert simple enquiries into valuable sales orders, and to

seek out and upsell additional products when purchase orders are placed.

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

- Create a positive first impression when welcoming customers
- Successfully explore customers' needs and motives for buying
- Present price with confidence
- Secure sales enquiries by converting them into orders

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COURSES CAN  
BE FOUND ON  
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# ANALYSIS

## CAR PRODUCTION

### BREXIT, WHAT BREXIT?

Early days, but the couple of months in the wake of the Brexit vote has seen UK car production at buoyant levels. Output in July was an impressive 8% higher than in the corresponding month of 2015 while August was even stronger with a 9% increase. During the latter month output amounted to 109,004 units, resulting in the highest August level for 14 years. Production for both the domestic and export markets notched up an increase and the export proportion was little changed at around the 80% level.

This effervescent outturn corresponds with the growing number of surveys signalling the minimal impact of the result to leave the EU along with the 'about-turns' by leading institutions and commentators concerning the UK's economic prospects following Brexit. These are occurring on a daily basis as growth forecasts are adjusted upwards and latest data confirms that the decision to leave the EU has had little or no effect (so far) on manufacturing and investment intentions.

This is not to suggest that the outlook is entirely positive. There are legitimate concerns within the manufacturing sector, not least those expressed by Japanese companies which are worried that their UK

investments will be affected by regulated access to the EU's single market, once negotiations concerning future trading relationships between the UK and the EU are finalised.

These fears are hardly helped by unbalanced comments from a cocktail of hot-heads such as Robert Fico, Slovakia's Prime Minister, who has claimed that the EU will make Brexit 'very painful' and ensure that the UK is worse off outside the EU. Maybe he should have checked this out first with Slovakia's growing and successful car manufacturing sector, currently producing 1mn units annually, before making this injudicious and foolish comment – and especially with Kia which exports a high proportion of its Slovakian output to the UK.

Already, and in stark contrast to recent British car manufacturing success, GM has announced, somewhat suspiciously, that working hours at two of its German factories are to be cut this year, citing Brexit and lower UK demand for the cutback. In the final analysis, Germany will have the major influence on the EU/UK trade negotiations and it's certain that all German car producers – and all others throughout the continent – will demand a continuation of existing arrangements.



## MOTOR CODES

### PUBLIC ANTIPATHY UNABATED

*A couple of recent surveys highlight the lamentably low esteem with which much of the general public holds the retail motor trade. The latest 'Auto Trader Market Report' – a biannual survey of UK consumers, published in mid-September – indicates that the used car sector ranks lowest for trust among 13 merchandising categories with a meagre 7% expressing confidence in dealerships. This finding has been buttressed by the third annual 'Customer Experience Survey' from Engine, the service design consultancy, which notes chillingly that the overall motor trade appears to be less proficient than ever in handling customers in a satisfactory manner. According to this survey the automotive sector comes last (out of 14 categories) for the second consecutive year with regard to best service and customer experience. Adding fuel to the fire, the Citizens Advice Bureau has reported that used cars represent the second largest volume of complaints from consumers since 2014.*

*Even before these research reports were published, the rising tide of complaints from used car buyers had prompted Motor Codes to formulate a new motor industry code of practice for vehicle sales (known as the 'Vehicle Sales Code') which was launched at the beginning of September. This defines best practice in relation to the sale of both new and used cars, along with the provision of finance and warranty contracts, and means that Motor Codes now has no fewer than four codes of practice which provide consumers with protection.*

*It defies rationality that, after so much investment in training, facilities and technology, the industry finds itself mired in such a trough. Although the latest consumer firepower has been directed against the car selling function – and notably used cars – there's plenty of anecdotal and research evidence to suggest that the malaise permeates throughout the business. As the retail motor sector consolidates into ever larger and supposedly professional groups, it's vital that the bosses who come out with platitudes like 'customer delight' and 'unparalleled service levels' ensure that the ethos at the top is understood and implemented by employees at the customer-facing level.*



**8%** increase in UK car production in July compared to corresponding month last year

#### JAGUAR

## THIS CAT'S GOT THE CREAM

In the wild, jaguars are stalk-and-ambush predators with an exceptionally powerful bite and at the top of the food chain. These are similar to the characteristics which are becoming more and more apparent in the car company of the same name as it ramps up production, extends the model range and attacks the worldwide hegemony of the Germans in upmarket executive, luxury and sports segments. In July, global demand for Jaguar's cars was 91% higher than in the corresponding month of the previous year thanks largely to the success of the F-PACE and XE models, with sales more than doubling in North America and more than tripling in China.

Things are humming too in the marque's domestic market where sales during the first eight months of the year were 52% higher than in the same period of 2015. Growing confidence in the excellence of its products was evident during the first weekend of September when Jaguar organised group tests at selected UK dealerships, whereby potential

customers were able to compare the XE with Audi's A4, BMW's 3 Series and Mercedes-Benz's C-Class.

As consumers become more fickle and brand loyalty weakens, this is an initiative which deserves to be replicated more widely by the brave. Like the 'Moving Motor Show' at Goodwood's annual Festival of Speed, the opportunity for potential customers to make head-to-head comparisons points to the future of car retailing. Jaguar has nothing to lose and much to gain in the car marketing jungle by implementing this tactic against its major competitors in such a blatant and provocative fashion.



#### TRUSTFORD

## ON THE RISE

In line with other major vehicle distributors such as Lookers and Pendragon, TrustFord – the manufacturer-owned dealer group – enjoyed strongly rising fortunes during 2015 with a 72% increase in pre-tax profits to £12.4mn on turnover 13% higher at £1.6bn. Although an encouraging advance, these figures imply a stingy

profit margin of just 0.8% which compares poorly with the (still mediocre) levels of 1.9% achieved by Pendragon and 2% by Lookers in their latest results.

Ford has put significant investment and effort into its 65-site retailing operation in recent years and is now beginning to see a payback. The objective must be to match, and hopefully exceed,

the margins currently achieved by independent dealerships groups. With car manufacturing profitability squeezed it makes sense to secure as much aftermarket business as possible, ranging from insurance and warranties to servicing and repair, thereby offering consumers the chance to enjoy a seamless one-stop motoring experience.

#### MANUFACTURING

## BRITISH TREASURE TO BE TAKEN?

*GKN's shares jumped by 10% at the start of September on rumours that a foreign predator was poised to launch a takeover bid. According to market gossip, an unidentified Chinese group was accumulating a holding as a prelude to pouncing, while others suggested that Western industrial groups such as GE or Siemens might be involved.*

*As one of the UK's engineering jewels with a pivotal presence in the automotive and aerospace industries, GKN's manufacturing operations and technological prowess would make a treasured add-on to a wide range of global companies. With a market capitalisation of £5.5bn, the cost would be easily manageable by a wide range of private equity and industrial buyers, even allowing for the required premium.*

*Moreover, if an attractively priced bid materialised it's difficult to believe that GKN would retain its independence in the context of the City's fabled short-termism as witnessed by so many publicly-quoted British groups falling into foreign ownership. The fact that GKN is effectively the UK's sole surviving automotive component group in the big league is unlikely to be a source of fretfulness among investors or the government.*

*However, maybe predators will be deterred by the company's yawning pensions deficit, which amounted to £2.1bn at mid-year, equivalent to 38% of market capitalisation. Adding to the uncertainty is the possibility that this will rise following the approaching triennial assessment of the pension scheme.*



# INDUSTRY ROUND-UP



TELEMATICS

## TELE-STARs

DCM Connected will provide Rockar, the revolutionary digital showroom, with its leading telematics software to protect and bring visibility to Rockar's fleet of demonstrator vehicles.

DCM Connected's data feed will transmit directly into Rockar's interactive UK mapping, available in each store, to generate live mapping of each and every test drive vehicle on the road and make the test drive a seamless and relaxed experience.

Paul Stokes, Managing Director of Rockar commented: "Rockar was founded to rejuvenate the car buying process, giving the customer clarity and choice. DCM Connected empowers both the customer and our Rockar Angels by arming them both with detailed mechanical and behavioural feedback."

EMISSIONS

## THE NEXT GENERATION

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

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

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

Commenting on the revamped technology, Operations Director Gary Rowney said: "The next generation of our state-of-the-art engine cleaning technology will help us to build on the

foundations of an already very successful year for the business.

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



BREXIT

## NO BREXIT BLUES

According to MotoNovo Finance CFO David James, the immediate post-Brexit economic concern has started to give way and consumer confidence is on an upward trajectory as consumers adopt a 'spend rather than save' approach in light of falling savings rates.

"The immediate Brexit decision caused a collective sharp intake of breath economically," he said. "Ten weeks on and the wheels are slowly turning to establish what this unprecedented decision means, not just for the UK, but for the global economy too in light of the UK's status as the world 5th largest economy."

"We are not out of the woods from the risk of a technical recession. Inflation will come under pressure from rising import costs and the uncertainty surrounding the next steps in Brexit will create a level of fragility. However, the UK consumer has brushed themselves down and seems ready to spend. Certainly derisory saving rates are doing their bit to encourage spending and the concern about inflation may accelerate major purchasing decisions. Right now dealers should be looking ahead with considered confidence and promoting the affordability of their wares."



## EDITOR SAYS

*With the Bank of England already back-peddalling faster than Bradley Wiggins in reverse on the doomsday scenario it laid out before the referendum, and the topic of Brexit long since ceasing to be the main course at the nation's collective dinner table, one can't help but wonder what all the fuss was about? Without laying claim to being the heir to Nostradamus I did predict way back in April it would all prove to be a storm in the proverbial; a maelstrom concocted by the vested interests of our hysterical media and self-serving politicians. The salient truth of the matter is that the establishment simply won't allow Brexit to work against the interests of its global agenda. So, whenever it is all enacted, and quite frankly I get confused, look forward to a deal remarkably similar to being a member of the EU. And as for the motor industry, well quite frankly it shouldn't bring Brexit anywhere near its considerations when planning for the remainder of this year.*

## INDUSTRY AWARDS

# CLEANING UP

The Low Carbon Vehicle Partnership (LowCVP) announced the 2016 Low Carbon Champions at the industry's leading networking dinner held, last month, in association with Cenex LCV2016. The Champions Awards celebrate achievement and innovation in moving the UK to lower carbon road transport.

H2 Aberdeen – which has developed a strategy for the introduction of cleaner, hydrogen-powered transport to the Scottish city – and Argent Energy – which has developed a drop in diesel replacement for cars, buses and trucks – were jointly presented with the highest accolade: the 'Grand Prix', or winner of winners award.



The LowCVP Managing Director Andy Eastlake said: "All the entries short-listed for the Champions Awards deserve recognition for the contribution they are making to cutting carbon emissions from road transport.

"There is a lot of work still to be done to achieve the long-term objectives set under the Climate Change Act, but the dynamism and determination shown by so many of those involved today shows how UK industry and operators have the drive and potential to achieve them."

## APPOINTMENTS

► Leading automotive learning and development agency RTS Group has strengthened its training team with three key appointments. **Stuart Rudd** has joined as an account director and **Argi Frantzi** has become a senior learning and development consultant. **Paul Hunt** joins as leadership consultant, working with the Mazda dealership network.



► Architect **Andrew Prosser** has joined leading interdisciplinary property consultants McBains Cooper to boost its motor retail sector. His specialisms include retail design, motor-dealership design, master-planning, feasibility studies and planning. He has previously worked for Mountford Pigott LLP, PDP Architects (Project Design Partnership) and Chapman Taylor.

► Giti Tire has announced that **Torsten Gehrman** has been appointed as Senior Managing Director – Europe. Torsten is an experienced international manager and joined the company as General Manager in 2009. In 2014 he became the Vice President for Europe and Asia to Dura Automotive Systems, and at the beginning of 2016 he became the CEO for Giti Auto.

► Auto Windscreens has named **Rupert Armitage** as its new Manager Director. Rupert has been Acting Managing Director since January 2016 and will now lead the business. Prior to joining Auto Windscreens, Rupert spent 27 years as a director of the investment banking group Shore Capital, where he was responsible for large customer relationships and trading in global markets.



## IN BRIEF

► Motorists hoping to bag a bargain following the **Volkswagen Group** emissions scandal will be disappointed because residual values of models from VW, Audi, Skoda and Seat have barely moved according to research by Whatcar.com.

► **Euro Car Parts** has increased its coverage in West London with the opening of a 17,803 sq ft distribution centre in Uxbridge. The new facility will bring improved levels of service to customers in the Uxbridge, Iwer, Cowley and Ickenham areas and will benefit from a comprehensive stock range and support from ECP's Wembley Super Hub which will make deliveries to the Uxbridge depot four times a day.

► A British developed device for preventing vehicle theft without the keys has won a major international award for innovation just six months after being launched. Pioneered by Banbury-based automotive security specialist **On Board Defence** the signal-blocking PORTECTOR triumphed at the prestigious Innovation Awards held at Automechanika in Frankfurt.

► A new National Windscreens' fitting and ADAS (Advanced Driver Assistance Systems) calibration centre in Inverness has been unveiled as the latest development in its UK network of 108 locations.

► **Gilgen Door Systems UK** has appointed Ogilvie Fleet to deliver a comprehensive range of state-of-the-art online vehicle and driver management solutions after outsourcing its company car and van fleet to the fast-growing leasing provider.





# FRONTLINE



## A FRIEND IN SWEDEN

### *Looking at Volvo's plans to increase its UK sales*

For the past few years Volvo has been quietly planning how to get to 60,000 registrations a year by 2020. With the launch of the XC90 last year and now the S90 saloon and V90 estate Volvo is firmly on the sales accelerator.

However, as newly appointed UK Managing Director Jon Wakefield points out, the growth isn't going to be simply a product driven one, it will be far wider reaching with new look retail outlets, new systems and new ways for customers to buy a Volvo.

At the time of writing Volvo registrations in 2016 were running ahead of last year by more than 8%. At this rate the brand should reach 47,000 new cars by the end of the year.

"The outlook for the rest of the year is good," said Wakefield. "My order take is up 18% and we're building an order bank. This is partly due to XC90, but XC60 is also very strong. That segment is growing and we're well established in it. There are lots of new entrants and that, of course, draws in new customers."

While the XC60 is still selling well, according to Wakefield it is one of a host of new models expected from Volvo in the next few years. In fact the new XC60 should arrive

next year with a replacement for the S60 and V60 also arriving in 2017.

Further out, there is speculation in 2018 Volvo will deliver a rival to the Audi Q3 and BMW X1 called the XC40, to be followed by a new V40 and possibly a saloon version.

#### HAPPY CHAPPIES

Volvo's retailers appear to be happy about the progress; the latest NFDA Dealer Attitude Survey saw the brand jump from a 6.6 score to 7.5.

"We've worked with the network consistently for the past three years," said Wakefield, "and I think they've seen the growth and have confidence in what we're about as a national sales company and they've seen the future in terms of product, so all of those things come together to lift their confidence in what we're doing and what we're about to do."

However, Volvo is asking all its retailers to invest in upgraded premises. Wakefield continued: "We're clearly going through a process of more than just a CI update. We're looking at every single site, and at our future volumes, so we've got a very clear corporate

dealership presentation called Volvo Retail Experience, (VRE) and we will be implementing that across the network off the back of the profitability that volume growth and new product brings.

"The retailers have had two good profitable years, and that was before XC90 and the S90 and V90 we're launching now. Of course with a 40% volume growth in three and a half years the vehicle parc has grown significantly and our workshops are often at capacity".

Wakefield added that the upper quartile of the network was seeing a return on sales of 3.19% but refused to be drawn on an overall network average. However, he insisted: "Those that have invested are already reaping the rewards of the fresher feel and culture in terms of selling to more customers."

#### SPONSORED SUPPORT

Whilst not a unique concept by the Swedish manufacturer, the Volvo Sponsored Dealer Programme is a first for brand in the UK and will play a pivotal part in meeting its target of 60,000 UK car sales by 2020.

Volvo will give talented motor trade professionals – those with a proven track record of running successful individual or small group dealerships – the opportunity to set up their own Volvo dealership with the support of the national sales company. According to Volvo this support includes securing the site and providing backing that will enable the individual to access credit facilities that may otherwise be out of reach.

"Given that we've only just launched it we've been flattered by the contacts we've had from people who see the chance to grow with us," said Wakefield. "It's set up so an individual can take over a business or small group of dealerships, and I'd like to see three or four of these per year over the next three or four years as the brand grows."

#### WORK UNDERWAY

Work on the first dealership, located in the Midlands, is already underway at a new-build site which incorporates the brand's latest Scandinavian-inspired showroom design cues. Volvo will take on the leases for the properties and each site will be set up as a VRE dealer from day one.

Alongside new showrooms and workshops Volvo is also looking at online sales options. Commenting on sites such as Carwow, Wakefield said: "It's not 'the' future it's 'a'

# 60,000

**Volvo's UK car sales figure target for 2020**

channel. There are lots of ways consumers will buy cars in future, but you shouldn't forget that it still means a customer is introduced to a retailer and a salesperson who still has to give good service.

"We are looking at online retailing. We launched XC90 online and the first editions were sold in moments. The deposits were placed online but the transactions were completed at the retailer."

This new online sales system is only "months away", according to Wakefield. "Customers will come to the Volvo site,

and instead of serving a dealer with an enquiry, we'll serve them with a sale. So it's there to support the dealer network but it's also there to allow the consumer to do it all without leaving their fireside. It's really facilitating the way we believe some consumers will want to transact in future.

"The sale goes to the customer's nearest retailer, which will also handle trade-ins."

Online sales numbers are expected to be small to start with according to Wakefield, but will, like all other channels to market, count to Volvo's 60,000 target.

## ON THE FRONTLINE

**JOHN CLELAND,  
DEALER PRINCIPAL  
& OWNER,  
CLELANDS**



### How long in your current job?

We've been running Clelands for 26 years.

### What was your first job?

I started out when I was a kid in the parts department of my father's dealership which sold Triumph and Jaguar.

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

Our way of dealing with this is not to do it in the first place. We do this by being good retailers. We also set ourselves higher objectives for the business than the manufacturer, which means we don't have the need to do that.

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

It's always difficult to get quality people. We're fortunate in having good people and a low turnover of staff. But when we do lose someone, it's hard to replace them. We're asking more and more of staff nowadays because there are different ways of buying, plus there is far more legislation from various government bodies, not to mention all the demands of the manufacturer.

### What one piece of advice about selling cars would you give to a dealer principal?

Keep an open-mind to multifunction roles, they bring a better understanding of the business which is very useful as you progress.

### 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: KIA NIRO



### IMPORTANT BECAUSE...

The Niro is Kia's first stand-alone hybrid model. It gives the Korean brand both a rival to cars such as the Toyota Prius and another car in the compact SUV sector alongside the Sportage. Both the hybrid and SUV sectors are growing rapidly, so Kia should be onto a winner.



### WHY WOULD SOMEONE BUY IT...

The official fuel economy figure for the Niro (at least on 16-inch alloys) is 74.3mpg and the official CO2 figure is 88g/km which means a low-ish 15% company car tax band. It also looks and operates in a very 'normal' way, which isn't always the case for dedicated hybrids.



### WHO WOULD BUY IT...

Hybrids are great round town because the electric motor can give maximum eco assistance and because it's an automatic it's also super simple to drive. This means it will appeal to city dwellers and older drivers.



### BEST TO GLOSS OVER...

It may look like a 4x4 but it's only front-wheel drive. Also, like other

hybrids, that great official mpg figure won't be possible if drivers spend a lot of their time on the motorway network.



### ON THE ROAD...

Kia has made the controls super-simple to operate so new-to-hybrid owners won't be put off. However, the driving experience is way down on the rest of Kia's range due to over-light steering and brakes that don't feel linear due to interference from the battery recharge technology.



### ALSO ON THE LIST...

Rivals will include other eco-cars such as the Toyota Prius, BMW i3 and the Nissan Leaf, but also small SUVs such as the Nissan Qashqai, Kia's own Sportage and the Hyundai Tucson.



### PRICE AND FINANCE...

Headline pricing starts from £21,295 and Kia is also offering this with £1000 off and a PCP finance rate of 4.9%. However, Kia is offering a high specification Niro first edition for £26,995 which, when compared to similarly equipped rivals, looks like very good value.



### UP-SELL OPPORTUNITIES...

Kia doesn't go in for options on the Niro, but buyers really should be selecting one of the higher trim levels and opting for the three-year service pack for £429.





# MOTORCYCLES



## RESTORING RESTORATION

*Looking at the pressing need for the UK to address its lack of a cohesive strategy for dealing with the exponential increase in the classic bike market*

Over the past few years this column has commented several times on the increase in the classic bike market, fuelled by rising prices (a Brough Superior in need of restoration recently sold for £331,000!) and an increase in unregulated motorcycle traders looking to take advantage of this lucrative market.

It is not just a two wheeled problem either, lots of money is being invested in classic and historic automobiles of all types. Private collectors are becoming more prevalent, certainly in the motorcycle world, and museums are full. But soon the skills needed to restore and keep many of these machines in running order will disappear as those with 'the knowledge' pass under the chequered flag for the final time.

America has already recognised this problem and I recently attended a seminar at America's Car Museum

(ACM) based on the amazing LeMay car collection (the world's largest private collection of automobiles, with 30,000 plus!). It was timed to coincide with the museum's annual Vintage Motorcycle Festival which attracts some of the country's best collectors and restorers and is well on way to becoming the two-wheeled equivalent of the Pebble Beach car event.

### FOUNDATION SUPPORT

The seminar was hosted by Dianne Fitzgerald, who is the President of the RPM Foundation. RPM, according to its mission statement, is "a service-providing, resource-sharing, grant giving organisation that accelerates the growth of the next generation of automotive restoration and preservation craftsmen and women through formal training and mentorship".

It is the educational Arm of America's Automotive Trust (AAT), a newly formed not-for-profit corporation that seeks to secure America's automotive heritage by giving the next generations the skills necessary to keep vehicles in running order.

The importance of the movement became clear when an attendee related his story about looking for help when he started getting into old motorcycles. Although, IT-wise technically brilliant, he had no idea where to start with a mechanical motorcycle. In his case a noted US BMW motorcycle restorer came to his rescue just by chance and has mentored him since. But it highlighted the fact that despite his electronic skills he lacked practical help and the know-how of where to find it!

The most interesting attendee for me, though, was a young man who was halfway through a college-based programme on restoration and reservation. He was bursting with enthusiasm and had many intelligent comments based on his varied experiences in workshops, museums, and everything in between, plus of course, his own ownership and interest in classic vehicles!

### AN OLD DOG TO TEACH NEW TRICKS

Listening to this I couldn't help thinking of someone I know who is retiring with over fifty years of motorcycle trade knowledge and, despite his best efforts over the past few years, he has found nobody interested in coming on-board to gain at least some of it!

The seminar clearly showed that in the US there is a growing industry (RPM has facts and figures which clearly show billions of dollars being spent and invested in all aspects of automotive history) with a real and varied career path for anybody who does not want to work with computer-laden vehicles and prefers the more practical aspects of older machines. As far as I can ascertain there is no equivalent in the UK, apart from a few evening classes for the enthusiast!

*"Maybe there should be a separate classic dealer/restorer arm of the NMDA?"*



# 8.6%

growth in motorcycle registrations in the largest EU markets during the first six months of 2016

Just in case you think I am out on a limb here, consider that currently almost all the motorcycle manufacturers now realise that nostalgia sells. Even the 'new' Hinckley-based Triumph, which initially rejected the past as it did not want to be associated with unreliable oil-leaking products, has resurrected the evocative model names on bikes sharing the same characteristics as the originals – as in fact has Italian brand Ducati.

## THE 'CLASSIC' BANDWAGON

Many others are following suit. BMW Motorrad roles out its 'Mobile Tradition' models at prestigious events like Goodwood and has taken to naming new models after some of its iconic models from the past.

Audi (formed from the amalgamation of several German motorcycle/car brands) is now restoring and exhibiting some of its amazing (and technically innovative) motorcycle racing machines from the past and using them to promote the brand, showing the depth of its past.

Yamaha is not only producing anniversary models celebrating the past; in France the importer actually restores early machines for its customers.

Suzuki is now producing genuine parts for older machines and has shown some older models can still be built totally from spares.

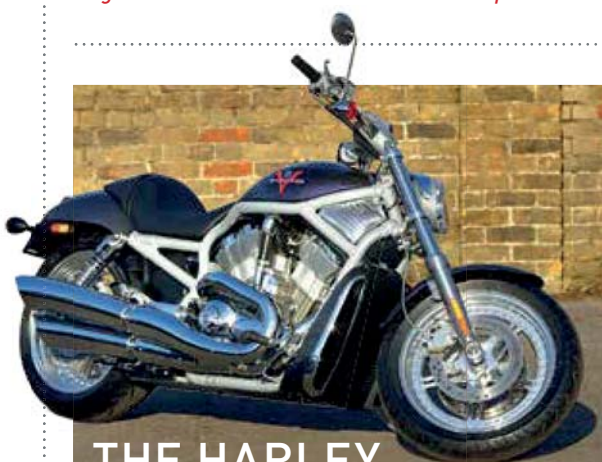
## THE FUTURE PAST!

So there is enough evidence to support a proper career path in motorcycle restoration, as in the USA, maybe even financially supported or subsidised by the industry, or an organisation similar to RPM which already has an arm in Germany. Maybe there should be a separate classic dealer/restorer arm of the NMDA? Or representation on the MCIA to ensure standards and to weed out the cowboys?

Even if you think that single speed or hand-change bikes with little or no brakes are best left as static exhibits in museums, you also have to remember today's superbikes are tomorrow's history. They will need preservation too!

## Honda's Silver lining

*Since 1986 David Silver has been selling classic Honda motorcycle spares and sourcing new/old stock and reproduction components. As one might expect when you become immersed in something like this, a few customers ask for actual bikes and eventually you get a few of your own as result. Well now he has so many he has opened up his own museum in Leiston, Suffolk with over 150 classic Honda bikes – the largest outside Honda's own museum in Japan.*



## THE HARLEY SOAP OPERA

Over the past few months Harley Davidson has been making headlines repeatedly: some positive, most, less so.

First up its share price suddenly jumped by 20% at the beginning of July after rumours of an unconfirmed takeover bid fronted by a private equity investment fund Kohlberg Kravis Roberts (KKR) which has tried before with a hostile bid. Both Harley and KKR declined to comment, doing little to dispel the rumours.

News then hit that due to weak US domestic sales that the autumn could see about 200 production staff losing their jobs, including some 117 workers at Harley's main assembly plant in York, Pennsylvania.

This news was followed by further negative coverage, among which was a £2.3mn voluntary (fine!) donation for selling remapping devices which circumvent exhaust emissions requirements, namely Screamin' Eagle Street Performance Tuner plug-in kits.

Amidst all the gloom the one tiny chink of light has been the launch of the new Milwaukee-Eight V-twin motor, set to be Harley's most powerful engine to-date.

## IN BRIEF

►► Polaris-owned **Indian Motorcycles** has recalled 18,367 bikes spread over six model ranges in the United States due to excessive exhaust temperatures which could result in a risk of fire. Indian will update the engine control module software as part of the recall and has stated that this recall does include bikes sold in the UK.

►► News from the other side of the world shows that the **Philippines** has become the fastest growing market in the South Asian region having recorded a huge 40.2% growth in the first five months of this year. Indonesia and Thailand still lead in the area but the Philippines is now catching up fast!

►► Although severely damaged by an earthquake in April, the **Honda factory** at Kumamoto in the south of Japan is now back to full production after running at reduced levels since re-opening in May. The factory builds all the large capacity machines and the problems have impacted sales worldwide, including in the UK.

►► Fears that the uncertainty of the referendum on **European membership** would suppress buyer demand for new motorcycles have not come to pass as new registrations continue to grow compared to last year's figures. The growth is spread across all ranges and most dealers remain optimistic for the rest of this year.



# COMMERCIAL VEHICLES



## AN AUTOMATIC ANSWER

*Could UK truck operators start opting for fully-automatic gearboxes?*

Europe, Middle East and Africa Marketing Director at Allison Transmission, Manlio Alvaro, believes the widespread take-up of fully automatic gearboxes is just round the corner. One such product is Allison's 10-speed TC10 box. "It can achieve an average fuel economy improvement of around 5% compared with a manual or automated manual transmission," Alvaro contends. "We're in discussions about applications for it with a number of European truck manufacturers."

DAF might be one of the early adopters. Paccar, its US parent company, said back in April that it would soon be offering TC10 in selected Peterbilt and Kenworth models in the USA.

As far as the UK is concerned TC10 might be most effective on what Alvaro describes as "commuter work". By that he means journeys between major cities – London and Birmingham for example – that

usually include motorways clogged with slow-moving traffic and finish with a low-speed crawl from one site to another on an industrial estate.

A key drawback of automatic transmissions, so far as cash-conscious hauliers are concerned, is the price premium from 10% to 15%. TC10's economy bonus should help offset that premium but Alvaro admits that the same claim cannot be made for boxes such as Allison's 3000 and 4000 Series which are already available in Britain, part of the US-based company's wide and varied range.

### MORE PRODUCTIVE

Operators who opt for them on intense stop-start urban distribution work should find they will fare no worse when it comes to fuel consumption than they would if they stuck to a robotised manual box and used it on comparable run, Alvaro insists. And auto boxes have an ace they can always play: greatly-increased productivity.

It arises because of the way in which an automatic transmission doubles the amount of torque immediately available when a truck accelerates away from a standing start. "We're talking about up to 35% better acceleration, which means your average journey speed can be as much as 14% higher depending on your duty cycle," Alvaro says.

As a consequence the driver can make more deliveries a day. "Bear in mind," says Alvaro, "that even if he or she only manages two extra drops then that will total several hundred during the course of a year."

Other benefits of going the automatic route Alvaro lists include easier low-speed manoeuvring and the end of having to budget for replacement clutches. Robotised manual transmissions still have conventional clutches, he points out, although they do not have to endure the abuse often meted out to them by drivers wrestling with manual boxes.

*"The TC10 is designed to accommodate torque inputs of up to 2,305Nm"*

# 2,200

of the UK's 315,000 truck drivers are female says the Freight Transport Association

The TC10 is designed to accommodate torque inputs of up to 2,305Nm and power inputs of up to 600hp. By contrast, the 3000 can handle no more than 1,695Nm/336hp, while the 4000 is restricted to 2,644Nm/485hp.

Both the 3000 and the 4000 are six-speed boxes, although a seventh gear is available on the 4000 Series as an option. All three transmissions are equipped with torque converters but the TC10 relies on twin counter-shafts rather than planetary gears.

### MAKES SENSE

While emphasising the benefits of having plenty of torque immediately available, Alvaro and his colleagues are aware that it needs to be kept on

a tight leash in the interests of road safety and fuel economy but without damaging productivity. In response, Allison has come up with a selection of transmission management packages under the FuelSense, FuelSense Plus and FuelSense Max banners, the latter featuring Acceleration Rate Management.

All three versions of Fuel Sense are designed to make sure that the box's gear-changing schedule is in tune with the type of work the truck is on so that the right balance of economy and performance is achieved. The gear-change points will differ depending on whether a vehicle is running empty across the flatlands of East Anglia or tacking the hills of Wales heavily-laden.

Automatic boxes have traditionally

*"All three versions of Fuel Sense are designed to make sure that the box's gear-changing schedule is in tune with the type of work the truck is on"*

been employed in trucks that stop every few hundred yards – refuse collection vehicles, for example. And while Allison wants to broaden its appeal, it has no intention of neglecting its established markets.

Last year SUEZ Recycling and Recovery acquired seven Scania 32-tonners fitted with Heil Farid front-end-loader refuse bodies and equipped with Allison 4500 transmissions. It chose them because its trucks make 50 to 60 trade waste collections daily and do lots of backwards and forwards shunting; it was not confident that an automated manual box would last the pace.



## IN BRIEF

► **Amey Fleet and Plant Compliance Manager Julie Davies** is the new chair of the Freight Transport Association's (FTA's) Van Excellence programme's governance group.

► **Some of the bigger double-cab pick-ups now appearing in the UK** may have to adhere to light commercial rather than passenger car speed restrictions because they breach the 2,040kg un-laden weight limit for dual-purpose vehicles says vehicle leasing and fleet management specialist Arval.

► **Fraikin is supplying 50 new vans and trucks to Menzies Distribution under a five-year full-service contract hire agreement.** The mixture includes Iveco Daily 6.5- and 7.0-tonners and Iveco Eurocargo 7.5- and 18-tonners.

► **Volkswagen has unveiled details of the all-new Crafter van.** Available with front-, rear- or four-wheel-drive it comes in three lengths, with three heights, and with a 2.0-litre diesel at 102hp, 122hp, 140hp and 177hp.

► **Eddie Stobart has taken delivery of 50 box-bodied trailers** built by SDC for use in its growing online fulfilment business.


► **Scania has unveiled its new R- and S-series long-haul tractor units with safety features that include the first rollover side airbags ever to be fitted to a heavy truck.** The stopping distance at 50mph has been shortened by 2m thanks to better brakes and changes to the front axle.

► **Over 79% of women are keen to get behind the wheel of a lorry**, and there is a rise in the number of younger women who want to take up truck driving according to a Twitter poll conducted by the FTA. Yet only 2,200 of the UK's 315,000 truck drivers are female.





# APPRENTICE REF



*Are the government's apprenticeship reforms a ticking time bomb?  
IMI Magazine looks into their background  
and canvasses industry opinion*

If you have read Steve Nash's 'From the CEO' column this issue you will be under no illusion about where he stands on reforms he has called both "piecemeal" and a "car crash" in the national media.

Understanding government policies, with all their labyrinthine complexity, can be extraordinarily difficult; indeed, most governments appear in the dark about policies of their own making. Never is this

more keenly felt, it seems, than when it comes to education: a sector more impenetrable than Fort Knox itself.

In fairness, when concocting the new apprenticeship reforms, part of the reasoning was to detangle some of this knottiness. However, it would appear that far from uniting the motor industry in praise, the result has been to unite it in anger, confusion and disapprobation. The

IMI believes that thousands of apprentices on motoring courses will be subject to possible reductions in funding of up to 50% and that up to 13,000 motoring apprenticeship places may be affected by cuts. It is arguing that a "wholesale review is needed in order to prevent a "drought" of motoring apprenticeships when the reforms to funding go live in May 2017. To this extent Steve has written to the new Minister for Skills, Robert Halfon, requesting a meeting as a matter of urgency. The letter has been signed by HR directors representing several of the industry's largest and most influential retail motoring groups. So far Mr Halfon is remaining intransigent but the IMI is hopeful that he simply can't ignore a group of employers representing over 30,000

# ESHIP RMS

employees. Still, one should never underestimate the political fraternity's ability to ignore the will of the people – so nothing should be taken for granted.

So what exactly is it that has succeeded in so ubiquitously stoking the industry's ire? In essence it boils down to two factors: the apprenticeship levy and the new apprenticeship standards – namely Trailblazers. This is not the forum to explain the policies fulsomely. To inform yourself of all the changes and how they might affect your business please go to [theimi.org.uk/apprentice](http://theimi.org.uk/apprentice)

Some of the key points have been listed in the box-off (right), and superficially they seem to make a lot of sense: involving employers to a greater extent in apprenticeships is logical as they are the ones who will be employing them. Asking businesses to take more social and educative responsibility is also a positive one as far too often most are solely concerned with the accrual of profit over the greater societal good.

However, one doesn't have to peruse much detail to find more than one devil lurking. And the most devilish of the lot is the £22bn the government will now cease paying into the FE sector. Nick Linford, Editor of the excellent FE Week has evaluated the

numbers and calculates that a result will be colleges and training providers facing cuts of between 30-50% per apprentice. Speculating on the same model, transposed to schools, he argues: "It's truly shocking. Just imagine Theresa May even considering a 'simple' school formula that cut, per pupil, funding in every school sixth form by even a single percentage point, let alone double digits. It. Would. Not. Happen."

Another devil prowling around the reforms is the timescale for the imposition of the new Trailblazer standards. Currently there is only one available for the entirety of the automotive industry: the Jaguar Land Rover-led Level 3 Light Vehicle Technician standard. There are others in development but few will be available come May 2017. So with a lack of funding for existing frameworks and a dearth of new standards being formulated, the perfect storm for apprenticeships truly is on the radar. The IMI fears that those who will be worst affected are 16-18 year old learners in some of the country's most deprived areas; there simply won't be any apprenticeships for them to take.

If you are yet to be convinced of the harm that the current reforms and their timescale could incur then perhaps the views of those most affected will do the trick... ☐

## THE REFORMS

*The levy will apply to all business with an annual payroll of over £3mn*

*It will be payable by employers in the UK at the rate of 0.5% of the payroll cost through PAYE alongside income tax and national insurance*

*All employers who pay the levy will be financially supported by the government to varying degrees*

*Small businesses of less than 50 employees will receive full funding support from the government for 16-18 year old apprentices*

*Businesses with payrolls of less than £3mn will contribute 10% of training costs, the government the rest*

## APPRENTICESHIPS

### THE INDUSTRY SAYS...

**Jane Russell**

DIRECTOR, RUSSELL AUTOMOTIVE CENTRE



*What I know for sure is anything that limits, reduces or stops apprentices being found, funded and taught well is like a nail in the coffin of the automotive industry.*

*The government needs to realise that it can't get this wrong. Having someone devise a new plan for apprenticeships in this country, without any knowledge of how companies actually work, is ludicrous. It's essential the industry voice is heard; it will be hugely detrimental if any change is not for the better.*

**Andy Moore**

MANAGING DIRECTOR OF EMTEC COLLEGES  
(PART OF CENTRAL COLLEGE NOTTINGHAM)



*Emtec already delivers IMI-approved qualifications for employers within our national apprenticeship programmes which are both recognised and envied globally. The thinking behind the Trailblazers is that they'll empower employers to take ownership of training apprentices to improve the quality and match skills to a specific employer.*

*However, many of the standards are currently still being developed or revised. Consequently all providers are working in a very fluid arena. It's crucial that we, the training providers, develop the tools and services to enable us to continue supporting employers, particularly SMEs, through this transition phase and beyond, without losing the rigorous*

*quality assurance process we've developed alongside the IMI.*

*Faced with the simultaneous introduction of the employer levy, it does mean that training providers will need to have a conversation about co-investment with all employers. Small businesses, especially, are also often time-poor so any extra responsibility around mentoring and administration needs to go hand-in-hand with the right support.*

*The overall value to the business of employing an apprentice is huge so the challenge for us will be to inform and help employers understand and implement the changes, allowing them to focus on core business.*

**Martin Porter**

HEAD OF AUTOMOTIVE ENGINEERING,  
Highbury College



*As a college we believe that apprenticeships are the gold standard for vocational training. The government's aspiration of increasing the quality and quantity of apprenticeships, achieving 3mn apprenticeships by 2020, is a step in the right direction.*

*Unfortunately our local employers are at a total loss as to their part in this process and therefore are completely confused with regard to Trailblazers and the levy. We should remember we are working with SMEs, and the majority of them are trying to keep their heads above water and ensure that they turn a profit to allow the business a sustainable future. They do not have facilities such as training or HR Departments, their role is to fix and maintain vehicles and want*

*others to help and support their workforce with good quality training. The proposed funding cut is just another of the 'death by a thousand cuts' colleges will have to bear.*

*Trailblazers and the proposed funding cuts for automotive apprenticeships may signal the slow death of apprenticeships at the time when the industry needs to upskill and attract the brightest young minds from schools.*

*On Trailblazers, the end point assessment will be a financial drain to us as we are the biggest provider of automotive apprenticeships in our area. What's more, Trailblazers' standards at Level 2 have still not been developed – and this is where the bulk of our delivery to local SMEs lies.*

**Lee Acton**

CHIEF EXECUTIVE, SKILLNET



*The process of developing Trailblazer standards has been flawed; to combine their forced introduction with reductions in levels of funding is not right for the automotive sector. There are simply too few standards available to meet the training needs of the industry and the funding rates proposed will not meet the costs of delivering these complex and capital-intensive apprenticeships.*

*Many employers would not be able to pay for training that until now has been wholly funded by government.*

*Bandings must be revisited to ensure that funding from May 2017 remains on a par with current levels.*

*Employers too need time to understand the implications of the levy. New standards take time to be developed and tested and the viability of the end-test, including the cost and means to deliver it, remains unknown. Many vehicle manufacturers are extremely satisfied with existing apprenticeship frameworks and see no reason to change or risk undermining existing programmes.*

Have your say on the  
apprenticeship reforms at  
[theimi.org.uk/apprentice](http://theimi.org.uk/apprentice)





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# LEGAL LINK

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



## QUESTION

***An employee that was off work for three months has now indicated a wish to return and has provided a GP's note saying that this should be done on a phased return basis. Do we have to pay the employee for the full time hours or can we only pay for the actual hours worked?***

The answer to this question will depend largely on the employee's contract of employment and your sickness absence policy. Alternatively, you may be able to mutually agree a suitable arrangement prior to the phased return commencing.

Generally speaking, an employee is only entitled to be paid when they are ready and able to work. However, if your employees are entitled to full pay while they are off sick, it would seem counter intuitive to pay them less when they do start attending work again on a part time basis following a period of absence as this could act as a disincentive for them to return until their entitlement to sick pay expires.

Conversely, if your employees do not have the right to receive enhanced occupational sick pay, or they do not have the right to be paid anything over and above the hours they actually work, then it may be possible to pay them only for the part-time hours that they are able to undertake during the phased return.

It is also worth remembering that if the employee is present at work for even part of a working day, or does not have a break of at least three days between periods of absence, statutory sick pay would not be payable on that day and therefore this cannot be offset against any wages paid.

If you arrange a meeting with the employee prior to the phased return to discuss how it will be implemented in order to gain their agreement, this is likely to minimise any practical issues.

## 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.

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## DEALER SALES



In part two of his 'pre-qualifying the customer' special **Glenn Thompson** continues to look at how dealers must adapt to a changing landscape.

## THE DISCOVERY CHANNEL

Last month we considered how the customer journey has evolved in terms of car purchasing, making the art of qualification largely redundant. So how do we adapt to this changing landscape?

To avoid locking heads with our customers we need to be visibly working with them on their journey. The smart thing to do would be to use customers' pre-qualification in order to discover and understand the car or model they have selected. Furthermore, this would help ensure we fulfil our commitments in respect of 'duty of care', ensuring our product is fit-for-purpose.

Through discovery and understanding we can build customers' trust in us while obtaining all the relevant information to help us in our goals. It's a simple process, completed without scripts or tick boxes on forms; it's just a conversation with a mixture of open, spiral and closed questions.

The crucial element is to be 'actively' listening which can be demonstrated via a number of methods: taking notes, feedback loops, body language etc. A good starting point would be to ask the customer "what has drawn your attention to this car in particular?", then taking the conversation forward by asking questions based on their answers. Your goal should be to discover what they are interested in and why, and to understand how you can formulate a proposition perfectly aligned with your customers' goals. Be careful to avoid telling them all about your car in response to their statements – save this information and use it powerfully later when you are presenting your car.

One word of caution: avoid using too many questions that begin with 'why'. Anyone with experience of an infant who has learnt this word would be able to explain the reasons!



MEMBER

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





# Get the law IN ORDER

**Caroline Chapman** provides a guide for small businesses on staying compliant with the ever-evolving field of employment law

If you employ people in your business it is important to make sure that you and your company adhere to all the necessary laws and regulations surrounding their employment. It is essential you are compliant with statutory regulations, even if you only employ one person.

## EMPLOYMENT RIGHTS

Statutory rights of an employee include:

- Getting the National Minimum Wage
- Protection against unlawful deductions from wages
- The statutory minimum level of paid holiday
- The statutory minimum length of rest breaks
- To not work more than 48 hours on average per week or to opt out of this right if they choose
- Protection against unlawful discrimination
- Protection for 'whistleblowing' – reporting wrongdoing in the workplace
- To not be treated less favourably if they work part-time
- Statutory sick pay
- Statutory maternity pay
- Statutory paternity pay
- Statutory adoption pay
- Shared parental pay

## EMPLOYEE MANAGEMENT

A legally robust employment contract and staff handbook are crucial tools in successful employee management and should be in place for all employees and regularly updated as employment law changes.



CAROLINE CHAPMAN IS AN HR CONSULTANT WHO HAS WORKED IN THE AUTOMOTIVE INDUSTRY FOR OVER 20 YEARS

*"A legally robust employment contract and staff handbook are crucial tools in successful employee management"*

## CONTRACTS OF EMPLOYMENT

Contracts of employment are important for both the employer and the employee, and again it is vital that it corresponds to the relevant employment laws. The contract should set out the employee's duties, responsibilities, rights and employment conditions. Employees are legally entitled to a written statement of the main terms and conditions of employment within two calendar months of starting work.

## STAFF HANDBOOK

A staff handbook provides guidelines for new employees and is also a standard reference point to help resolve any disputes that may occur within the business. It is also invaluable in supporting disciplinary and grievance procedures.

Normally included in the handbook are your policies and procedures. There are many policies you can have tailored to your business from social media use to mobile phone use, but the essential ones to include are:

- Data protection policy
- Disciplinary procedure
- Equal opportunities policy
- Flexible working policy
- Grievance procedure
- Health & safety policy
- Maternity policy
- Parental leave policy
- Paternity leave policy
- Prevention of bullying and harassment at work policy

## OTHER KEY RESPONSIBILITIES IN RELATION TO EMPLOYMENT LAW ARE:

1. An employee must receive a written and itemised pay statement.
2. Employees are entitled to statutory sick pay commencing on the fourth consecutive day they do not attend work due to illness.
3. Employers will have to provide a workplace pension for eligible staff by 2018. This is called 'automatic enrolment'. Employees who qualify for a workplace pension must be between 22 and pension age and earn more than £10,000 per year if they work in the UK.
4. Employers are also responsible for their employees' wellbeing at work. This includes compliance with the Health and Safety at Work Act and issues relating to discrimination and bullying.
5. Employees are also entitled to time off for a number of different reasons such as parental and maternity leave and the right to time off to deal with emergencies involving a dependant. Employees are also eligible to ask for flexibility in terms of working hours.

Ensure, as a minimum, you have the above covered for each employee and, if you are ever in any doubt, seek the advice of an HR professional or employment lawyer.



Compliance Companion is an online toolkit designed to support you with HR and H&S compliance. Visit the member section of the IMI website for more details.

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# Being present AND CORRECT

*Sarah Michalik explores the concept of 'being present' with the customer*

Every so often a new way of thinking comes around advising you that you are missing a trick and that if you do X you will achieve Z.

Some of these new-fangled ideas are just that: little more than a fad. But others are worth paying attention to. So if you've not heard of 'being present' then you might want to take note.

Being present is something that I have heard a lot about in the recent years, and a Google search brings back over a billion results! So is it one of those buzz phrases or could there be something in it?

We live now in a society that feels like it is getting faster; it's 24/7, 365 days a year, and our businesses seem to be reflecting society's need to have an anything, anywhere, anytime approach. But if we take a step back how does this 'always on the go' culture affect our relationship with our customers?

Picture this scenario – and I am sure we've all done it: you're having a conversation with someone, and then you get to that really awkward moment, when they ask you a question, and you realise you've drifted off and haven't been paying attention. Suddenly alarm bells start going off in your head: what were they talking about? You wrack your brains for some sort of clue to aid your response... but there's nothing. Instead you swerve it and buy some time by saying you will get back to them, or you need some time to mull it over. The person you are dealing with knows you swerved it too.

Put yourself in the customer's shoes:



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IS SENIOR  
LEARNING AND  
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CONSULTANT  
WITH RTS GROUP

***"Put yourself in the customer's shoes: how would you feel if you were chatting to someone who had clearly drifted off and had their mind on other things?"***

how would you feel if you were chatting to someone who had clearly drifted off and had their mind on other things? Again, we all experience this at some point. It feels unpleasant to know that you were talking but were not being listened to. You feel frustrated, as if nobody values what you're saying.

In stark terms, not paying attention – not being present – with your customer, is almost as bad as texting, or checking your phone while they are speaking. And you wouldn't do that – would you?

## THE REASONS

So why does that happen? Why is it that we are not 'being present'? Being too busy and too preoccupied must have something to do with it.

I looked up the definition of being present and was promised all sorts of things, but actually what felt right was this: "the period of time now occurring – they are happy and at peace, refusing to think beyond the present".

At work we are constantly juggling tasks, responsibilities and priorities, pushed from pillar to post to deliver our KPIs (key performance indicators), but often to the detriment of ourselves and others. We don't take lunch breaks, we start earlier and work later. In fact on Radio 4 this week I heard we work the longest hours in Europe. But it's not enough, we are still fighting to increase customer satisfaction and loyalty. No wonder we are poor at being present.

So perhaps we need to take a step back, pause, take a moment to reflect



and then think about how we can achieve 'being present' with our customers. Because if we aren't in this frame of mind they will pick up on it and very likely hotfoot it to the next dealership that pays proper attention.

It's a given that we should take heed of metrics, goals and targets, but we seem to do so at the expense of other things. They are important, of course, but they mustn't take priority over the customer. In this highly competitive world, where customers have so much choice, make them feel important by being present with them. They are incredibly important – without customers, you don't have a business.



## PRESENTING THE ALTERNATIVE

*Here are five ways of being present with the customer:*

**1. If you're about to pick up the phone** or to greet a customer who has come into the dealership, just stop a moment. Compose yourself and concentrate on what you are about to do. Concentrate your efforts and attention on the customer and put everything else out of your mind. Not easy with the temptations of phone/tablets/

laptops and a shed-load of work to do, but try to resist.

**2. Take deep breaths before you begin conversing** and also between chats with different customers. You don't need to start chanting, or sitting in a yoga position on the floor – you can compose yourself discreetly! As you exhale think about the

person you are about to speak to and put the previous conversation out of your mind.

**3. Keep a clean and tidy work station.** If you have an organised desk you're more likely to have an organised mind. Also, messy desks do not give a good impression to the customer.

**4. Smile! Even if you're having a bad day.** Smiling not

only makes it look like you are paying attention, it will actually make you more likely to pay attention.

**5. Put your customers first, treat them as you wish to be treated.** You may have heard similar moans/comments/anecdotes many times before from other customers, but for each customer they are telling their own personal story, so have the courtesy to pay attention.



# DON'T BE INVISIBLE, MAN

**Martin Calvert** looks at the importance of content in maximising SEO

Customers are making quiet judgements about your company all the time; the information given out by automotive professionals is only one source used. Being part of the evaluation process before they ever pick up a phone or make a visit is crucial.

This can be achieved by providing information that customers would typically find on comparison websites, car and company review sites, magazines etc. If your website is little more than a list of products and services and a request for a potential customer to pick up the phone, you're not influencing the buying process.

In contrast, answering questions



MARTIN CALVERT IS MARKETING DIRECTOR AT DIGITAL MARKETING COMPANY BLUECLAW

relevant to the evaluation phase of the customer journey will result in quality traffic while also convincing customers that you're a trustworthy resource who they should be happy to spend money with.

Often there really isn't much on the surface to differentiate the cars that dealerships sell, or the services that others in the industry offer. Where motoring marketers can affect differentiation is in service – and service is best communicated online by being the customer's best friend.

So, answer questions with content, make sure your site is fast-loading and

mobile-friendly and be responsive and engaging at every level. These methods don't just drive direct traffic – they improve SEO performance and site rankings through quality content and superior technical performance.

Remember, Google and other search engines are in the business of trying to make life easy for searchers and producing accurate information to them as quickly as possible. If your site can accomplish that you're on the right track; if not you'll be eclipsed by competitors.

## SEO ALIGNED TO CUSTOMER INSIGHT

Here are some tips to put it into action:



### UNDERSTAND AND WRITE FOR YOUR IDEAL CUSTOMERS

Understanding customers is the first step in making sure your SEO and content strategy will be successful.

If you're a dealership specialising in luxury vehicles, create content that speaks to the issues that luxury purchasers are interested in such as uniqueness, premium options and brand stories.

If you focus on family vehicles, prioritise content on the best buys for value and reliability, sharing insight for safe driving and child-friendly features.

That doesn't mean just listing technical specs – offer personal opinion and personality throughout your site and consider what type of information will bring customers closer to making a purchase from you.



### KEEP KEYWORDS IN MIND – BUT DON'T OVERDO IT

Using relevant, keyword-focused terms in your content headlines and throughout your site will help indicate to visitors and search engines what your content is about, and give prominence to the topics that help visitors to make a purchasing decision.

However – don't go down the 'keyword

stuffing' path. Your content must be readable, human and valuable, not littered with terms you want to rank for.

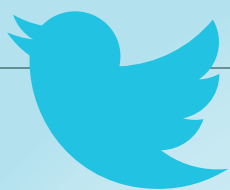


### WRITE CONTENT WITH SOCIAL MEDIA AND OTHER SITES IN MIND

Is it easy to imagine someone choosing to share your web content on social media and other sites? If not it needs amending to be more share-worthy and valuable. Social shares will drive more of the right traffic and indicate that your content strategy is hitting the right SEO buttons.

If people like your content enough to share it, search engines will likely rate it highly too and, don't forget, quality inbound links still matter in SEO.





# Tweet DREAMS

Twitter guru **Nicky Kriel** practises what she preaches and provides ten nuggets of tweeting wisdom – in no more than 140 characters each



NICKY KRIEL  
IS AUTHOR OF  
'THE ESSENTIAL  
GUIDE TO SOCIAL  
MEDIA SALES  
SUCCESS'



**Write tweets in plain English,** nobody has time to decipher cryptic tweets or work out acronyms.



**When you write a tweet, start** with the person who will read it in mind. How do you want them to feel? Does it add value to them?



**Use Twitter Analytics** to find which of your tweets get the most engagement and do more of the same. Pictures do well.



**You'll get better results** if you stop broadcasting and start building relationships by talking to people. Be human!



**Take time to fill your bio in properly.** Each word is searchable and your bio will either encourage people to follow you or put them off.



**Tweeting too many links** close together leads to fewer click-throughs. Try not to post more than one link per hour.



**Don't send an automated thank you via direct message (DM).** It annoys more people than it delights.



**Hashtags are useful** but don't abuse them. It makes you look spammy and engagement drops after two hashtags.



**Remember you are publishing each time you tweet.** Never say something you wouldn't want to appear in court or your mother to read.



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# RATE INTERVENTION

*In what has been billed as the biggest change in a generation, the process of the 2017 business rates revaluation is well under way. **Robert Brown** considers what those in the motor trade need to know – and how they are likely to be impacted*

**B**usiness rates are a tax payable on non-domestic property, set by the government and collected by the relevant local council. Similar to council tax for domestic properties, the revenue obtained serves as a contribution towards local services.

In England and Wales business rates are calculated according to a property's 'rateable value', which represents the market annual rental value at the time of the last valuation date (currently 1st April 2008). This figure is then multiplied by the annual 'business rates multiplier', set by the government, to give the total amount payable before any deductions.

New draft rateable values were published online by the VOA (Valuation Office Agency) on 30th September. These will be implemented on 1st April 2017 as part of next year's business rates revaluation.

## TRADE IMPACT

Most businesses are likely to experience a change in their business rates as a result of the revaluation. This is because the valuation date is set two years before the last revaluation and since there has not



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CONSULTANT  
SANDERSON  
WEATHERALL

***"Most businesses are likely to experience a change in their business rates as a result of the revaluation"***

been a revaluation since 1st April 2010 local authorities in England and Wales are still basing their business rates bills on 2008 figures. This will change next year as all non-domestic properties in England and Wales will be re-assessed based on a valuation date of 1st April 2015.

The dominance of franchise operators in the retail motor trade means there are very few rented properties – the vast majority are owner occupied. This makes it very difficult for the Valuation Office Agency to benchmark rateable values, so they have no option but to base rateable values upon a small body of evidence.

A lot of my work as a rating surveyor will revolve around the negotiation of discounts, and when the body of evidence is not as robust as it can be – as in this case – it inevitably means the rateable values are open to investigation.

There has also been some movement in the user car sector, too, where we have seen an increase in activity over the last two years. But, remember, the new rateable values are based on market annual rental value at 1st April 2015 at the beginning of the recent uplift.

Again, the evidence must be treated with care and there may be some opportunity for negotiation, not least because of 'headline rents' which can distort the evidence and push up rateable values. It is important that your professionally qualified rating advisor carefully checks the basis on which rateable values were set as there have been cases of inexperienced tenants in the motor trade paying unsustainable headline rents.

## WHAT HAPPENS NEXT?

Although the draft rateable values have now been published, dealerships will not be able to calculate their new business rates until the government announces the multiplier in January and details of the scheme of transitional relief. New rates bills will be issued on 1st March 2017 and the revaluation comes into effect from 1st April.

The important thing here is to seek advice from a qualified rating advisor as soon as possible to make sure you are not paying over the odds. The advisor can consider your draft rateable values and determine whether you are entitled to a reduction in your business rates.



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# From part TO FINISH

**Tim Kiek** speaks to Orio UK's Managing Director *Corin Richards* on the challenges of being a nascent parts distributor in the UK



TIM KIEK IS THE EDITOR OF IMI MAGAZINE

As a child my favourite cartoon was Postman Pat, perhaps why, to this day, I retain an affinity for the challenges faced by distributors. However, compared to the bucolic Cumbrian charms of Pat's native Greendale, the landscape faced by modern day parts retailers is a veritable jungle.

One man who can testify to this is Orio UK's Managing Director Corin Richards. Orio UK came into being in 2012 when parent company Orio Global was formed. Orio represented the phoenix from the ashes of Saab

Automobile and so, whilst a brand new entity, its customer-base was anything but new.

Arguably, a ready-made distribution list is a head-start others can only dream of. Yet with familiarity comes a different set of pressures – namely the obligation to continue servicing this list to the level to which it is accustomed.

From Orio's inception Corin was also acutely aware of the finite nature of this existing business. Having access to the full portfolio of Saab Original parts was all well and good

but he knew diversification was essential. Given the 'maturity' of the Saab' car parc, a potential new pool of customers would be less concerned with authenticity and far more concerned with price and availability.

This change of circumstance rendered unfit-for-purpose Orio's traditional five day lead-time from order-to-delivery. Indeed, for customers in Scotland it was further increased to seven days. In an era of next day availability as standard it was analogous to competing in an F1 race with a push bike.



### NO PLACE LIKE HOME

Under these circumstances Corin didn't need to be Gary Kasparov to make his first move persuading Orio Global's Swedish HQ that a new delivery hub in the UK was an essential. He also decided that a new supplier was equally as important. "Our existing supplier lacked reliability," he recalled. "It didn't even have a tracking system."

As all those who work in distribution can attest, it isn't the logistics company that receives the ire of the garage or dealer when parts ordered fail to materialise or are not the ones requested: it is the distributor. To a new company like Orio without the safety net of an established reputation to fall back on, garnering the reputation of being unreliable could have been potentially terminal to future aspirations.

After an extensive tendering process in which Corin leant upon the logistics expertise of Orio Global, Hatfield-based DHL was anointed as 'the chosen one'. "The principal reason was DHL's site was extremely capacious and offered potential for expansion," he said, "a happy adjunct was its highly experienced automotive team

already dealing with a number of exacting OEM clients."

With Orio's new logistics firmly in place Corin was able to implement a next day delivery guarantee, providing orders were received by a midday cut-off point. "Noon was conservative," he admitted. "However, we were conscious that if we started off with a later last order time then customers would probably order at that time. By starting at 12.00pm it gave us some leeway, easing us, and our customers, into next day delivery. Gradually we extended last order time till it reached 3.00pm, where it stands today."

This pragmatic approach seems a perspicacious one for any new parts business; if you promise the earth you probably won't deliver it – and your business is all about delivery. Even though 3.00pm is, by industry standards, still the crack of dawn when it comes to last orders, having started at 12.00pm it provides the impression of a company looking to do more to increase customer service and satisfaction.


Anyway, something seems to be working, as

***"With Orio's new logistics firmly in place Corin was able to implement a next day delivery guarantee"***

from a starting point of 84, Orio now has 160 registered customers. As mentioned, this growth was always Corin's aim, and demonstrates another truism when starting out in distribution: always plan for expansion.

### CHERISHING INDEPENDENTS

A significant amount of this new custom heralded from the independent sector, attracted by the proposition of ordering direct from Orio's expanded portfolio. This presented a new challenge to a company that's roots were in regular, predictable orders. To cater for it Corin realised he needed to add a further arrow to the Orio bow in the shape of a smaller, more flexible delivery service. "This is no criticism of DHL," said Corin, "but an organisation of its global infrastructure is more suited to routine and the type of deliveries you can plan for; independent customers require servicing from a more dexterous source."

It was actually DHL who put Corin in touch with the limber solution he was looking for: UK Mail, one of DHL's partners. This ensured the continuation of next day delivery for all of Orio's 







customer-base, and that the company's upward trajectory was unabated.

Axiomatic it may be but Corin now had in place the two cornerstones of any successful parts operation: a comprehensive range of parts and a comprehensive delivery service. Yet the parts sector is, as alluded to earlier, a jungle; a suffocating multitude of businesses, all intent on squeezing every last ounce of custom from those in the market for parts. A good range and a good delivery proposition is thus perhaps enough to remain solvent, but alone it isn't a recipe for lasting success. In order to make an indelible mark against this background Corin realised that the service Orio offered its customers had to be impeccable. "We are only a small business and whilst some might perceive this as a disadvantage we are able to offer a bespoke, personal service that many larger distributors can't. An example of this is the rewards system that we implemented for our loyal customers. Already this year many have exchanged points for merchandise like TVs and iPads as a result of spending with us."

On first evaluation, such a measure seems rather trivial – a pleasing accoutrement to the fundamentals

of good service. However, after further consideration, this is perhaps rather uncharitable. Corin talked of building "a complete picture" for the customer and this sort of measure shows that Orio isn't solely concerned with just 'pounds, shillings and pence'; it actually values those who purchase from it and wants to give something back to them.

### EMBRACING TECHNOLOGY

So as not leave Orio's "complete picture" conspicuously incomplete, another vital element of service is utilising technology. In this age of innovation if a distributor doesn't harness technology then it will always remain on the periphery, something not lost on Corin. "As a business we look to use technology to help our customers not just repair vehicles, but repair more of them," he said. "This is the principle behind Orio Connect (Orio's take on eCall) – more than just on-board diagnostics, it ties the motorist back to the garage and the parts custom back to us. We also offer a servicing and MOT booking tool for our Saab customers. I am not saying we are the only distributor doing this sort of thing but we aim

to do it the best. We have controlled and modest costs and already are thriving with just eight staff and one UK distribution facility. After all, we only need to make a mere scratch in the aftermarket space to become a very successful and enduring business.

"The eventual goal is to become a successful all-makes supplier, selling parts to anyone with a need, whether they be garage, dealer, factor or DIY enthusiast. Our sister company in Germany has already started a diversification pilot and so it shouldn't be long before we are able to roll this out too."

### A WORD OF WARNING

Having spoken to Corin it is clear that Orio UK is not a business to be taken lightly: its all-round philosophy is excellent and with Corin at the helm it will never lack the drive and expertise to achieve its goals. To end on a slightly more cautionary note, though, Orio is not alone in these qualities, far from it. At the risk of being repetitious, Orio is operating in a more competitive arena than the Olympic Stadium (definitely true since West Ham started playing there) and is seeking to serve a market increasingly under pressure to compete on price and immediacy of delivery. And on these two facets Orio can never hope to compete with the likes of Parts Alliance and Andrew Page; it doesn't have the buying power and doesn't even offer a 5.00pm last order time – an industry standard. The importance of price and immediacy is seen in the inexorable rise of these mighty distributors and whether a company like Orio can swim against such a tsunami is debatable. Only time will tell...

***"In this age of innovation if a distributor doesn't harness technology then it will always remain on the periphery"***





10  
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# *The deal with* **DEALER BODYSHOPS**

*The number of dealership-owned bodyshops has drastically fallen in the last few decades, but could we be seeing the start of a renaissance? **Heather Grant** reports*

Over the past 20-30 years, whilst the labour rate for body repair has been relatively static, the charge-out labour sales for servicing vehicles has typically grown threefold. For main dealers it hardly makes sense to run a bodyshop, especially in constrained sites where space is at a premium, which is why we have seen a dramatic reduction in the number of dealer-owned bodyshops. Add to that the



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MAGAZINE

challenges of the skill sets required for body repair and the unpredictability of crash repair, and it is understandable why main dealers show little or no interest in collision and concentrate on service work.

According to research from Trend Tracker in its bi-annual report, 'The Future of the Car Body Repair Market in the UK, 2015-2020', the number of franchised bodyshops has almost halved in ten years. In 2013 it

recorded around 620 franchised bodyshops, compared to around 1,425 in 2004. The attrition rate for franchised bodyshops has been greater than for independent repairers. As Chris Oakham, Director, Trend Tracker, explains: "Most franchised dealerships are now part of dealer groups with highly professional management. They will look at the return-on-investment and conclude, quite quickly, that bodyshops are a poor use of their money. Service

workshops are relatively cheap to set up and run almost entirely on a cash basis: 30 cars arrive in the morning, 30 cars go out finished at the end of the day and most are paid for by credit card.

“Contrast what is a low cash requirement business with bodyshops,” continues Chris. “You have to find premises where planning permission is available for work that planners hate. The premises have to be large (10,000+ sq ft) and are therefore costly to buy or lease. Then you need over £500,000 of equipment, bought or leased. And, of course, you have to finance work in progress and debtors with your own money. All this, as well as the added problems of recruiting, training and retaining competent staff. In other words, it’s a big investment of your own money and you pull £35 per hour, or less, and poor margins on parts and paint. A service workshop of the same size returns around £100 per hour and all you need are a few ramps.”

### A GAME CHANGER

But the increasingly complex technology in cars may be triggering a change in how dealerships value bodyshops and future return-on-investment. Unlike the 1980s and 1990s, when most vehicles were made of mild steel and were relatively straightforward to repair, today we have a mix of megapascal steels, aluminium, plastics and carbon fibre reinforced polymers (CFRP), as well as Active Driver Assistance Systems (ADAS) and technology that is more advanced than spacecraft launched just 20 years earlier. This technology, combined with the complexity of the materials and design structures, means that a car cannot be repaired, except for the most superficial light damage, without full knowledge of the product the technician is working on, including methods, manuals and appropriate training.

Steve Thompson, Director, Industry Insights, comments: “From our position as motor claims consultants

we have noticed some interesting trends in the collision repair market over the last year and, without doubt, technology is playing a huge part in this. This spans from the point a claim is received (including telematics), deployed, estimated and repaired. It is no wonder that the whole market is changing, the much quoted ‘technology tsunami’ is already hitting some shores. The only way to keep abreast of these developments is through investment.”

Swansway Group, which owns and operates car dealerships across the North West and Midlands, has invested £1.5m in a specialist repair centre in Crewe. The state-of-the-art bodyshop is a specialist CFRP repair centre and authorised by Audi to co-ordinate all repairs of the new Audi R8 in the UK.

“We are proud of our site and as a company we are proud of our wide and varied dealer network we have built up,” said Mark Trevers, Bodyshop Manager, Swansway Accident Repair Centre. “When the opportunity arose to invest for the new Audi carbon fibre approval, it was a logical step to take to support the prestige vehicles sold at our Audi sites in the event of an accident. We’re pretty certain that the number of manufacturer-approved repairers will increase with the complexity of some repairs and the requirements to use manufacturer-approved equipment only licensed to the franchised bodyshops. There will always be a place for non-approved repair centres but more people want their car back as the manufacturer intended, which bodes well for sites like us.”

Steve Plunkett, Volvo Body & Paint Programme Development Manager, points out that the dealerships that have either been in the bodyshop market previously or are not already in it currently are now quite used to utilising the services of a strong independent bodyshop that has become more specialised in handling the complexities of modern day body repair. “I don’t think we will see a great surge in dealer-owned

### MEET THE EXPERTS



Chris Oakham  
TREND TRACKER



Mark Trevers  
SWANSWAY GROUP



Steve Thompson  
INDUSTRY INSIGHTS



Steve Plunkett  
VOLVO BODY & PAINT PROGRAMME DEVELOPMENT MANAGER

*“But the increasingly complex technology in cars may be triggering a change in how dealerships value bodyshops”*

bodyshops because dealers across many manufacturer brands are investing in new state-of-the-art premises, therefore this is where the money for investment is going these days. It is quite a significant investment and challenge to start a bodyshop from scratch, let alone find the right person to manage it.

“However, in our own dealer network we do have some of our dealer groups that certainly realise the benefits and importance of having a bodyshop aligned to a dealership, even if it isn’t actually onsite. A dealer group with a bodyshop central to its multiple franchises is a more likely route for a group to take. I believe that some dealer groups will be even keener to invest in taking over a dealership as an acquisition if it comes with a bodyshop as this provides it with a ready-made solution.”

### ROOM FOR GROWTH

Steve Thompson contends that the diminishing mechanical market for dealers, and the appetite to sell more parts, will lead to a greater number of dealer bodyshops. “This is already happening with a number of new shops recently being opened by dealer groups,” said Steve. “In our view it is an obvious market for dealers to be able to grow significantly. They have the investment, the footprint and the technical support, all they potentially lack is the customers. They need to achieve optimum levels of repairs, which potentially with only one brand may well be a significant challenge. In summary, it makes sense for dealers to invest in bodyshops but we very much doubt that their (bodyshops) renaissance will be all plain sailing.”

Maybe not “plain sailing” but the long term reasons for investing look attractive: labour rates comparable to those charged for a depleting level of servicing work, a readymade interface with the customer, and the ongoing struggles of the all-makes repairer – dealers coming back into the bodyshop business in significant numbers might be just around the corner.





# Independent VIDEO MAKERS

IMI Magazine conducts a Q&A with the founder of Smart Car Solutions, **Ben Smith**, regarding the company's new, independent dealer-targeted, video technology service 'My Sales Trust'

## WHAT DO YOU SEE AS THE BENEFITS OF VIDEO TECHNOLOGY?

Video enables independent car dealers to sell more cars by showing the true condition and key features of the vehicle, while extending their geographic reach by around 65%, driving more customers to their forecourt and building better customer relationships.

## IS THERE ANY FIRM EVIDENCE THAT IT INCREASES SALES?

The use of video in the automotive sector is on the rise and this trend is unlikely to slow down anytime soon. Franchise dealers report an average 25% increase in sales through the use of personalised customer videos. 80% of customer research is currently carried out online and video accounts for 55% of this. 65% of people who watched a video say it has influenced their purchasing decision, further increased when the video showcases the 'actual' product they are looking to purchase.

## WHY HAVE YOU TARGETED INDEPENDENT DEALERS WITH THE PRODUCT?

Independent car dealers are falling way behind franchise dealers when it comes to using technology to create a convenient and customer-centric experience. We wanted to help future-proof the industry and create a level playing field.

## WHAT DO YOU SAY TO THE SCHOOL OF THOUGHT IT IS GIMMICKY AND HAS LITTLE TANGIBLE EFFECT?

Customers nowadays want the personal touch and when it is most convenient to them. Personalised customer videos are influencing

their purchasing decisions and, with the average customer only visiting 1.6 dealers to purchase their vehicle, getting them to your forecourt is imperative! Over 50% of franchise dealers are already using this technology and last year alone over 3.5mn personalised videos were sent to customers (up 180% on the previous year). Independent car dealers can't afford to fall further behind!

## THERE ARE PLENTY OF PROVIDERS OUT THERE; IS YOUR PRODUCT A COPY OF EXISTING TECHNOLOGIES OR AN EVOLUTION?

Existing providers of this technology do exist but they primarily target the franchise dealers and are therefore priced accordingly. We have taken this general concept but enhanced its core functionality to provide a number of benefits to the independent dealers and their customers. We offer a flexible solution that is affordably priced (less than £1 per video), offering an instant return on investment for dealers of all sizes.

## WHAT ARE YOUR TOP TIPS FOR CUSTOMERS USING VIDEO TO MAXIMISE ITS EFFICIENCY?

The biggest benefit of video to the automotive retail sector is the opportunity to build a personal relationship with customers long before they come to visit the dealership. Addressing the customer by name, introducing yourself and the dealership, all act as a great ice-breaker to get across brand culture and personality. Video also provides

the opportunity to get across knowledge and expertise, so dealers should make sure they mention all the great features and true condition of the car (which photos often hide) as it's a great way to build trust and transparency with their customers.

By finishing the video with a clear call to action, such as 'give me a call', the customer will feel obliged to get in touch. The overall benefit of this is that when the customer visits the dealership they know who to look out for and have a true expectation of the condition of the car, making them more likely to complete the purchase there and then.

## DO YOU BELIEVE VIDEO IS EFFECTIVE IN THE REPAIR SIDE OF RETAIL BUSINESSES?

Absolutely! Video enables the garage technician to show the legitimacy of the repair work and break down technical barriers with the customer, demonstrating transparency and trust without the need for the customer to be physically onsite and stood under the vehicle! The result is an increased rate of urgent and advisory work conversions, increased retention, more referrals, and enhanced customer service.

## WHAT IS THE BEST VIDEO YOU HAVE SEEN USING YOUR TECHNOLOGY?

One of our Land Rover customers used video to demonstrate how his Defender 90 performed 'off-road' in the Yorkshire Dales. They sent the video to a new potential customer based down in London, who subsequently travelled over 200 miles to purchase the vehicle!





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# DON'T GET LOST IN SPACE

**Andrew Prosser** explores how to optimise showroom space to maximise the customer experience

Retail is slow to change in the motor industry and in the UK we have long followed the American lead when it comes to selling cars. But this is changing as, despite Brexit, we have in fact become more European. This manifests itself in our 'coffee and café' culture, and fondness for the outside and large open-plan spaces, all of which filters through to the automotive showrooms of today.

Certainly the most successful showrooms across brands in recent years have been in their own bespoke settings you have to drive to, rather than on the high street or the shopping centre. However, there has been a recent trend, exemplified by Tesla and Hyundai Rockar, to operating as shops. This could evolve in some interesting directions – of which more later.



ANDREW PROSSER IS ASSOCIATE DIRECTOR AND ARCHITECT AT MCBAINS COOPER

Convenient, easy, spacious – all impressions and effects you want to create with customers when you design a showroom.

## LET THERE BE LIGHT

The concept of 'arrival' is of prime importance at these latest showrooms, often located in retail parks, as you think through and plan the customer experience 'journey'. The aim is to create that feeling akin to driving up the sweeping gravel driveway to a large country house: anticipation of great things to come, a real 'wow' factor. Successful automotive retail spaces these days are statement buildings, maximising height, space and light in a contemporary cathedral ideal, showing off cars in the best way possible. Light is key; natural daylight being

the best but by no means the only solution. High ceilings are a must with either large windows or a vast array of controllable and changeable LED lighting, in which vast improvements have been made, not least in terms of energy efficiency. VW, which became an industry leader after transforming its products and presentation in the mid-1990s, has around double the light levels in its showrooms compared to its competitors and this all helps the cars to really 'glow'. Cars always look at their best with an enormous amount of light on them. It makes the cars 'pop', as we know from events like the Geneva Motor Show, where the lighting is at the extreme end. After a day there your eyes actually hurt from the glare.

Space around the car is important too so the customer can walk around it and see it from every conceivable angle. The surfaces that the vehicle sits on are also important as a car always looks best on top of a non-distracting dark base. This helps maximise the reflected light focused on just the bodywork of the car itself. Some retailers complain these trends have all lead to a sterile, art gallery kind of environment, but there is no question it is the most effective to display cars in.

There is also a showroom trend





in keeping information sheets about the car to a bare minimum too. These days buyers will have done their research in advance online – the clicks-and-bricks concept of retail is in the ascendancy for this market. As is much quoted in these pages, by the time many customers visit the showroom most decisions have been made. But it's only in the showroom, when they see/touch/hear the car, that they really decide if it is the one for them. The industry understands this hierarchical psychology and it helps explain why so much attention is spent on showcasing the latest models in showrooms.

### **CURVE YOUR ENTHUSIASM**

Most manufacturers and retailers invite brand agencies to pitch concepts to them. Often these are not taken up but the germ of an idea

***“Audi’s Terminal showrooms are a good example of how a marque creates its own distinctive concept”***



can resonate. This is then developed into something else, which translates into the designed retail space later. Audi’s Terminal showrooms are a good example of how a marque creates its own distinctive concept – in this case a dominant curving wall inside the showroom gives the dynamic impression of a sloped speedway race track like Brooklands: contemporary with a classic twist. It’s also no coincidence that many successful motorcycle retailers are located near cafes, tapping in to popular biker lore and the social culture that harks back to the meets at the Ace Cafe in the fifties and sixties.

Other locations and placement settings within the showroom environment are important too. Salesmen want their desks by the door so they can be the first to seize prospective customers, but customers feel uncomfortable with this style of sales.

Lounge areas with good coffee on hand are designed to be places customers want to stay a while and take in the cars around them. Cars used to rake out in fans, but some brands now have the lounge in the centre so you are surrounded by cars.

Retail is forever changing but having good aftercare is always vital as you want to engender brand loyalty. Therefore having good reliable servicing by your retail space is also key – who knows, a customer may weigh-up having to spend a couple of thousand pounds on servicing, parts and repairs and just buy a new car instead if he can see one adjacent.

Hospitality, track days and so forth are also invaluable ingredients in driving brand loyalty into brand love.

### **TAILORED APPROACH**

Used or rather almost new car sales are also evolving to become more tailored within franchised dealerships. It will potentially change a lot. A sea of used cars is no longer required as customers can be, and are, much more selective thanks to everything from the billions spent on advertising and the success of programmes like Top Gear. A used car is easily chosen online and then delivered to the dealership for a viewing and test drive. Distance is no object here as a car could be bought from Plymouth to Aberdeen if it is the right match for the customer; the increasing use of virtual reality technologies to show the customer their potential purchase, up close and personal, will accelerate this. This all helps create less showroom clutter – and more targeted sales.

Car retailing in shopping centres seems unlikely to work in a sustained way – a shopping centre is a controlled retail environment where competition is ‘managed’ by the shopping centre. However, there is nothing to say that big retail spaces, comprised of different car brands alongside each other in a plaza style, would not work. This could be the showroom of the future. Whilst the internet will never kill off the dealership the concept of such friendly, urban alternatives is a possibility. The multi-brand car plaza as a shopping destination. That would be fun to design!



# WIPE-SETTERS

## REVEALING THE TECHNOLOGICAL PROCESSES THAT GO INTO MANUFACTURING MODERN WINDSCREEN WIPERS

As is the case with many automotive components, evolving industry trends are placing heightened pressure on wiper blade suppliers, the most prevalent of which relate to aesthetics and noise. For example, car manufacturers want the wipers to be invisible when parked, and to reduce the driver's 'blind spot' when operating. This has led to a trend away from bulky shapes fitted with spoilers to create downforce, towards a slimmer, flatter blade that creates its own downforce. The expectation for reduced NVH levels in modern vehicles has led to a need for greater wiper refinement, with any signs of juddering or squeaking deemed totally unacceptable.

Federal Mogul brand Champion is a leading wiper blade manufacturer and is constantly dealing with the latest challenges, foremost amongst these, providing wiper blade coverage for a widely proliferated marketplace. It's by no means a simple process; before commercialising a new design it carries out between 20 and 30 different tests.

### THE TESTS

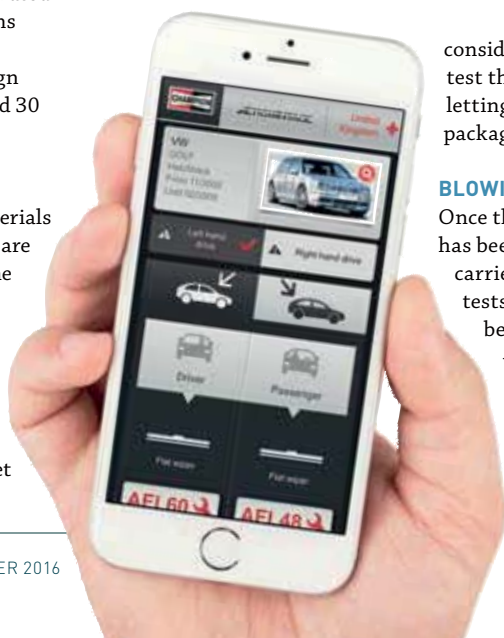
For example, the rubber materials used by Champion in wipers are tested for resistance to Ozone and a variety of common chemicals, such as those found in de-icer, screenwash and carwash treatments; a staining test checks for chemicals leeching out of the rubber and an ultra-violet

resistance test identifies any tendency to discolouration under the action of sunlight.

Once materials are proven, mechanical wiper tests are carried out to determine components' durability. Requirements vary between car manufacturers but can be up to 500,000 cycles – roughly five years of use in many markets.

Torque tests determine the blade's resistance to tearing, such as when frozen on to the screen on a cold morning. Repeatedly lifting the arm and allowing it to fly back, at a range of temperatures, simulates the action of a customer returning the blades after cleaning the screen.

The effect of impact against compacted snow at the sides of the windscreen is reproduced by using blocks fixed in place just within the limits of wiper travel and operating the wipers for 25 hours continuously. Even the effects of mishandling are



considered, using a random drop test that mimics a customer letting a blade fall from its packaging to the ground.

### BLOWING HOT AND COLD

Once the mechanical durability has been validated Champion carries out wiping performance tests at room temperature and between limits of +70°C and -30°C. These extremes are necessary because there must be no wiper damage when activated on a frozen screen, and on a

day when ambient temperatures reach 30-35°C, the temperature of the windscreen can reach 50-60°C in direct sunlight.

Climate can be a major determining factor in the effective lifespan of wipers, which can become damaged after a summer of hot sun and require replacement ahead of autumnal rain or fog. For example, we can expect the wipers of cars parked in the shade all day to last two or three times longer than those parked in direct sunlight. Good news for those of us in the UK!



# TUNE IN TO TUNING

## QUANTUM TUNING DEBUNKS THE MYTHS THAT PREVAIL WITH REGARD REMAPPING

**R**emapping, or chip tuning, is a software change where there is a modification of the operating parameters in the vehicle's ECU program or 'map'. During the mapping process changes may include fuel, torque, turbo boost, pedal response etc. A typical map will contain changes to 15-20 tables.

The map is normally read *via* the on-board diagnostics port (OBD) in the vehicle or, with some newer models, the ECU will have to be removed from the vehicle and programmed on the bench.

Typical benefits after a remap will be better throttle response, a significant increase in power/torque and enhanced drivability. On diesel engines, in particular, there is the potential for improved fuel consumption.

### REMAPPING MYTHS

As with any industry there are lots of myths and legends about remapping, normally by people who have had a bad experience or have little technical knowledge. The fact is that this is a mature industry with many national dealer groups as well as independent tuners. As one of the biggest operators Quantum Tuning has over 600 dealers in 83 countries and provides files for over 40,000 vehicles a year.

Whether you are selecting a partner to start remapping within your business, or simply want your car mapped, here are a few pointers to help you on the way:

#### Will the engine blow-up?

A quality remap, fully developed, will not cause a car to fail; it's about managing the extra power. A bad map with too high a boost, for instance, may cause failure, which is why it is vital to buy a remap from a quality source. As with any product you buy, do the research and check the company out.



#### Manufacturers don't do it

In many cases they do by creating a range of vehicles where the only difference between them is the map. An example is Mercedes which offers aftermarket engine upgrades through its AMG scheme.

#### Where to go?

Anyone can sell on price but ask yourself the simple question: "Are you prepared to risk a poor quality, potentially dangerous modification for the sake of a few pounds?" If it sounds too good to be true...

#### Back-up

What sort of outfit are they? Are they agents for a substantial national business or just working on their own? What sort of pedigree and reputation do they have? Is there any warranty? Cars are complex and need properly qualified professionals to modify them so ask about experience and qualifications – are they IMI certified, for instance?

#### Website

Pretty websites often hide a multitude of sins; often they are easy to spot with unfinished content, lots of irrelevant supercar pictures etc. It's incredible to see how many falsely claim to write their own

tuning files when there is no shame in sourcing them from a quality tuner.

#### Social media

Check out other tuners on Facebook, see their local feedback etc. Beware, though, if they have brought 'likes' – normally spotted by a sudden increase in the thousands.

#### Reviews

Genuine reviews are now a way of life for making purchases. Proper companies ensure that their customers have a way to report feedback, be it good or bad.



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## CLUTCH FOR THE COUPE

**SCHAEFFLER'S TECHNICAL TEAM ADVISES HOW TO REPLACE A LUK CLUTCH ON A MERCEDES C180 KOMPRESSOR COUPE, 1.8 PETROL 2003**

**T**he Mercedes C Class has been on our roads since 1993. In 2003, Mercedes introduced the C180 Sports Coupe range which has become an extremely popular and desirable car.

The car featured is a 1.8 Supercharged 2003 model which had covered more than 140,000 miles and the customer had noticed a little clutch slip. When carrying out a visual inspection it was apparent that this is a straight-forward job that most independent workshops can carry out.

For this repair, the workshop equipment we advise is a two post ramp and a transmission jack.

With the vehicle placed on the ramp it is advised to disconnect the negative battery lead for safety. There is no work to be carried out from the top side of the vehicle so raise the ramp and remove the engine and gearbox under shields.

### REMOVAL PROCESS

Disconnect the PAS pipe from the gearbox bell housing by removing the two TRX bolts (Fig. 1). Disconnect the gearbox speed sensor multiplug located on the underside of the gearbox, disconnect the reverse light switch multiplug at the rear of the gearbox, remove the gearbox earth strap and now disconnect

and completely remove the exhaust oxygen sensor.

Now disconnect the exhaust centre joint by removing the three bolts – which may be corroded (Fig. 2). Now remove the exhaust front pipe support bracket and the rear gearbox mounting, then disconnect the prop shaft from the gearbox and remove the rubber cushion drive unit, noting the position and colour of the bolts and washers as they have different locations (Fig. 3).

Disconnect the hydraulic clutch pipe. The easiest point for this is where the hydraulic pipe comes through the transmission tunnel on the O/S. Once disconnected, the



FIG. 1



FIG. 2



FIG. 3



FIG. 4

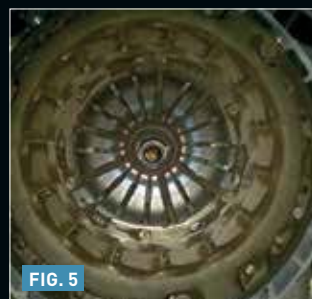


FIG. 5

pipe connection needs to be blanked to prevent the fluid leaking out.

Remove both parts of the gear linkage: part one, by removing the plastic cover from the linkage housing and then removing the cable by releasing the ball joint (Fig. 4); part two, by removing the retaining pin from the selector rod above the output flange and disconnecting.

At this point, block/support the prop shaft and linkages using the cross member to give clearance around the rear of the gearbox. Support the gearbox with a transmission jack and remove the ten bell housing TRX bolts; all bell housing bolts

can be accessed from the underside with the use of a long extension bar. Ease the gearbox back until it is clear of the clutch and then lower and remove. The gearbox may be tight on the dowels so ensure the dowels remain in the engine and not the bell housing.

With the gearbox removed an initial inspection showed the clutch was at its end limit as the three little adjustor ring springs were fully extended (Fig. 5). Remove the clutch assembly and test the dual mass flywheel (DMF) for play and rock. Information is available *via* REPPERT, Schaeffler's online catalogue, and Schaeffler's DMF Checkpoint app.

### FREE THE SLAVE

Remove the concentric slave cylinder (CSC) from the bell housing, clean the bell housing and fit the new CSC. Clean the flywheel face to remove the 'glaze' (we used emery cloth). Now it is good practice to try the new clutch plate on the gearbox input shaft to ensure the splines are correct and to lubricate the clutch splines with a small amount of high melting point grease so there's an even smear and any excess is wiped off.

Fit the new clutch assembly using the correct clutch alignment tool, checking the clutch plate is the correct way round showing 'getriebe seite' (gearbox side) on the outer face.

We advise installing the clutch assembly with a self-adjusting clutch fitting tool. Ensure the gearbox bell housing dowels and the separator plate are still located properly.

Refit all parts in reverse order and torque to manufacturer's specification. When bleeding the clutch hydraulic system connect a bleed bottle to the bleed nipple with a hose and open the bleed nipple (this system is gravity bled); ensure the clutch master cylinder does not run dry. Reconnect the battery lead and ensure all electrical systems work correctly. Once the car has been road tested and checked the job is complete.



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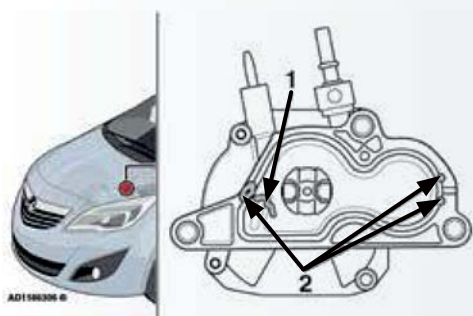
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# TROUBLESHOOTER

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

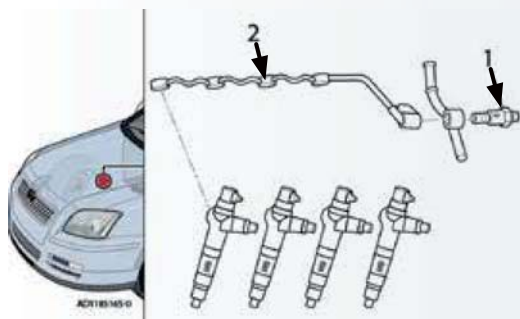


## VAUXHALL MERIVA

### ENGINE WARNING LAMP ILLUMINATED AND LACK OF POWER

**Question:** We are having problems diagnosing a fault on a 2011 Vauxhall Meriva-B 1,7 CDTi with the engine warning lamp illuminated, lack of power and trouble code P003A (turbocharger (TC) boost pressure control) stored. We have replaced the TC boost pressure actuator but the fault is still occurring. Is this a known fault?

**Answer:** Yes, this fault is known to us and affects Meriva-B models with A17DT, A17DTC, A17DTS engine codes and is due to the brake servo vacuum pump passage ways restricted with foreign contaminates. Check operation of the brake servo vacuum pump. Remove the brake servo vacuum pump. Remove excess sealant from the area indicated (1). Thoroughly clean and refit the brake servo vacuum pump using a new gasket. Apply a small amount of sealant to the gasket in the area indicated (2). Recheck operation of the brake vacuum pump. Erase trouble code and road test to confirm the fault has been rectified.

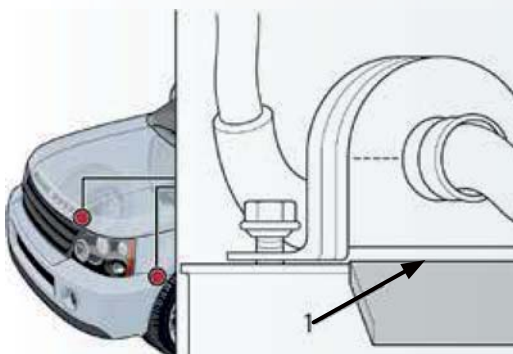


## TOYOTA AVENSIS

### NON-START

**Question:** A customer's 2007 Toyota Avensis with a 2,2 diesel engine will crank over but will not start. There are no trouble codes stored in the fault memory so we suspect a fuelling problem. We have carried out some checks to the fuel and air intake systems but cannot pinpoint the cause of the non-start. Can you help?

**Answer:** We are aware of a fault affecting 2AD-FHV coded engines in Corolla Verso/CombiVan and Avensis models up to 2008. The cause of the non-start is air ingress at the fuel non-return valve (1). Fit a new fuel non-return valve (1) and a modified fuel return pipe (2) and bleed the fuel system. This should rectify the fault.



## RANGE ROVER SPORT

### KNOCKING NOISE FROM SUSPENSION

**Question:** We are having difficulty finding the source of a knocking noise from the front suspension of a 2008 Range Rover Sport. We have checked all of the steering and suspension components but cannot see any obvious faults. Is this a known fault on this model?

**Answer:** Yes, this has been reported by other Range Rover Sport owners and also affects the Discovery 3. The cause of the knocking is due to the front anti-roll bar bushes moving in the 'D' brackets. Loosen bolts of the anti-roll bar 'D' brackets. From the repair kit, available from Range Rover, fit the wedges behind the anti-roll bar bushes (1) and tighten bolts of the anti-roll bar 'D' brackets to 62Nm. Road test vehicle to confirm the fault has been rectified.





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# AROUND THE IMI

## RECOGNITION AWARDS

### RECOGNISING ACHIEVEMENT

#### Announcing the opening of nominations for the IMI Recognition Awards 2017

Staying ahead of the game in an industry like automotive takes guts, brains, and a certain indefinable something.

The pace of technological change in every area of the industry is blisteringly fast and customers grow ever more demanding and discerning each year – so you're a star for just being in the game.

But what makes a superstar? Who are the men and women that set the pace, innovate and create a sensation in the motor industry? Who has made a difference throughout their career and is the perfect role model for the next generation?

All will be revealed in March at the Annual Dinner when the 'superstars' will climb upon the podium and collect their laurels.



That's right, just as Strictly Come Dancing kicks off for another season, the IMI is again looking for the motor industry movers and shakers.

#### THE AWARDS

##### Contribution to the work of the IMI

The winners of this award, sponsored for 2017 by the AA Garage Guide, are forward-thinkers and trendsetters that understand the value of world-class customer service achieved through the application of IMI values in their businesses. They may have raised the skill levels in their organisations to improve the customer journey; they could be enhancing the reputation of professionals in the industry through training or CPD programmes; or they could be ahead of the game like last year's winner – Paul Killingsworth. Paul, from PK Automotive, was recognised in 2016 for his contribution to the work of the IMI because he took measures to maximise the female-friendliness of his business. He was also an early adopter of the Employer Recognition Scheme and is a strong public advocate for professional registration.

##### Contribution to the motor industry

Innovation is key to keeping businesses moving in the sector and this award is all about recognising the inventions and new techniques that take us to the next level, impress customers and inspire fellow professionals. Last year NAMA won for the introduction of its used vehicle grading scheme.

##### Outstanding individual achievement

Tony Ball MBE carried this off in 2016 for his outstanding individual achievement that started as an Austin apprentice in the 1950s. He has had a glittering career and was heavily involved in the development and launch of the iconic Mini.

This year the award will go to an individual who has made a significant contribution that has benefited or enhanced the reputation of the profession as a whole.



#### How to nominate

If you know someone deserving of the adoration and respect of their peers you can nominate a colleague, an organisation, or even yourself for an IMI Recognition Award on the website:

**[theimi.org.uk/  
recognition](http://theimi.org.uk/recognition)**

Just fill out the simple online form but, remember, the competition is always fierce so try and impress the judges with a good reason and some solid evidence to show why your nominee should win.

**Good luck to all you superstars!**



## INTRODUCING IMI STUDENT MEMBERSHIP

IMI Student Members will now gain access to an automotive-specific interactive website – [student.theimi.org.uk](http://student.theimi.org.uk) – as well as a dedicated support team to help them progress throughout their career in the industry.

Student Membership has been developed to enable the IMI to communicate directly with its students on the benefits of taking an IMI qualification, and offer advice and guidance during both their studies and into their future careers.

### BENEFITS TO STUDENTS

- Access to automotive-specific careers information for their future
- The latest technical updates from the industry
- Articles, papers and videos linked to their qualification modules
- Discounts on tools and equipment to support their studies
- Support with their future careers

### BENEFITS TO TUTORS

- Support material to enhance student learning
- Increased engagement to help students stay on the course and in the industry
- Support finding a destination for learners once the qualification is completed

### BENEFITS TO IMI CENTRES

- Support for learners through their qualification with you
- Destination data on students who complete their qualifications and advice on how many alumni remain within the industry
- Supporting learners into positive destinations in the event of a change of circumstances to the centre

### FURTHER INFORMATION TO COME

In the following weeks the online registration form, to be completed by IMI learners once they are registered on an IMI qualification, will go live.

**If you have any questions please  
call the Student Membership  
team on +44 (0)1992 519025**

## In brief

► **Brad Jackson**, a final year IMI apprentice with DM Keith Skoda in York, came out of the chasing pack to win the recent Avon Park International Race Association (APIRA) 2016 Super Pro ET Championship for the second year in a row. Brad drives a Lucas Oil-sponsored US-built Worthy Dragster for the Nick Good Racing Team. Powered by a Big Block Chevrolet V8 Enderle 9,258cc methanol-injected engine, it delivers up to 940 bhp and is capable of 0-60 mph in 0.8 seconds. Typical racing speeds are around 170 mph but his personal best over the quarter mile strip is 7.62 seconds and 175.02mph.

► **IMI CPD Programme Manager Adrian Lawson** is going to be speaking at the PARN Winter Conference in London on the 1st November 2016. The theme of the conference is 'The Contemporary Challenges of CPD', with discussion around issues professional bodies face with CPD policy. For more information please go to: [parnglobal.com/eventcalendar/cpd-conference\\_3](http://parnglobal.com/eventcalendar/cpd-conference_3)

► Research conducted on behalf of the IMI has revealed that the result of the **EU Referendum** has made many young people less certain about their future prospects. Nearly a third of 15-19 year olds (31.6%) and nearly a half (47%) of 19-24 year olds are now more worried about their work prospects than they were prior to the vote, with many also believing more information needs to be provided to young people on how the Brexit vote may affect them.

► Pendragon PLC has partnered with **Nottingham Business School** at Nottingham Trent University to offer a little known higher apprenticeship scheme. This is a four year programme which involves a full-time service advisor job role in a dealership and results in a BA (Hons) Management & Leadership degree and a Level 6 Chartered Management qualification. The team members are also on permanent contracts (not fixed term), which means they have roles at the end of their course too.

## New Fellows

(July & August 2016)

**C J ANTHONY**  
Regional Sales Manager,  
Close Brothers Vehicle Hire,  
Derbyshire

**T BRADDICK**  
Operations Director,  
Motorcare Service Centres,  
Bedfordshire

**M MCCANN**  
Financial Consultant,  
MMC Financial Solutions LLP,  
Durham

**S PREW**  
Dealer Recruitment Manager,  
Ssang Yong Motor UK Ltd,  
Bedfordshire

**M J WELLS**  
Head of Business,  
Marshall Motor Group,  
London

## Obituaries

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

**PETER CHALLIS**  
FIMI, Kent, aged 86

**JOHN PRESTWOOD**  
AMIMI, Suffolk, aged 40

**JOHN SCALES**  
FIMI, Bedfordshire, aged 60



# 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 [theimi.org.uk/membership/mot-update-events](http://theimi.org.uk/membership/mot-update-events) These events are on a 'first come first served' basis.

### Thames Valley MA

**Tue 04/10/2016, 6.30pm for 7.00pm start**  
 Speaker: Franco Boscarelli, Business Development Manager, IMI  
 Venue: Aylesbury College, Oxford Road, Aylesbury, Buckinghamshire, HP21 8PD

### Bradford MA

**Wed 12/10/2016, 7.00pm for a 7.30pm start**  
 Speaker: Colin Hankey, Business Development Manager, IMI  
 Venue: Campanile Hotel, 6 Roydsdale Way, Bradford, BD4 6SA

### Cheshire MA

**Mon 17/10/2016, 7.00pm start**  
 Speaker: Michelle Barrett, Business Development Manager, IMI  
 Venue: Reaseheath College, Reaseheath, Nantwich, CW5 6DF



### Northampton MA

**Tue 25/10/2016, 7.00pm start**  
 Speaker: Franco Boscarelli, Business Development Manager, IMI  
 Venue: Northampton College, Booth Lane, Northampton, NN3 3RF

### Norfolk MA

**Tue 01/11/2016, 8.00pm start**  
 Speaker: John Hay, Business Development Manager, IMI  
 Venue: Roy's Motor Company, 242 Sprowston Road, Norwich, NR3 4HT

### Derby College MA

**Wed 09/11/2016, 6.15pm for 7.00pm start**  
 Speaker: Michelle Barrett, Business Development Manager, IMI  
 Venue: Derby College, Locomotive Way, Pride Park, Derby, DE24 8PU

**Places for these events can ONLY be booked online. Go to [theimi.org.uk/mot-updates-events](http://theimi.org.uk/mot-updates-events)**

## KENT REGION

### JOINT PROGRAMME EVENTS (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](mailto:membership@ciltuk.org.uk) quoting the unique reference code for the event.

### TWI

**Thu 20/10/2016, 7pm for 7.30pm start**

### BASIC METALLURGY FOR WELDING

Speaker: Eur. Ing. Norman Baldwin  
 CEng, SenMWeldI, President TWI Kent  
 Venue: Blake Room 028 Greenwich University – Medway Campus, ME4 4TB

Ref code: KTG0368

## MA EVENTS

### Birmingham MA

**Tue 11/10/2016, 7.45pm for 8pm start**  
**WORKING WITH 1234YA**  
**AIR-CON REFRIGERANT**

Speakers: Jamie Chancellor, Aaron Macfarlane and Adrian Lamb of Autoclimate  
 Venue: South & City College Birmingham, Bordesley Green Campus, Bordesley Green, Birmingham, B9 5NA  
**RSVP to Paul Jarvis**  
**0121 357 6272**  
[birminghamimi@aol.com](mailto:birminghamimi@aol.com)

### Sussex MA

**Tue 18/10/2016, 7.45pm start**  
**FORD TECHNOLOGY AND INNOVATIONS**

Speaker: Tom Overington, Global Process Manager, Ford  
 Venue: Hickstead Hotel, Jobs Lane, Bolney, Hickstead, West Sussex, RH17 5NZ  
**RSVP to Douglas Wragg**  
**01444 811349**  
[dgwragg@tiscali.co.uk](mailto:dgwragg@tiscali.co.uk)

### Mid Hampshire MA

**Wed 19/10/2016, 6.30 pm for 7pm start**  
**BG PERFORMANCE RESTORATION & SERVICE SOLUTIONS**

Speaker: Martin Ive, Area Manager of BG Products  
 Venue: Highbury College, Cosham, Portsmouth, PO6 2SA  
**RSVP to Martin Porter**  
**02392 328 611**  
[Martin.porter@highbury.ac.uk](mailto:Martin.porter@highbury.ac.uk)

## AREA CONTACTS

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

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

# UPCOMING COURSES

## Featured Courses

### PRO SALES SKILLS FOR PARTS SALES REPRESENTATIVES

Learn key skills for new business acquisition and growth of a trade parts operation.

Please call for dates

CPD Credit Value: 23

M £340 NM £453

### PRO TELEPHONE SKILLS FOR PARTS SALES ADVISORS

This course will equip parts teams with the telephone skills needed to create a positive impression of the company and generate parts business.

Please call for dates

CPD Credit Value: 14

M £128 NM £151

Visit [theimi.org.uk/parts-cpd](http://theimi.org.uk/parts-cpd) to find out more.



### 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

### ENGINE MANAGEMENT: DIAGNOSIS OF UNIVERSAL COMPONENTS



This course covers all spark ignition technologies and will provide learners with an in-depth understanding of the ignition process and analysis of ignition related faults.

Date: 27-28 Oct 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

### FINANCE FOR NON-FINANCIAL MANAGERS



Knowing how finance works can help employees to put decisions into a broader context, to identify the financial implications of their actions and to argue their case for better resources.

CPD Credit Value: 5

M £70 NM £85

### MANAGING PROFESSIONALS FOR RESULTS



Develop your leadership skills to help point your team in the best direction, improve your ability to coach and get the best out of your team.

CPD Credit Value: 5

M £70 NM £85

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:  
[theimi.org.uk/courses-and-events](http://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.

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

E-LEARNING:



QUALITY ASSURED PROGRAMME (QAP):





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When you have a road accident, you want to get your vehicle back on the road as quickly as possible. That's what Direct Line Group aims to do for its customers as Britain's leading personal motor insurance company, with some of the UK's best known brands such as Direct Line, Churchill and Privilege.

Direct Line has a team of highly skilled motor engineers made up of External engineers operating "in the field", and Internal engineers based in our office locations in Glasgow, Leeds and Birmingham.

As part of the team you will provide an inspection service and technical support to the claims functions, inspecting all claimants' vehicles within agreed service level timeframes. You will also have accountability for delivery of financial performance, meeting business and customer expectations, with focus on time, effort, and quality.

We are looking for -

- Internal Engineers for our Glasgow, Leeds and Birmingham offices
- External Engineers for the following areas - Wiltshire/Berkshire/Oxfordshire/Dorset/Hertfordshire/Bedfordshire and South West London

As well as a dedication to developing your skills, you will benefit from a range of rewards from Direct Line Group's benefits package including:

- Pension funding of 9% of your base salary
- Income protection
- Life assurance
- Great flexible benefit package

In addition, Direct Line Group employees can apply for 50% off Direct Line and Churchill pet, home and car insurance policies, as well as getting free Direct Line travel insurance and free Green Flag breakdown cover.

So what are you waiting for? Go to Direct Line Group's careers website at [www.directlinegroupcareers.com](http://www.directlinegroupcareers.com) for details of how to apply.



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**wendyh@theimi.org.uk** or **07721 127 983**

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## WE ARE HIRING SERVICE TECHNICIANS

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### REQUIREMENTS

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- Hold an NVQ or City and Guilds Level Three Motor Industry qualification
- Technical acumen and a strong standard for customer service
- High quality work ethic while under pressure in a fast-paced, changing environment

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