

# AM

AUTOMOTIVE MANAGEMENT

[www.am-online.com](http://www.am-online.com)

April 2018 £8.00

ANDY BARRATT / P34

# FORD'S RETAIL REVOLUTION

**VAUXHALL NETWORK CUTS / P6**

PSA Group plans to shutter one in three retail sites, say franchisees

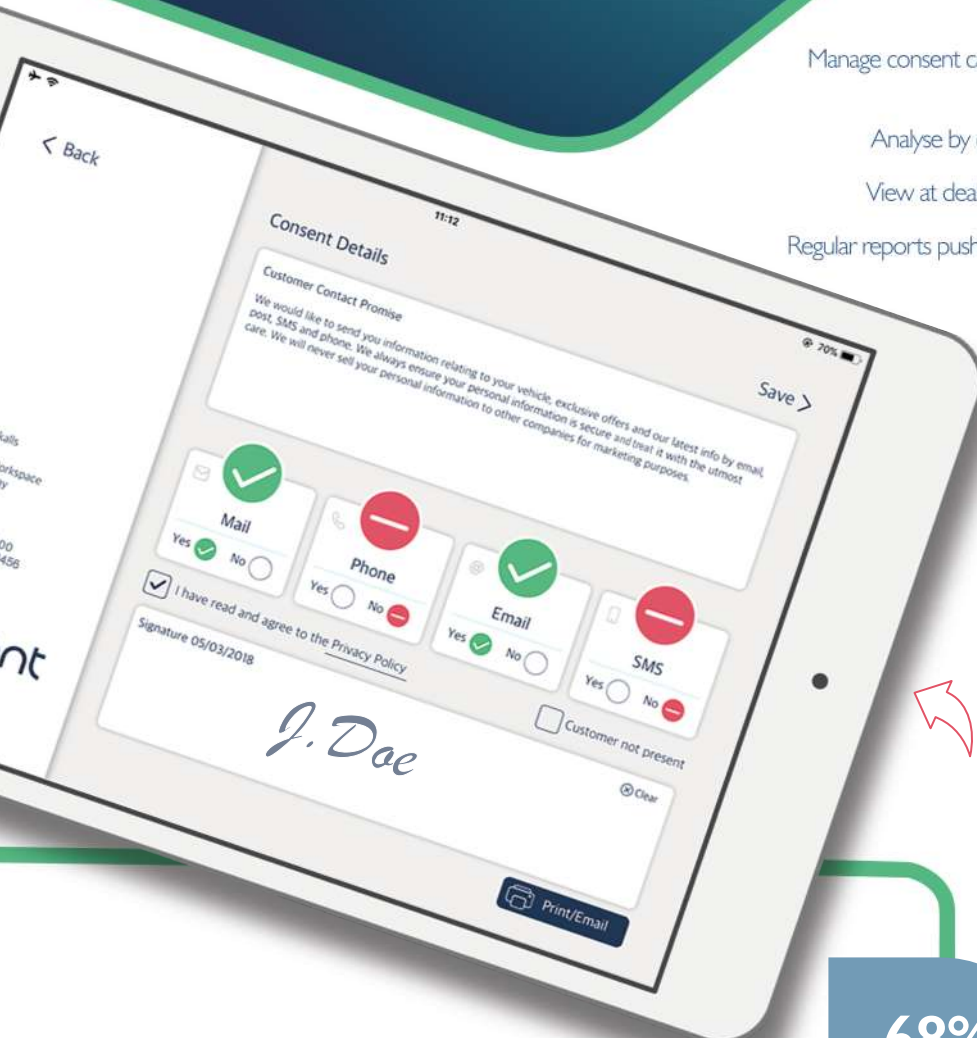
**GET READY FOR GDPR / P41**  
10 pages of advice and analysis  
ahead of the data law's  
May 25 deadline



# iConsent

You've had the "What is", now for the "How to"...

iConsent, combined with GDPR Cleanse provides a suite of tools to ensure consent under the GDPR is managed correctly. With multiple consent capture points that fit your daily processes, as well as cleansing of data ready for marketing, you will be completely covered for this element of GDPR.



Manage consent capture within the Connect app\*

Analyse by contact methods

View at dealer or group level

Regular reports pushed to your email

- All your consent in one place
- Standalone module for capturing consent
- Tablet and desktop options for ease of use and flexibility
- Fully integrated into the eDynamix platform
- DMS integration available\*\*
- Comes with GDPR Cleanse module for GDPR compliant marketing

Using the iConsent module, on average customers select the following marketing options:

**68%**  
Contact  
by Email

**61%**  
Contact  
by Phone

**48%**  
Contact  
by Mail

**57%**  
Contact  
by SMS

**10%**  
No Future  
Contact

**£99**  
Per month  
Per dealership  
NO SET UP FEES

\*Coming Soon  
\*\* DMS Dependant  
\*\*\*DMS Export format dependant

GDPR Cleanse provides a mechanism for full GDPR compliance when marketing your customers once consent has been captured using iConsent. GDPR Cleanse works with any DMS\*\*\* without the need for full integration and includes MPS & TPS as well as email validation as standard. Please contact us for more information or to book a demo.



0845 413 0000 | [www.edynamix.com](http://www.edynamix.com) | [enquiries@edynamix.com](mailto:enquiries@edynamix.com)

# EDITOR'S LETTER

**W**e stand accused this month of journalistic provocation or prophesying doom in our online reporting earlier this year of a KPMG survey (see Jim Saker's column on page 19).

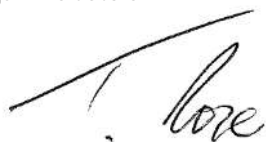
A headline finding of KPMG's Global Automotive Executive Survey 2018 was that between 20% and 50% of bricks-and-mortar sales points in the UK could close by 2025.

Yes, it is a prophecy, as any survey asking respondents to look seven years into the future must be. However, whether it is of doom is open to debate – there is certainly evidence to support the idea that networks are shrinking. Ford has lost 90 sites in the past five years, Peugeot's network will have gone from 280 in 2008 to a planned 185 by 2020, and now PSA Group is expected to demand Vauxhall sheds about 100 outlets (read our exclusive news insight on Page 6).

The reasons for this shrinkage are many and varied – growth in the fleet and leasing market over the past 25 years took volume away from dealerships; showrooms have got larger; consumers are searching online for vehicles; new mobility solutions are putting further pressure on registration volumes. To ignore such facts would be to shirk our responsibility to provide you with a fair, objective and balanced look at our industry.

In that spirit, I am pleased to announce that we will host an open debate at our Automotive Management Live event this November on the subject of how franchised dealers can adapt for the future – and we are calling for submissions from interested parties at dealer, manufacturer, supplier and independent expert levels. To offer a submission, drop me a line at [tim.rose@bauermedia.co.uk](mailto:tim.rose@bauermedia.co.uk) with the subject line 'AML Vision of the Future'.

We want to support leaders in this industry through the changes that digitalisation and alternative transport solutions are creating, and to help them discuss solutions. Please do join the debate.



## MEET THE TEAM



**Tim Rose**  
Editor



**Tom Sharpe**  
News and  
features editor



**Stephen Briers**  
Editor-in-chief



**Jeremy Bennett**  
Head of digital/  
associate editor



# *Finance* your forecourt

Partner Finance provides you with additional funding to improve your cash-flow, allowing you to buy the stock you need, when you need it. And we'll work in partnership with you every step of the way to help you keep your business on the move.

Also if we can assist with your part exchanges including; valuation, funding or disposal through a branded Partner Finance sale then we'd love to hear from you.

Visit [bca.co.uk/forecourtfinance](http://bca.co.uk/forecourtfinance) to see how we can help support your business.





PEUGEOT

# CONTENTS

## 24

Face to Face:  
Arbury Group

## UP FRONT

- 06 News insight
- 08 News digest
- 12 Market intelligence
- 19 Opinion

## DEALER MASTERCLASS

- 82 Online reviews

## TALENT

- 97 Attracting school-leavers
- 98 People on the move
- 102 Eight questions to... Suzanne Sherry, apprentice recruitment manager, Arnold Clark

## INSIGHT

- 24 Face to face: Arbury Group  
Managing director Paul Goodwin says he is risk-averse, but plans to use Arbury's solid foundations and focus on cost to expand without sacrificing profits
- 31 10 minutes with... Spencer Halil  
The director of Alpha Financial Services on the growth of used car finance and why the industry needs better standards of training when it comes to finance sales
- 34 Brand values: Ford  
Chairman and managing director Andy Barratt believes his dealers are in the midst of an interesting revolution in retail models, powertrains and mobility, but he is optimistic that his network partners will rise to the challenge

## SHOWROOM

- 86 Geneva Motor Show
- 88 Mitsubishi Eclipse Cross
- 92 Long-termers

## SPOTLIGHT: GDPR

- 42 Legal briefs  
Solicitors address franchised dealers' biggest worries about the forthcoming General Data Protection Regulation
- 45 Transfer window  
To share customer data compliantly with third parties, dealers and manufacturers do not have long to get it right.
- 47 AM's GDPR poll  
Who is better prepared – franchised dealers or independents?
- 48 Are you protected?  
The pros and cons of appointing a data protection officer
- 50 The data debate  
Keynote speakers and Q&A from AM's GDPR conference

# PSA 'PLANS TO CUT ONE IN THREE VAUXHALL SITES'

Amid falling new car volumes, franchisees say PSA Group aims to boost profits by closing more than 100 of Vauxhall's 324 retail sites

**P**SA Group plans to cull more than 100 of Vauxhall's 324 UK retail locations within the next 12 months, franchisees have told *AM*, which could threaten more than 3,800 motor retail jobs.

The manufacturer, which recently announced that it was seeking to cut 650 jobs at Vauxhall's Ellesmere Port plant, is trying to increase profitability amid falling demand for Vauxhalls.

Franchisees said they would be forced to make sales, workshop and administrative staff redundant as part of the cull. Based on the AM100 average of 38 staff members per retail outlet, that amounts to more than 3,800 jobs at risk.

"PSA Group has already implemented savage cuts in its manufacturing operations and it looks like that is set to continue in retail. A third of dealerships will go," said one operator of multiple Vauxhall sites.

The dealer, who asked to remain anonymous, added: "This is action that the brand needs to take quickly to maintain profitability in the network. It will happen within the next 12 months."

Vauxhall told *AM* that any reductions in its retail network – currently made up of 324 car sales sites and a further 53 authorised repairers, with 96 sites selling commercial vehicles – would be "part of the normal business cycle", before insisting that "none are related to the acquisition".

The statement added: "The Opel/Vauxhall PACE! plan is improving the efficiency of the business in all areas."

"Within the plan, the go-to-market strategy is being carefully reviewed, including the contractual framework with dealers. We have no further comment to make at this stage."

PSA Group brands suffered stinging volume declines last year, with the SMMT reporting a 16.55% decline in Peugeot sales, a 23.26%

decline in Citroën and DS (combined), and a 22% fall for Vauxhall, to 195,137 vehicles.

Vauxhall ended 2017 with its market share at 7.8% – its lowest point this century and a far cry from its 2008 high of 14.02% – as Volkswagen overtook it into second place on the UK best-sellers list.

In February, Vauxhall's market share fell to 6.01% as it was outsold by Audi and Mercedes-Benz, with the Kia Sportage among the models now outselling its once popular Corsa hatchback. Year-to-date, Vauxhall's new car registrations are 13.17% behind the same period in 2017, at 17,512.

*AM*'s dealer source said the declining numbers are having a significant effect on the profitability of a retail network built to handle much higher volumes, which peaked at more than 330,000 in 2007.

"Last year, I think the network ended up at around 0.35% return-on-sales. You cannot sustain that for long. Without the volume there are just too many sites," he said.

"Whether this is a crisis is a moot point, but either way, many Vauxhall dealers will already be saying 'enough's enough'."



## PSA looking for £1bn in cuts by 2020

In January, PSA Group appointed Stephen Norman, its former head of sales and marketing, to succeed Rory Harvey as Vauxhall's managing director.

Norman told the *Financial Times* in mid-January that the Ellesmere Port plant's fortunes were "inextricably linked" with the strength of Vauxhall's sales in its home territory.

Norman will be implementing the PACE! recovery plan – devised by Michael Lohscheller, the chief executive of Opel Automobile, and his board – in the UK.

It aims to cut almost £1 billion (£1.1bn) of expenditure from the Opel and Vauxhall businesses by 2020 and £1.5bn (£1.7bn) by 2026, without resorting to factory closures.

PACE! also targets a return to profitability for the brands, which have failed to make a profit this century, aiming for a 2% operating margin by 2020 and 6% by 2026.

In the UK, the solution looks like it will come in the form of a reduced push for volume – a process driven

**“LAST YEAR, I THINK THE NETWORK ENDED UP AT AROUND 0.35% RETURN-ON-SALES. YOU CANNOT SUSTAIN THAT FOR LONG**

**VAUXHALL FRANCHISEE**

03/17

PSA Group confirms the £1.9bn acquisitions of Opel and Vauxhall

06/17

Michael Lohscheller is appointed chief executive of Opel Automobile. He was previously chief financial officer.

08/17

PSA Group officially completes its acquisition of Opel and Vauxhall.

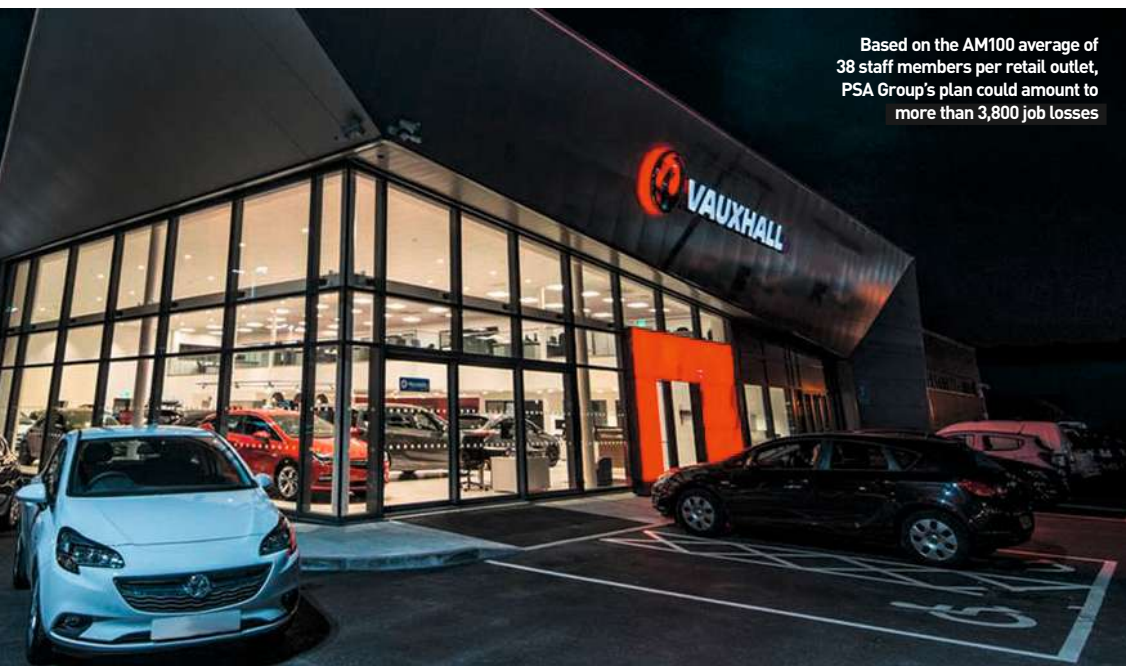
10/17

Vauxhall announces plan to cut 400 jobs from the 1,800-strong workforce at its Ellesmere Port manufacturing plant.

11/17

Lohscheller announces the PACE! plan, stating that plant closures would not be necessary as the brands aimed to cut €1.1bn by 2020 and €1.7bn by 2026.





Based on the AM100 average of 38 staff members per retail outlet, PSA Group's plan could amount to more than 3,800 job losses

## “ WITHIN THE [PACE!] PLAN, THE GO-TO-MARKET STRATEGY IS BEING CAREFULLY REVIEWED, INCLUDING THE CONTRACTUAL FRAMEWORK WITH DEALERS

PSA GROUP

The situation again highlights the lack of awareness, on the part of the public and the Government, of the franchised car retail sector, which, according to the National Franchised Dealers Association (NFDA), employs more than 590,000 people in the UK. AM approached NFDA director Sue Robinson for a comment on the prospect of mass job losses within the Vauxhall network.

“It is imperative that the interests of our sector are safeguarded,” she said.

“The NFDA will continue to actively engage with manufacturers and Government to best represent automotive franchised retailers.

“Dealer members who require support and guidance should contact the NFDA, where we can advise on employment and other business-related issues that may arise.”

The Government still seems more concerned about high-profile manufacturing losses than piecemeal erosion of a network that contributes millions in business taxes.

A spokesman for the Department of Business, Energy and Industrial Strategy said: “As this hasn't yet been confirmed by PSA – it would be inappropriate for the Government to comment on a commercial matter for the company.”

A spokesman for the SMMT said: “It's not SMMT policy to comment on commercial decisions/activities of individual members.” **TOM SHARPE**

by retailers' pre-registration activity and rental deals from the manufacturer – along with a new range of more desirable cars and a reduced number of outlets to take a share of sales.

In 2017, Vauxhall averaged 602 sales per retail site, compared with 1,097 per site at Volkswagen.

Andy Barratt, the managing director of Ford UK, told AM in an interview this month (see our interview with Barratt on page 34) that the blue oval's network now stands at 460 sites, which is a decline of 90 sites over the past five years. Ford averages 623 sales per retail site.

David Peel, brand director at PSA Group-owned Peugeot UK, told AM last year of actions to improve his network's profitability (0.85% RoS) by reducing it from 211 sites to 185.

Two-year termination notices were served on 22 Peugeot dealers in Q4 2016, to shrink the network by the end of 2018.

Vauxhall franchisees have already had one meeting with Norman and a more strategic plan is to be

discussed in a further meeting in April, one dealer told AM.

He added: “Materially, it is clear that (PSA) have accepted a smaller market share and they are not to push volume to the extent of General Motors.

“If you are stressing the hell out of the franchise and constantly pre-registering, it drives down the value of new vehicles and makes competitive PCPs very hard to develop.

“It's not a bad move if they can succeed in taking some of the stress out.”

Dealers are already starting to assess which locations may be culled under the plan and suggested that groups capable of aligning Vauxhall with existing PSA Group brand partners on a multi-franchise site may find favour.

“It's hard to see that if you are just running one Vauxhall site and you're in a 'secondary area' you won't be very vulnerable,” said another dealer.

However, he added: “If you are a Pendragon, Go Motor Retail, Drive

Motor Retail, Eden Group or Peter Vardy then you are likely to benefit from the lesser number of retail sites.”

### Motor retail's low profile

So far, publicity surrounding PSA Group's changes to Vauxhall since it acquired it in a £1.9bn deal last April has been confined to concerns about its manufacturing plants.

After talks with Carlos Tavares, the chief executive of PSA Group, Unite general secretary Len McCluskey said “there will be no 'death by a thousand cuts' for our plant – Mr Tavares has assured me of such”.

The business secretary, Greg Clark, travelled to Paris for talks with Tavares amid growing fears that the French company would close Ellesmere Port, and Margaret Greenwood, shadow minister for employment, raised the subject on BBC's *Question Time*.

However, no mention has been made of the fate of employees at Vauxhall's UK retail sites and authorised repairers.

11/17

Groupe PSA and BNP Paribas complete a joint acquisition of the financial operations of Opel and Vauxhall. They create a new organisation combining the existing brands Opel Bank, Opel Financial Services and Vauxhall Finance.

01/18

PSA Group calls for a further 250 voluntary redundancies at Ellesmere Port.

01/18

Vauxhall appoints PSA Group's former head of sales and marketing, Stephen Norman, as its new managing director. He replaced Rory Harvey.

03/18

At the Geneva Motor Show, Carlos Tavares, PSA Group's chief executive, said Brexit was a “big concern”, adding: “We cannot invest in a world of uncertainty”.

## ADVERTISING FEATURE

# Car, Camera, Action!

By Alistair Horsburgh, CEO, CitNOW



Research has shown that car customers tend not to click on ads that have poor images or none at all, while video increases dwell time.

Used car photography, vital for an online car ad, has remained a distinctly unchanged process.

Requiring a skilled person behind the lens to capture images on site means many vehicles are marketed online "awaiting photos". This is staggering when you consider images are a major influencer in whether the customer will actually view the online ad, and that they are a key contributor to their decision-making.

Propelled by the onset of video, this is now undergoing rapid change.

Just as a car receives a multi-point check, full valet and is videoed before going up for sale, technological developments allow photography to also now be managed by the retailer. That all-important KPI, time to web, can now be hours rather than days.

Technology doesn't rest and neither does our app development. Recognising the need for retailers to have the means to manage and create all their digital assets easily, while maintaining brand guidelines, led us to launch interior 360. Available within the CitNOW Web Video and Smart Image app, an interior 360-degree view can be created and managed alongside still imagery and web video.

One app generates multiple digital content that is online within hours.

The ability to market retail-ready used cars with high-quality images, videos and a 360-degree view of the interior, is essential to decreasing time in stock, increasing ad dwell time and boosting enquiries.

### Contact details:

Tel: +44 (0)118 997 7740  
Email: [reply@citnow.com](mailto:reply@citnow.com)  
Twitter: @CitNOW

For news and tips on selling more cars and parts more profitably, subscribe to CitNOW's newsletter at [citnow.co.uk](http://citnow.co.uk)



# THIS MONTH'S NEWS HIGH

FEB

20th



**ROCKAR HANDS SHOPPING CENTRE STORES TO DEALERS**  
Rockar transferred ownership of its physical stores back to Hyundai, to be operated by the Motorline dealer group. The Kent-based retail group took over full operation of the Hyundai stores in Bluewater and Westfield Stratford from March 1.

26th

### STONEACRE CONTINUES ACQUISITION SPREE

Stoneacre Motor Group followed its acquisition of Nottingham's Chris Variava operation (Suzuki, Mitsubishi, Alfa Romeo and Jeep) with two further multi-franchise acquisitions. At the end of February, it bought Burrows Motors Group's Fiat and Hyundai dealerships in Sheffield, followed by Platts Garage's Fiat, Renault, Dacia and Kia in Stafford.

MAR

1st



### GROUP 1 BUYS ROBINSONS' MERCEDES AND SMART SITES

Group 1 Automotive UK acquired Robinsons Motor Group's £180 million turnover Mercedes-Benz and Smart dealerships in Peterborough, King's Lynn, Norwich, Cambridge and Bury St Edmunds. It also confirmed Darren Guiver's promotion to managing director.

5th

### NFDA SURVEY SHOWS DEALERS' GROWING DISSATISFACTION WITH MANUFACTURERS

Car dealers' relationships with their manufacturer partners suffered "further deterioration", according to the NFDA's latest Dealer Attitude Survey. Dealers gave their manufacturers an average rating of 5.3 out of 10, down 0.3 points on the previous survey. FCA Group brands Alfa Romeo, Fiat, Jeep and Abarth were bottom of the rankings.

5.3  
10

7th

### LOOKERS POSTS 2.7% PROFIT RISE ON £4.7BN TURNOVER

Lookers recorded a 14.9% increase in turnover, to £4.696bn, and a 2.7% rise in operating profits, to £84.7 million in its 2017 financial report.

Andy Bruce, Lookers' chief executive, right, said the results represented "a positive performance against a backdrop of difficult trading conditions".







## 'PENSION DEFICIT' CLOSES SLATERS OF ABERGELE SITES

Staff at Slaters of Abergele's Nissan and Citroen dealerships have been made redundant after the sites were closed due to a 'pension deficit'. *The Daily Post* newspaper reported that the dealership, on Market Street, Abergele, has been in the town since 1912, but financial difficulties had forced an end to trading.



## VOLVO OPENS SPONSORED SHREWSBURY SITE

The first dealership under Volvo Car UK's sponsored dealer programme has opened its doors in Shrewsbury. Dealer principal Chris Carr took the reins from Greenhous, the former operator of the Featherbed Lane dealership.



**INCHCAPE GATHERS ALL DEALERSHIPS UNDER SAME BRAND**  
Inchcape Retail UK dropped its Hunters and HA Fox brands to bring all its 107 franchised dealerships under the same brand. Inchcape's last rebranding exercise, in 2001, led to its volume franchises adopting the Inchcape brand while its premium franchises traded under different names.



## MARSHALL'S PROFITS UP 14.4%

Marshall Motor Holdings reported a 19.5% increase in turnover, to £2.27 billion, and a 14.4% rise in underlying profit before tax, to £29.1m, in its annual financial results to December 31, 2017. New car sales rose 12.3% due to the integration of Ridgeway, but were down 2.6% like-for-like.

14.4%

**FCA TO DELIVER FINDINGS OF FINANCE INQUIRY IN SEPTEMBER**  
The Financial Conduct Authority (FCA) said it will deliver the final findings of its investigation into motor finance in September.

In an update of its scrutiny of the sector, the FCA said that "lenders' approach to credit risk and asset values appears robust", but finance affordability and dealer commissions were in need of further investigation.

8th

12th

14th

15th

## ADVERTISING FEATURE

# Why offering a 'soft' search to customers is vital

By James Tew, CEO, iVendi



Used car buyers are 11 times more likely to enter their personal details into a dealer's online motor finance facility if it doesn't leave a footprint on their credit record, according to new research we have completed at iVendi.

We have known for a long time that giving potential customers the option to make a "soft" search has a direct impact in this respect – but the degree has surprised even us.

What is certain is that an increasing number of customers are becoming better informed about how a hard search can potentially damage their credit rating, especially if they make a number of applications in a short period of time. Yet very few dealers or motor finance providers give them the opportunity to make a soft search online.

This is both counterproductive and also, in our view, is simply not fair on the customer, who is often just going through the process of looking for the best deal. Fundamentally, the act of making a number of applications in a short period of time should not make it more difficult and potentially more expensive to access motor finance in the future, unless there is good evidence that the applicant is a poor risk.

There are various different solutions to providing a soft search online – including our own, well established Car Finance Checker. Dealers and finance providers should use them to enable soft searches that give customers the ability to view a range of options based on eligibility first and pricing second.

A rapidly increasing number of people are buying motor finance online and their needs should be met by providing the right technology.

■ The iVendi Platform provides a complete online motor retailing solution for dealers, car portals, manufacturers and motor finance providers. To find out more, visit [ivendi.com](http://ivendi.com), email [enquiries@ivendi.com](mailto:enquiries@ivendi.com) or call 0345 226 0503





# Seeking motor dealer for genuine partnership

At Barclays Partner Finance, we're looking to build a proper relationship. With dedicated support and flexible products that help you get more sales over the line, we could be your perfect match.

- Dedicated field-based Sales Manager
- Support from an expert motor finance team
- Full product range
- Finance decision in seconds
- Tailored pricing and commission rates
- Free point-of-sale materials for your showroom

Plus we can introduce you to a competitive range of Barclays business solutions. Let's start our partnership. Call us today on [0844 811 7777](tel:0844 811 7777)\*

Choice. Convenience. Control.





Partner Finance



\*Calls will cost no more than 7p per minute plus your phone company's access charge. (International calls will be charged at a higher rate – please check with your telecoms provider.) To maintain a quality service we may monitor or record phone calls.

## NEW CAR REGISTRATIONS

# DISMAL FEBRUARY FOR DIESEL AS MARKET SHARE HITS 35%

Diesel registrations down 23.5% year-on-year, falling to 42% slump in supermini segment

**T**he modest decline of 5.1% in the UK car market in February was a reasonable result, given the historically high level of the UK car market in recent years. However, within the market, there continue to be huge swings, not least around the sales of diesels.

Diesel registrations fell by 23.5% and market share fell to 35% from 44.5% in February 2017. Despite calls by the industry and the SMMT to take a balanced view of diesel pollution (worse than petrol for NOx, but better than petrol for CO<sub>2</sub>), the industry is itself voting with its feet.

So far, Toyota and Honda have said they will not make diesel versions of future model ranges, and there have been rumours that Fiat will soon announce a similar move. There are already clear signs that diesel is fading away in segments where petrol is a viable alternative, although it remains strong where the size and weight of the car mean

diesel is still the only game in town. For example, detailed analysis of the January sales figures shows that supermini diesel sales fell by 42% and lower medium diesel sales fell by 40%, but executive saloon diesel (-2%) and SUV diesel (-8%) fell by a far smaller proportion.

## FORD FARES WELL IN SCRAPPAGE

At a manufacturer level, Ford had an excellent month (see our manufacturer interview on page 34), with market share at 14.91%. This was mainly due to Ford getting in early with a scrappage scheme for diesels, which Ford likes to point out really is a scrappage scheme – unlike some manufacturers that are trading out cars they have taken in part-exchange under their schemes.

Naturally, the biggest beneficiary in the Ford range has been the new Fiesta, which accounts for 42.7% of Ford's registrations YTD. That is both good

and bad news for Ford – big sales of Fiestas are good, but big sales of larger, more profitable cars would be better.

Conversely, sales of what used to be the Fiesta's deadly rival, the Corsa, have collapsed. In February, it did not even make it into the Top 10, and year-to-date its sales are fractionally over one quarter of the Fiesta's (26.8% to be precise). The Corsa is even being outsold YTD by the Kia Sportage.

The two main reasons are the 2014 "new Corsa", which was an attempt to prolong the ancient Fiat Punto-linked platform for another four years, and the apparent decision by PSA to let Vauxhall sales find their natural level. Like all its rivals, Vauxhall still offers sizeable incentives, but it is no longer forcing the market by offering discounts that are out of line with the competition.

PSA must be hoping that, as with coming off a drug habit, the short-term pain is intense, but the medium-term benefits will make the agony worthwhile.

## VW PIPS VAUXHALL FOR SECOND PLACE

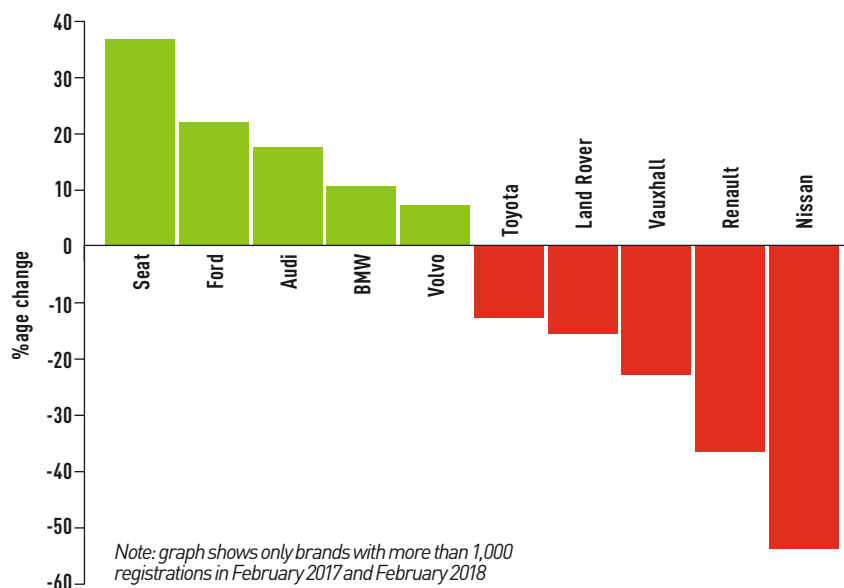
Vauxhall has slipped down the sales charts (fifth YTD, and sixth in February), with Volkswagen taking Vauxhall's traditional second-place spot. The highlight of VW's performance is that the Golf has overtaken the Ford Focus (by 1,000 units YTD) for second place in the model table (above right).

However, the interesting thing is that the Golf is the only VW in the Top 10, which shows the breadth of the range. VW still manages to hold the second spot despite having only one blockbuster product – the Polo, Tiguan and Passat are all making unspectacular, but sizeable, contributions to the sales total.

Meanwhile, the three German premium brands continue their relentless progress. Audi and Mercedes-Benz are neck-and-neck for third spot, with just 50 units separating them YTD, while BMW had a stellar February (8.35% market share).

Behind them come a cluster of Asian brands: Toyota, Kia and Nissan are all within a few hundred units of each other, with Hyundai a little way behind. The significant figure here is that Nissan is trailing Toyota, having suffered a 37.6% fall YTD. At just 2.87% for February, the market share is the lowest since the days of the Nissan Almera. Nor is it a

## ▽ FEBRUARY WINNERS AND LOSERS: MAJOR BRANDS' Y-O-Y PERFORMANCE



# WE'LL HELP YOU GET THERE



## SPONSOR'S COMMENT

**By Richard Jones,  
managing director,  
Black Horse**

I have written before on how critical customer understanding, transparency and attention to long-term

affordability are when it comes to car finance. So it was concerning to read recent research that suggested that, for some, the focus on elements of these had been insufficient.

Some statistics appeared to show that almost half of car finance customers surveyed had a poor grasp on some fundamental elements of their agreements, such as the amount borrowed, with one in 10 struggling to keep up repayments and others cutting back on other spending to help meet the costs.

This research was not ours and does not reflect our experience. Indeed, our own customer feedback suggests that Black Horse dealer partners achieve a far greater level of customer understanding of their finance agreements. We already do a huge amount to help customers understand their purchase, how their finance agreement works and to ensure full disclosure of terms at the point of sale and afterwards.

However, what this research does point to is that more can be done to help customers to fully understand all of these aspects.

It's worth noting that the FCA has focused on these areas, too. At the time of writing, they have not provided their feedback to the industry, but they will be doing so very soon.

Lenders and dealers have a key role to play in demystifying this part of the buying journey for customers. This means providing clear information on all the available options, assessing affordability and understanding factors that may impede affordability through the lifetime of the product. It means ensuring customers are aware of the terms and conditions of their usage and the benefits that the product and any add-ons can provide, such as guaranteed future values, servicing and insurance.

Against a backdrop of evolving customer buying habits and increased use of digital channels, we have the opportunity to differentiate the traditional dealership model by focusing on getting these fundamentals right and guiding customers through the journey.

FORD  
FIESTA

5,201

VW GOLF



2,927

FORD FOCUS



2,052

MERCEDES-BENZ A-CLASS



1,671

FORD KUGA



1,552

VAUXHALL MOKKA X



1,525

MINI



1,239

MERCEDES-BENZ C-CLASS



1,199

BMW 3 SERIES



1,173

KIA SPORTAGE



1,152

# TOP 10 MODELS FEB 2018

**“ JEEP'S SHARE HAS  
FALLEN TO 0.17% –  
THE ONLY BRAND  
NOT TO BENEFIT FROM THE SUV  
BOOM IS THE COMPANY  
THAT INVENTED THE 4X4**

question of models on run-out – the much-trumpeted investment in the next Qashqai and Juke at Sunderland is still some way off. Component suppliers report that many contracts for the new models still have not been signed, so production is still more than a year away.

## MEANWHILE, AT MID-TABLE...

Just outside the Top 10, Peugeot (11th position in February) is only fractionally ahead of Škoda. Readers of a certain age, who grew up with Peugeot being a Top Four brand while Škoda was a niche player, will find that slightly disorientating.

Indeed, the new Škoda Karoq could further increase Škoda sales, although filling the paw prints of the extinct Yeti is a big ask.

Meanwhile, Peugeot launched the new 508 at the Geneva Show – although big saloons are barely relevant anymore outside China, it

should be acknowledged that most observers felt Peugeot has come up with its best-looking four-door since the 406 of the 1990s, if not the 405 of the 1980s.

Seat, Škoda's Spanish cousin, should also get an honourable mention. Seat was arguably the brand most hurt by the rise of Škoda – if Škoda produces a value VW, what is Seat actually for?

However, the recent Ateca and new Arona provide the first convincing answer – very competitive small and medium crossovers. So far this year, Seat is outselling Honda, Citroën and Renault, which is an excellent start by any standard.

Talking of Renault, it is still in a difficult position. Half its sales come from the Captur and Kadjar, which are decent products, but both are perceived as Renault's versions of the Juke and Qashqai, both of which have far stronger images in the UK. The once-mighty Clio now accounts for approximately 25% of sales – but is still less than one fifth of the Fiesta's volumes.

However, the biggest issues are faced by Fiat's specialist brands – Alfa Romeo and Jeep. Despite billions spent on the Giulia and Stelvio, Alfa Romeo's market share is static at about 0.2%, while Jeep's share has actually fallen to 0.17%. The oddest paradox in the UK market is that the only brand not to benefit from the SUV boom is the company that invented the 4x4.

DAVID FRANCIS

## NEW CAR REGISTRATIONS

## Diesel decline 'disappointing'

A 2.8% fall in new car registrations in February to 80,805 units was caused by lower demand in all segments.

Private registrations were down 2% versus February 2017, at 35,227, while fleet was 2.5% down at 44,544 and business registrations totalled 974 units, 30.4% down.

Diesel continued to suffer, down 23.5% and taking a market share of 35% versus its 44.5% share of February 2017. The Society of Motor Manufacturers and Traders said this was "a disappointing performance given the latest low-emission vehicles can help address air quality issues".

Continuing recent trends, demand for petrol and alternative fuelled vehicles (AFVs) rose in February, up 14.4% and 7.2% respectively, with the former driven by some new, smaller models coming to market.

### 1 BMW

Its February registrations were up 625 units, or 7.4%, as demand for its 2 Series family of small MPVs and sporty models jumped by 50%. This was helped by a £3,450 deposit contribution for the 2 Series Gran Tourer, which is about to be replaced by a facelifted model.



### 2 MAZDA

It has had a good start to the year, with registrations up by 62 units, or 5.3%, in February after a small rise in January. Demand is rising strongly for its Mazda2 supermini, CX-3 small SUV and CX-5 mid-size SUV.

### 3 MITSUBISHI

A 45.9% leap in February registrations (an extra 159 units) followed a small rise in demand for Outlander SUVs, but was mostly due to the registration of the UK's first Eclipse Cross models.



Marque	February					Year-to-date				
	2018	% market share	2017	% market share	% change	2018	% market share	2017	% market share	% change
Ford	12,046	14.91	9,909	11.92	21.57	31,700	12.97	32,687	12.69	-3.02
Volkswagen	7,036	8.71	7,326	8.81	-3.96	19,615	8.03	20,293	7.88	-3.34
1 BMW	6,744	8.35	6,119	7.36	10.21	15,744	6.44	14,608	5.67	7.78
Audi	6,141	7.60	5,237	6.30	17.26	17,947	7.34	16,913	6.56	6.11
Mercedes-Benz	6,088	7.53	6,099	7.34	-0.18	17,979	7.36	19,147	7.43	-6.10
Vauxhall	4,860	6.01	6,299	7.58	-22.84	17,512	7.16	20,169	7.83	-13.17
Kia	3,075	3.81	3,243	3.90	-5.18	10,657	4.36	10,904	4.23	-2.27
Peugeot	3,066	3.79	3,273	3.94	-6.32	8,342	3.41	9,225	3.58	-9.57
Hyundai	3,049	3.77	3,009	3.62	1.33	9,478	3.88	9,396	3.65	0.87
Škoda	2,838	3.51	3,236	3.89	-12.30	8,311	3.40	8,667	3.36	-4.11
Toyota	2,703	3.35	3,095	3.72	-12.67	10,678	4.37	10,531	4.09	1.40
Seat	2,358	2.92	1,728	2.08	36.46	6,561	2.68	5,582	2.17	17.54
Nissan	2,316	2.87	5,033	6.06	-53.98	10,233	4.19	16,411	6.37	-37.65
Citroën	2,133	2.64	2,120	2.55	0.61	5,621	2.30	5,370	2.08	4.67
Honda	1,959	2.42	2,126	2.56	-7.86	6,241	2.55	6,136	2.38	1.71
Mini	1,786	2.21	2,045	2.46	-12.67	4,657	1.91	4,325	1.68	7.68
Suzuki	1,552	1.92	1,587	1.91	-2.21	4,857	1.99	5,349	2.08	-9.20
Land Rover	1,500	1.86	1,778	2.14	-15.64	7,160	2.93	7,205	2.80	-0.62
Renault	1,326	1.64	2,092	2.52	-36.62	5,073	2.08	6,112	2.37	-17.00
Fiat	1,306	1.62	1,426	1.72	-8.42	3,020	1.24	4,647	1.80	-35.01
2 Mazda	1,226	1.52	1,164	1.40	5.33	4,087	1.67	3,991	1.55	2.41
Volvo	1,150	1.42	1,077	1.30	6.78	3,420	1.40	3,872	1.50	-11.67
Dacia	1,048	1.30	439	0.53	138.72	3,169	1.30	2,433	0.94	30.25
Jaguar	738	0.91	869	1.05	-15.07	2,912	1.19	3,563	1.38	-18.27
3 Mitsubishi	513	0.63	354	0.43	44.92	2,068	0.85	1,683	0.65	22.88
Porsche	421	0.52	202	0.24	108.42	1,415	0.58	889	0.35	59.17
Smart	265	0.33	294	0.35	-9.86	866	0.35	1,045	0.41	-17.13
MG	186	0.23	111	0.13	67.57	661	0.27	316	0.12	109.18
Lexus	180	0.22	206	0.25	-12.62	1,067	0.44	1,006	0.39	6.06
Alfa Romeo	177	0.22	196	0.24	-9.69	454	0.19	480	0.19	-5.42
Jeep	171	0.21	227	0.27	-24.67	406	0.17	955	0.37	-57.49
DS	162	0.20	369	0.44	-56.10	452	0.18	1,028	0.40	-56.03
Abarth	141	0.17	130	0.16	8.46	420	0.17	353	0.14	18.98
SsangYong	65	0.08	105	0.13	-38.10	252	0.10	403	0.16	-37.47
Subaru	62	0.08	48	0.06	29.17	217	0.09	226	0.09	-3.98
Infiniti	59	0.07	118	0.14	-50.00	153	0.06	300	0.12	-49.00
Maserati	50	0.06	46	0.06	8.70	160	0.07	211	0.08	-24.17
Bentley	43	0.05	60	0.07	-28.33	181	0.07	223	0.09	-18.83
McLaren	28	0.03	14	0.02	100.00	81	0.03	63	0.02	28.57
Aston Martin	18	0.02	31	0.04	-41.94	118	0.05	220	0.09	-46.36
Lotus	12	0.01	24	0.03	-50.00	24	0.01	49	0.02	-51.02
Chevrolet	1	0.00	0	0.00	0.00	2	0.00	0	0.00	0.00
Other British	18	0.02	17	0.02	5.88	56	0.02	69	0.03	-18.84
Other imports	189	0.23	234	0.28	-19.23	393	0.16	624	0.24	-37.02
Total	80,805		83,115		-2.78	244,420		257,679		-5.15



# Beyond finance

"I'm more like a consultant, taking time to understand the dealership so that we can add real value to their business."

**Watch Aimee's video to see how:**  
[blackhorse.co.uk/beyondfinance](https://blackhorse.co.uk/beyondfinance)

**Aimee Winder**  
Account Manager  
North East Region

A better way of doing business

**blackhorse** 



## FINANCE OFFERS

# Carmakers pour on the incentives in effort to pick up weak Q1

**T**he start of March may have been a little slower than usual due to winter storms, but dealers pushed ahead with their plate-change deliveries.

While February delivered a drop in registrations, as expected, March is also likely to be below last year's strong performance.

Vauxhall may be facing uncertainty over the future of Ellesmere Port and plans to cull roughly one in three of its UK network sites (see news insight on page 6), but it was offering £500 worth of free fuel on all new 18-plate cars between March 9 and March 12. The free fuel deal was on top of any existing PCP offers and Vauxhall also put a Help to Buy scheme in place to tempt customers into showrooms with up to five years interest-free and free insurance on the Corsa. It could be a good way to battle Ford's strong 0% offers on its Fiesta this month.

Seat stands out as the brand to watch for growth year-to-date, with registrations up 17.5%, to 6,561 units, compared with the first two months of last year. Its finance offers are led by a 0% offer on its core model, the Leon, at £229 a month.

The new Arona and Ateca crossovers are also available with fairly low deposit levels, which could be easily offset with a used car part-exchange, and reasonable monthly payments at £219 and £249 respectively. That strong trio of models could see Seat's network outperform the market when figures are reported at the start of April.

Jeep and DS are still struggling out of the blocks in 2018 with year-to-date performances down by 57% and 56% respectively, to similar 0.4% market shares at about 1,000 vehicles.

These declines will put pressure on March to pull things back for Q1 and the manufacturers are stepping in to help.

DS is offering a £2,800 deposit contribution on

## TOP FINANCE DEALS FOR RETAIL BUYERS

Model	Finance type	Deposit	Term	Monthly payment	Final payment	APR	Offer ends
<b>Vauxhall</b>							
Crossland X SE 1.2i (81PS) in Summit White	PCP	£999	48	£245	£5,790	4.20%	02/04/2018
Grandland X Sport Nav 1.2i (130PS) S/S in Topaz Blue	PCP	£2,299	48	£310	£9,580	4.20%	02/04/2018
Adam Energised 1.2i (70PS) in Pump Up the Blue	PCP	£899	48	£210	£4,108	4.20%	02/04/2018
Corsa 3dr Energy 1.4i (75PS) ecoTEC a/c in Lava Red	PCP	£699	48	£200	£3,691	5.20%	02/04/2018
Corsa 5dr Energy 1.4i (75PS) ecoTEC a/c in Lava Red	PCP	£999	48	£205	£3,852	5.10%	02/04/2018
Mokka X Active 1.4i Turbo (140PS) Start/Stop FWD in Summit White	PCP	£1,299	48	£275	£6,546	4.20%	02/04/2018
Astra 5-Door SRi 1.4i Turbo (150PS) in Summit White	PCP	£1,299	48	£280	£5,747	4.20%	02/04/2018
<b>Seat</b>							
Design Mii 5dr 1.0 12V 60PS	PCP	£549	48	£145	£3,032.77	6.40%	03/04/2018
Ibiza 5DR SE Technology 1.0 MPI 75PS	PCP	£599	48	£199	£5,150.19	6.10%	03/04/2018
Leon 5DR SE Dynamic Technology 1.2 TSI 110PS	PCP	£2,799	42	£229	£6,362	0.00%	03/04/2018
Arona SE Technology 1.0 TSI 95PS	PCP	£1,299	48	£219	£7,087.57	4.90%	03/04/2018
Ateca SE Technology 1.0 TSI Ecomotive 115PS	PCP	£2,299	48	£249	£9,844.92	5.90%	03/04/2018
Leon SC FR Technology 1.4 TSI 125PS	PCP	£2,399	42	£259	£6,977	0.00%	03/04/2018
Leon ST SE Dynamic Technology 1.2 TSI 110PS	PCP	£2,399	42	£255	£6,691	0.00%	03/04/2018
Toledo SE 1.0 TSI 110PS	PCP	£1,199	48	£229	£3,882.77	4.90%	03/05/2018
Alhambra SE 2.0 TDI Ecomotive 150PS	PCP	£7,099	48	£309	£10,563.86	5.90%	03/06/2018
<b>Jeep</b>							
Renegade Sport 1.6 E-torQ 110PS Manual	PCP	£2,475	48	£199	£5,270	2.20%	31/03/2018
Cherokee Limited 2.0 Multijet II 140PS Manual	PCP	£6,990	48	£315	£8,942	3.90%	31/03/2018
Grand Cherokee Summit 3.0 MultiJet II 250PS Automatic 4x4	PCP	£7,499	48	£485	£17,686	0.00%	31/03/2018
Wrangler 4dr Overland 2.8 CRD 200PS Automatic 4x4	PCP	£9,240	48	£439	£14,231	7.50%	31/03/2018
<b>DS</b>							
DS 3 Connected Chic PureTech 82 manual	PCP	£2,923.11	37	£189	£6,421	2.90%	31/03/2018
DS 3 Cabrio Connected Chic PureTech 110 manual	PCP	£3,693.26	36	£279	£6,761	4.90%	31/03/2018
DS 4 Performance Line PureTech 130 S&S 6-speed manual	PCP	£3,626.29	36	£305	£7,244	4.90%	31/03/2018
DS 4 Crossback PureTech 130 S&S 6-speed manual	PCP	£3,662.83	36	£319	£7,551	4.90%	31/03/2018
DS 5 Performance Line BlueHdi 150 S&S 6-speed manual	PCP	£6,567.50	36	£445	£10,058	4.90%	31/03/2018

its DS4 1.2 Puretech when bought on PCP to get sales moving during the plate change. The DS 3 is also available for less than £200 a month with a fairly low APR, at 2.9%. Targets are likely to have been readjusted for DS to account for the

drop in volumes, but Citroën's new car registration growth of 4.7% can hopefully help to support dealers if the standalone premium brand's Q1 performance cannot work its way into the black.

Jeep is putting a large £8,500 deposit contribution towards the Cherokee Limited 2.2 Multijet, but for those unconvinced of the brand's positioning in the market verses strong SUV competition, it could be seen as more of a sensible readjustment of the £40,085 asking price. The entry-level Renegade is available for less than £200 a month and it's on a 2.2% APR, so this could also help limit Jeep's Q1 losses.

**TOM SEYMOUR**

**“JEEP AND DS ARE STILL STRUGGLING OUT OF THE BLOCKS IN 2018... AND THE MANUFACTURERS ARE STEPPING IN TO HELP**



### SEARCH FOR FINANCE OFFERS

For a searchable list of manufacturers' finance offers, go to [am-online.com/offers](http://am-online.com/offers)



INSTITUTE OF THE  
MOTOR INDUSTRY



# TOP 5 REASONS TO JOIN THE IMI



**STATUS** - Stand out from the crowd



**EMPLOYABILITY** - Being a sign of quality



**VOICE** - Protects you as a member



**PROFESSIONALISM** - Demonstrate your skills & expertise



**COMMUNITY** - Passionate community of like-minded individuals

APPLY TODAY  
AND SAVE

£25

USE CODE  
**MEMWAIV**

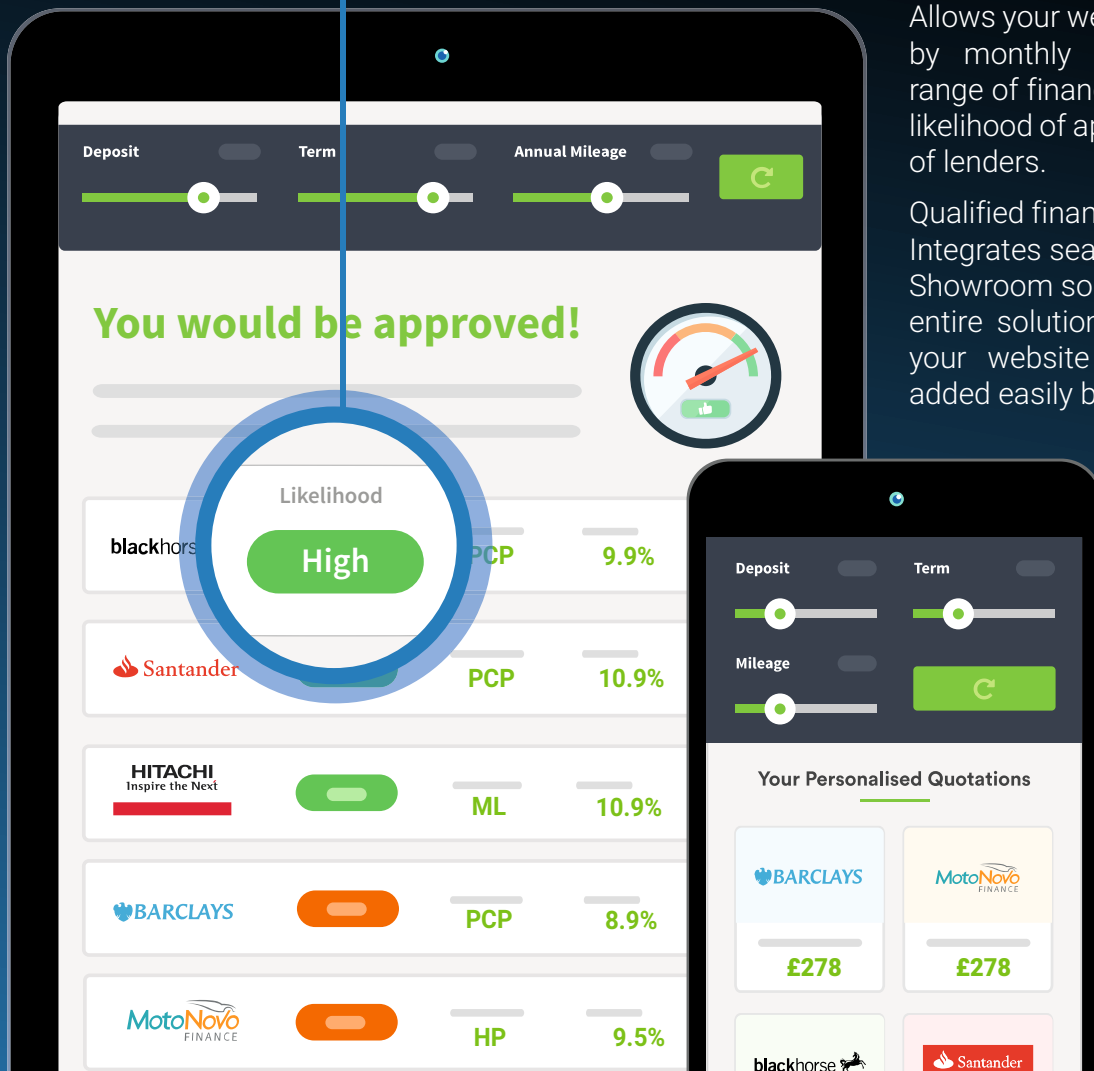
Visit [theimi.org.uk/membership](https://theimi.org.uk/membership) to apply  
today or call us on +44(0)1992 519025

# COMPLETE END TO END MOTOR FINANCE 'PLUG-IN'

## From comparison to transaction.

Allows your website visitors to search by monthly payment, compare a range of finance offers and check for likelihood of approval from your panel of lenders.

Qualified finance leads & applications  
Integrates seamlessly with the iVendi Showroom solutions in real time. The entire solution is branded to match your website identity and can be added easily by your media company.



To see the product in action, contact us on

**0345 226 0503**  
**tellmemore@ivendi.com**  
ivendi.com





# VIEWPOINT



## LET'S NOT BE SELF-FULFILLING PROPHETS OF DOOM

**PROFESSOR JIM SAKER** is director of the Centre for Automotive Management at Loughborough University's Business School and an AM Awards judge. He has been involved in the automotive industry for more than 20 years

In 1948, Robert Merton, one of the fathers of sociology, wrote an academic paper in which he stated: "If men define situations as real, they are real in their consequences."

The paper coined the term 'self-fulfilling prophecy', a situation in which the very act of predicting something causes it to happen.

A simple example is if someone in government announces there is going to be a sugar shortage. Everyone rushes out and buys sugar, causing there to be a shortage. We have seen similar problems over the years with predicted shortfalls in petrol supply – people rush out, fill their tanks and the predicted outcome occurs.

Why is this relevant today? Last month, I entered into a LinkedIn conversation with Daksh Gupta, chief executive of Marshall Motor Group; Nathan Tomlinson, managing director of Devonshire Motors; and Mike Jones, chairman of ASE Global, over a report of a KPMG survey on AM-online, which was headlined 'Almost half of car dealerships could close by 2025'.

This is obviously a startling headline and undoubtedly had the effect of getting people to read the article. The problem with this type of journalistic provocation brings us back to Robert Merton.

In his paper, he tells the story of a notional financial institution, Last National Bank, which starts the day perfectly liquid. However,

due to a false rumour that the bank is facing bankruptcy, its depositors rush to get their savings out in cash, bringing about the very event that the false rumour prophesied.

If men (or women) define the situation as being real, then there are real consequences. If people start to believe that there is a problem in the motor retail sector and that the number of dealers is going to fall by half, this affects the confidence that people have in the sector.

The financial institutions and investors start to view the sector as being vulnerable and potentially high-risk. Share prices start to fall, leading to a further loss of confidence. This would impact on the ability of dealers to raise money and as a result lead to the decline in the number of dealers. The prophecy leads to it becoming true.

In reality, the KPMG survey actually said that 20-50% of dealers could close in the next seven years, but the fact that they *could* close does not mean that they will.

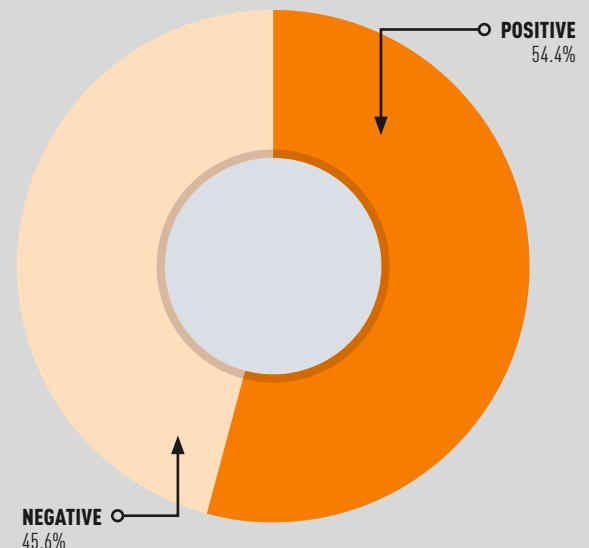
I've seen no evidence from either market trends or the financial state of most of the companies in the retail automotive sector that half of the industry will disappear within seven years.

I am not advocating inflating or overstating our performance, but there is a real danger that by understating our performance we will be sowing the seeds of our own demise.

# AMPOLL

## SLIM MAJORITY THINK GENDER PAY GAP WILL HELP MOTOR RETAILERS

### WILL PUBLISHING THE GENDER PAY GAP HAVE A POSITIVE OR NEGATIVE EFFECT ON YOUR BUSINESS?



The motor retail industry seems undecided about whether the requirement for companies to publish their gender pay gap will create a good or bad outcome for its businesses.

Traditionally, the motor retail sector has been very male-dominated from the dealership floor upwards, and a brief examination of the boards of the AM100 largest franchised dealer groups shows that although female directors are there, they are in a minority.

The gender pay gap shows the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings e.g. women earn 15% less than men. The Government says that, used to its full potential, gender pay gap reporting is a valuable tool for assessing levels of equality in the workplace, female and male participation, and how effectively talent is being maximised.

Voters on AM-online are marginally positive about gender pay gap reporting, nevertheless. One stated: "My colleague in the same role as myself, earns 10k more. I am female, he is male. That's the only difference in our skills."

Those who believe it will create a negative impression have argued that pay is a personal issue. "People are paid what they are worth and not dependant on their gender," said one.

**"IF PEOPLE START TO BELIEVE THERE IS A PROBLEM IN MOTOR RETAIL, THIS AFFECTS CONFIDENCE IN THE SECTOR"**

**NEXT MONTH: HOW MIGHT THE FCA'S ONGOING 'EXPLORATORY ENQUIRY' INTO MOTOR FINANCE AFFECT FRANCHISED DEALERS?**

**VOTE NOW AT [AM-ONLINE.COM/POLLS](http://AM-ONLINE.COM/POLLS)**

Supported by



NFDA  
NATIONAL FRANCHISED DEALERS ASSOCIATION

# BEN BACKS SEARCH FOR BEST UK DEALERSHIPS

Charity says AM's plan to highlight great workplaces is well aligned with its own work to support the well-being of motor industry staff



**B**en, the motor industry charity, has become the latest organisation to support the AM Best UK Dealerships To Work For 2018 programme.

The charity is heavily engaged in promoting the well-being of motor industry employees and their families, so AM is proud to win its backing for our initiative, which highlights great workplaces in the UK's franchised dealer networks.

Participation in AM Best UK Dealerships To Work For is free and the registration process is now open.

Zara Ross, chief executive at Ben, said: "We're delighted to be endorsing the AM Best UK Dealerships To Work For programme this year.

"We believe that this fantastic initiative is well aligned to our work in providing life-changing

health and well-being support to the people working in the automotive industry.

"As a dedicated not-for-profit organisation which provides support for life to the industry, we are always looking at ways we can partner with businesses to add value by helping them improve the health and well-being of their workforces.

"We're very excited to be working with AM and look forward to hearing about the best dealerships to work for in 2018. Good luck to this year's entrants."

Run with Best Companies Group, the AM Best UK Dealerships To Work For initiative wants to raise the bar among the motor retail industry's employers, creating excellence and employee engagement in the workplace that will attract talented people for years to come.

It enables motor retailers to benchmark their performance and identify shortcomings in their employee policies, so they can make improvements that boost their staff retention and recruitment.

Dealerships that achieved the accolade in 2017 gained valuable media exposure.

The programme also has the backing of the Institute of the Motor Industry (IMI) and the National Franchised Dealers Association.

It costs nothing to participate in the programme and become a Best UK Dealership To Work For. Employers will be offered the opportunity to buy a comprehensive report detailing their strengths and weaknesses in their staff engagement policies.

■ **Dealers can register now for free at:**  
[www.bestukdealerships.com](http://www.bestukdealerships.com)

## ≡ WHAT ARE THE BENEFITS TO YOU?

There are a number of benefits to the companies that choose to take part in AM's Best UK Dealerships To Work For programme. They include:

1. Recognition as a top employer, including use of the AM Best UK Dealerships To Work For logo
2. A promotional aid for recruitment and staff retention
3. Promotion to potential customers; raising your profile in your local area
4. The ability to benchmark performance against peers
5. Understanding of employees' views and areas to improve

## ≡ ARE YOU ELIGIBLE?

To be eligible for consideration, companies must:

- Have a minimum of 15 employees working in the UK
- Be a franchised dealership
- Be a publicly or privately held business
- Have been in business for a minimum of one year.

A 40% employee response rate is required (80% for dealerships with 15-24 employees). Temporary or seasonal workers, contractors, consultants, interns and volunteers are not counted as employees or included in the survey.

### ○ 1 JUNE:

Registration deadline. Verification within 24 hours. Companies that pre-ordered reports will then receive an invoice within seven days

### ○ JUNE 8:

A web link for the employer questionnaire will be sent to the contact at each registered company

### ○ JUNE 22:

Completed employer questionnaires are due

### ○ JUNE 29:

Employee engagement and satisfaction surveys are emailed to dealerships

## ≡ PROGRAMME TIMETABLE





Robin Luscombe and staff at Luscombe Motors celebrate their 2017 AM Best UK Dealerships to Work For award

## REGISTRATION NOW OPEN

For more information and to register, go to: [BestUKDealerships.com](http://BestUKDealerships.com)

**“** We know we do things pretty well in terms of looking after our staff, but it still gave me a great sense of pride, a validation that what I’m doing around people is working and that people do enjoy coming to work. This award also supports recruitment. It’s a great initiative

**ROBIN LUSCOMBE,  
MANAGING DIRECTOR,  
LUSCOMBE MOTORS**



Sponsored by



## ≡ HOW IT WORKS

AM Best UK Dealerships To Work For is a two-part process designed to gather information about each participating dealership.

Part one: the employer completes the employer questionnaire, which details company policies, practices, benefits and demographics. This can be completed at group level for all the participating dealerships where applicable.

Part two: employees complete the employee

engagement and satisfaction survey, an in-depth set of 76 statements based on a 1-5 scale of ‘disagree strongly’ to ‘agree strongly’. The survey also includes two open-ended questions and seven demographic questions.

Both surveys are completed online, although a paper option is available if email and internet technology are not available for use by employees.

Best Companies Group will combine the results

of the two surveys to determine which companies make the list of the Best UK Dealerships To Work For.

Participating is free, and dealerships will have the opportunity of purchasing an employee feedback report from Best Companies Group, which will provide comprehensive details of the surveys, including employee comments and benchmarking against peers.

**JULY 13:**  
Deadline for all-online version of the employee survey

**AUGUST 21:**  
Notification letters sent to participating dealerships

**SEPTEMBER 4:**  
Employee feedback reports are sent to dealerships that ordered them

**NOV 8:**  
AM Best UK Dealerships To Work For winners announced at Automotive Management Live, NEC, Birmingham



# together we can take back control of the car buying journey

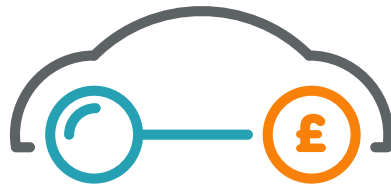
As the first truly co-operative used car aggregator, **findandfundmycar.com** offers more choice to customers and increased finance penetration for dealers.

- every dealer pays the same, affordable price for advertising space
- search results on the site are organic, with no sponsored listings pushing other results down the ranks
- all leads are passed directly onto the dealer, without exception
- all advertising costs paid by dealers are put back into the on-going marketing of the platform
- in a nutshell, the more cars you sell, the less you pay per sale



over  
**£1,000,000**

in finance paid out  
just 6 weeks after  
launch.\*



**find and fund**  
**mycar.com**

**with the support of dealers**

**the possibilities are endless**

“As a motor dealer I feel findandfundmycar.com is a refreshing and responsible approach to car buying and selling. It secures the fairest deal for customers funding a car and I have saved customers money as a result.”

**Mark Beddows, Beddows Motor Company, Northamptonshire**



“Very impressed with findandfundmycar.com - easy to watch advert, nice Facebook page and easy finance quotes.”

**Chris Marshall, Marshall Motors of Eston, Middlesbrough**



“Looking at Google Analytics, you can see how much higher quality the leads are than from other known industry aggregators.”

**Stephen Bogan, James Glen Car Sales, Airdrie**



**to join the revolution, talk to your MotoNovo Finance  
Account Manager or call 0844 880 2401 today**

\*figures taken from Dealer F&I report.

MotoNovo Finance, a division of FirstRand Bank Limited (London Branch). Registered in England (Branch Reg. No: BR010027) at Austin Friars House, 2-6 Austin Friars, London, EC2N 2HD. FirstRand Bank Limited is authorised and regulated by the South African Reserve Bank. Authorised by the Prudential Regulation Authority. Subject to regulation by the Financial Conduct Authority and limited regulation by the Prudential Regulation Authority. Details about the extent of our regulation by the Prudential Regulation Authority are available from us on request. FirstRand Bank Limited (London Branch) is a branch of FirstRand Bank Limited, a public limited company registered with the Companies and Intellectual Property Commission in South Africa (Reg. No. 1929/001225/06) Head office: 4 Merchant Place, Corner Fredman Drive and Rivonia Road, Sandton 2196, South Africa.

powered by

**MotoNovo**  
FINANCE

## FACE TO FACE: ARBURY GROUP

# EAGER TO GROW FROM STABLE ROOTS

Although MD Paul Goodwin says he is risk-averse, Arbury's solid foundations and focus on cost will allow him to expand without sacrificing profits, he tells **Tom Sharpe**

**A** glance at Arbury Group's turnover over the past decade suggests a business that has striven to maintain stability while riding a wave of consistent growth.

Over the past two years, that growth has been mostly organic – the last franchised site added to the group's portfolio was a £400,000 Seat dealership in Solihull, in June 2016.

The group has also been actively shedding debt and its gearing hit a low of 31.2% in 2016, down from a high point of 66.7% in 2007.

New managing director Paul Goodwin is not keen to gamble with what appears to be an established recipe for success.

"I would do nothing to put the business and the staff we employ at risk," said Goodwin, during AM's visit to Arbury's headquarters in Bromsgrove, Worcestershire.

"The culture we have at Arbury dictates that we do not have an ego and we don't have a desire to grow just so we can say we have 20 sites in our portfolio."

However, there is a sense that the business has established foundations solid enough to embrace some change and Goodwin, who has already been given the go-ahead to add a new territory for Seat, is happily coaxed into talking of acquisitions.

Arbury Group currently represents Citroën, Fiat, Nissan, Peugeot, Seat and Škoda and is poised to add another Seat location, but there are also more ambitious plans to grow the group from eight locations to 12 by the end of 2019.

Formerly Arbury's operations director (he joined former managing director David Stenning and finance director Neil Barrett at the group in 2004, four years after its formation), Goodwin plans to grow a

market territory that skirts Birmingham, taking in the West Midlands, Worcestershire, Warwickshire and Staffordshire.

None of this will come at the expense of profitability, however.

Goodwin said turnover of £116 million and return-on-sales of 2% during 2017 would be followed by a push towards 2.5% RoS across the group.

At least some of this will come from increasing efficiency.

"There are areas in which we can cut costs. I've challenged my team to save £100,000 across the year – which amounts to just over £1,000 per site, or £250 per department, per month – and I think that's achievable simply through looking at basic cost-cutting measures such as energy usage.

"There is profitability in paint protection and other add-ons, which can also make a huge difference.

"I'm confident that we can push 2.5% return-on-sales in 2018."

### BUILDING ON EXISTING RELATIONSHIPS

Arbury will pursue growth with its established franchised partners.

"We've been given the go-ahead to establish a new Seat franchise, which will create a new market area," said Goodwin, who refused to offer any more information about the planned site's location.

There is certainly scope within the

### FACTFILE

**TURNOVER (2017)** £116 million  
**FRANCHISES** Citroën (3), Fiat, Nissan (2), Peugeot (5), Seat and Škoda  
**NEW/USED CAR SALES (2017)** 4,796/3,961  
**NUMBER OF STAFF** 262







**C**group for expansion with its existing partners.

Scale currently exists only in its Peugeot operations. The business launched with the French brand in 2000 and now has five outlets (Bromsgrove, Leamington, Lichfield, Nuneaton and Walsall), alongside Nissan in Bromsgrove and Nuneaton, Citroën and DS Automobiles in Nuneaton, Fiat Walsall, Seat Solihull and Škoda Leamington Spa.

Despite Arbury's 4% fall in new car sales to 4,796 last year – its Peugeot sales were down 6%, Citroën down 9% and Nissan down 11% as Fiat, Škoda and Seat all recorded volume rises – Goodwin said he was keen to grow his representation.

He said: "It's all product-led, isn't it, and I'd be really pleased to expand with any of our current brand partners, or the likes of Kia or Hyundai."

"You'll never see us partner with the likes of Jaguar Land Rover or Mercedes-Benz. We could have four new sites with a volume brand for the price of one new facility with that kind of brand and some of the quality in the brands we currently represent is phenomenal."

"Look at the Peugeot 3008 and the new stuff from Škoda. I'd love to see us add another Škoda site, I really would."

Despite the faltering volume of new cars in 2017, Arbury's margin on them was £168 ahead of the previous year, up from £882 to £1,050.

The group grew used car sales to 3,961 last year, up 14% on the year before.

Goodwin said: "Last year was a very mixed bag, of course, but I think it did us good. After an amazing Q1, Q2 really was tough and caused us to look at all our costs."

"Manufacturer demands on staff and premises were really becoming too onerous and we were thankful that our partners really stepped back and agreed that it was time to address those issues and start looking really closely at costs within the business."

"Cost control will continue to be an important area. As long as things remain in the interests of the business and the customer, we need to cut out any unnecessary outlay."

"Profitability-wise, we're doing pretty well. We made £2.18m last year."

While Arbury's manufacturer partners have been supportive, Goodwin acknowledged that there are likely to be changes within all of its businesses in the years to come as the rise of online retail and EV adoption bring their own pressures.

Goodwin said he was "truly impressed" by Nissan's Leaf and "really excited" about the prospect of EVs with 200-mile ranges and every Arbury site will soon have EV

charging points installed. In fact, during AM's visit to Arbury's joint Nissan and Peugeot site in Bromsgrove, a taxi driver was exercising his right as a customer to charge his Nissan Leaf taxi.

While Goodwin said he was happy to meet the needs of all his customers, he did concede that free charging at car dealerships may have to stop as adoption levels increased.

### ACQUIRING THE LIFETIME CUSTOMER

Goodwin, who shares an office with Neil Barrett, Arbury's finance director, and Leigh Franklin, the group's marketing manager, said he spends less time in his dealerships than he would like.

"There's nothing like greeting customers into the dealership by their name, really over-delivering on customer service and knowing that they'll be back again. I love it," he said.

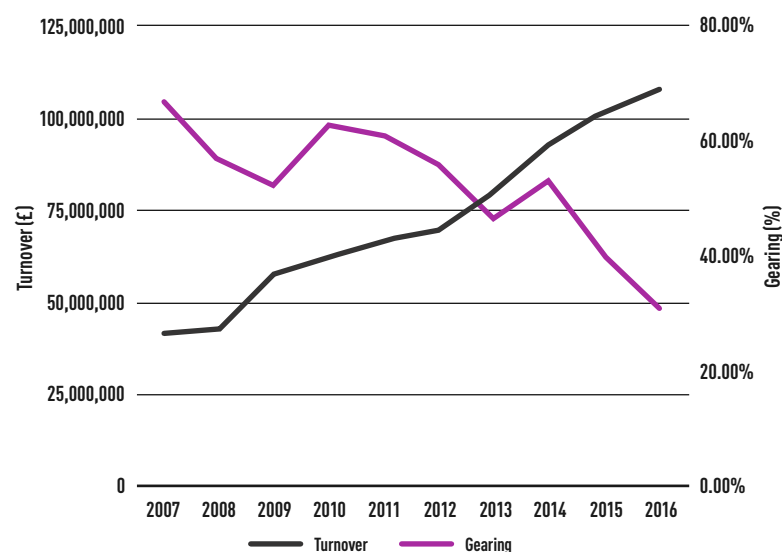
In fact, Goodwin said he would be heading into the showroom in the days after AM's visit, to sell a car to the grandchild of a customer he first sold a vehicle to at Evans Halshaw 30 years ago.

It echoes the ethos that Goodwin said he likes to imbue in his sales executives: "I don't want to sell you this car, I want to sell you every car you'll ever buy."

Goodwin joined the Arbury business in 2004 when he invested money in a move from Rydale BMW to join group founders Stenning and Barrett. The trio had all worked together at Evans Halshaw. He



### ARBURY GROUP TURNOVER VS GEARING



An overview of Arbury's financial results over the past decade shows how the group has grown organically and driven efficiency to lower its gearing ratio. The result is that the business now looks well-placed to make acquisitions and expand its market area with broader representation of its current franchise partners.





Arbury's joint Nissan and Peugeot site in Bromsgrove

described his investment in the group as "the best thing I've ever done".

"There was a little heartbreak in leaving Rydale, as they were one of the best employers I've ever had, a really good organisation, but being at Arbury has been fantastic.

"I still love dealing with customers, seeing their reaction when they come to collect a car, and that passion to deliver a really good experience is what I'd really like to filter down into the team here."

The group will never be the cheapest, according to Goodwin, but quality service and a quality product is where he feels the franchised retailer has to excel.

A mobile SMART repair service helps to ensure all used cars are of the highest standard, among a stock which will take in vehicles of any age or mileage depending on their quality.

"There is a reason why you can turn left or right when you get onto a flight," said Goodwin.

"Three words: quality, fast and cheap. You can pick any two of them, but you cannot have the third."

Goodwin is aware that, while his personal touch can still hold sway with traditional

**“YOU’LL NEVER SEE US PARTNER WITH THE LIKES OF JAGUAR LAND ROVER OR MERCEDES-BENZ. WE COULD HAVE FOUR SITES WITH A VOLUME BRAND FOR THE PRICE OF ONE WITH THEM**  
PAUL GOODWIN, ARBURY GROUP

car buyers, a new generation of customers is demanding a more omni-channel buying experience.

Arbury has invested £100,000 in a new website through its outsourced marketing supplier, Leamington Spa-based Denfield, to deliver online service booking and allow customers to place a deposit on a used car via PayPal.

Denfield has also led Arbury in the use of pay-per-click (PPC) advertising, the tracking of HTML promotional campaigns and online customer insights.

Goodwin said the shift from newspapers

to dominating the airwaves of local radio stations with its adverts came some time ago and he is now fascinated by the scope and data insight offered by online marketing.

A third of Arbury's annual marketing budget is now spent on PPC. Goodwin said: "We know what pages are clicked, who opened a HTML and when.

"It's 'super-science' that you have to embrace. It's costly and impossible to compete with manufacturers on brand, but it ensures that you can win on market areas.

"The effect of PPC has been amazing. We get, on average, 33,800 visits to our website every month. It was 24,000 in 2016. We have a thing called completed goal, which is someone who follows up a visit with a test drive or service. In 2016, the average was 667 a month and it's now 1,130.

"The challenge is the marketing on site, but we know who's coming where, why and when.

"We can target all the local dealers and when people go into the showroom we can send them a message. That's a little intrusive, I think, but that's out there."

Goodwin said Arbury's make-up





ensures customers get the very best advice on their purchase.

Solus managers at each site ensure there is no crossover between brands and video assets plug any gaps in their specialist knowledge.

Every digital device in an Arbury dealership can screen a series of videos explaining key model features, many produced by manufacturers, but some created in-house.

While Goodwin said Arbury's Peugeot businesses have seen just two leads from Peugeot's 'Order Online by Peugeot' online retail platform, launched in January last year, he expects the digital revolution to continue apace and that manufacturers' direct interaction with customers will continue to transform the role of dealerships.

He said: "We won't be called showrooms, we'll be called experience centres.

"I've no doubt that we'll go into a fixed fee programme. No doubt. They will control the transactional process, because it's a nonsense. You can go into one dealer for this, into another for that. It should be 'here's the car, here's the PCP offer'.

"I think manufacturers will say 'you will do this and for doing that you'll get this'."

### CUTTING THE WASTE IN AFTERSALES

As part of his drive to deliver further organic growth through efficiency, Goodwin is focused on aftersales.

The group currently achieves 100% absorption at its Bromsgrove Peugeot facility – a site with the scale to serve as the group's centralised pre-delivery inspection (PDI) centre – while the current 12 franchised outlets across eight sites deliver an average 60.2%.

He said the CI demands of manufacturers account for expenditure of about £1 million a year within the group. This level of investment makes it impossible



**I'VE NO DOUBT THAT WE'LL GO INTO A FIXED FEE PROGRAMME. NO DOUBT... MANUFACTURERS WILL SAY 'YOU WILL DO THIS AND FOR DOING THAT YOU'LL GET THIS'**

PAUL GOODWIN, ARBURY GROUP

for multi-site franchised retailers to achieve 100% absorption, he said.

Attention to detail is key in making the most of what you have got, according to Goodwin.

"We sell 82,653 hours [a year]. If I can get £2-an-hour [more] recovery rate, I don't need to see more people or sell more cars, but I've just made over a £160,000 improvement. A lot of it is down to waste that needs cutting down, efficiencies achieved."

He gave the example of his workshop technicians, who start work at 8am. They used to be allocated a job by 8.15am and had the car on the ramp by 8.30am.

"Now we make sure they know exactly what their first job is and the car is on the ramp before the end of the [previous] day. As a result, they start the day at 8 o'clock.

"If I lose half an hour a day per technician at every site, that's four hours a day, £65 quid, £260 times 20. That's five grand. So those are the bits that we call efficiencies."

Goodwin, a former apprentice technician himself, described his workshop staff as "massively undervalued", but would not reveal what Arbury pays them.

He said: "We're lucky in that we have excellent apprentices who are technicians. Technicians are massively undervalued. Some of our master techs are geniuses. They are clever, clever people. They have an investment in tools of ridiculous amounts."

Arbury's dealer principals have also tried new tactics to get the most out of

their workshop personnel.

"One of our DPs has what he calls his 'chip night' for his technicians," said Goodwin.

"If he thinks 'we've got a lot of PDIs' he'll say to the techs, 'just go and do me one more each, I'll get the chips, we'll get them done and then lock up'."

Arbury prides itself on a togetherness and team ethic among staff, according to Goodwin, who admires the "chip night" concept.

"Staff churn is just over 20% and just two managers left the business in 2017," he said, adding that one was due to a relocation and the other a sales manager who "said 'you know what, I just want to be a sales executive again'".

Goodwin said he respected the decision of the member of staff who stood up and said they wanted to take a step back.

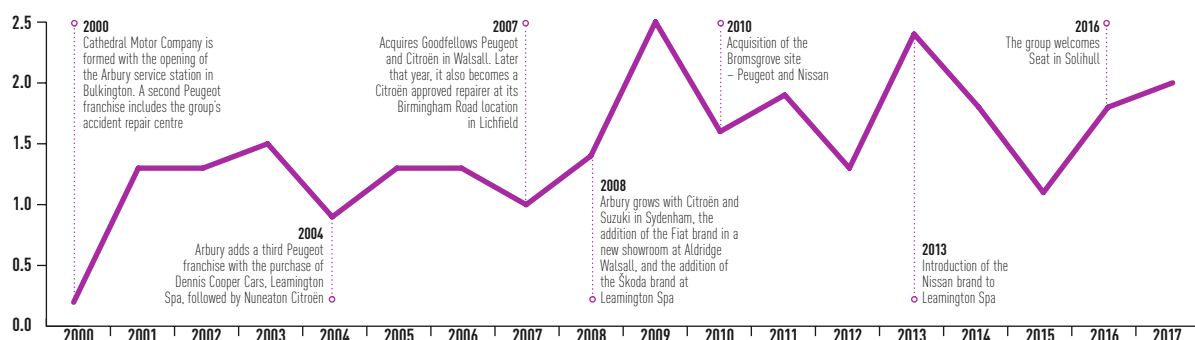
"He just said to himself 'actually I was pretty good at what I was doing before'. I was the first to shake his hand when he took the decision.

"Put the wrong person in the wrong job and it can break them. I want a workforce that is happy in their work."

Arbury currently employs 262 staff and Goodwin claims that his ambition is to ensure that Arbury is known as the best employer in the West Midlands, Worcestershire, Warwickshire and Staffordshire, as well as driving profitability.

"We have to be able to enjoy ourselves and be profitable," he said. "It's the way I've always worked."

### HOW ARBURY HAS GROWN – RETURN-ON-SALES (%) VS ACQUISITIONS





# Smarter Stocking.

Buy the stock you want from the source you choose with a NextGear Capital Stocking Plan. Whether from auction, trade or a part exchange, we will fund 100% of the vehicle value plus auction and delivery fees\*.

It's all about freeing up the cash you need to help transform your sales and maximise your profit.

**To stock up the smart way visit**  
**[nextgearcapital.co.uk](http://nextgearcapital.co.uk)**

\*100% of hammer price plus auction and delivery fees (auction purchases), or lower of CAP clean/invoice price (trade vehicles).  
\* VAT funded on LCVs and qualifying vehicles up to the value of £45,000.

NextGear Capital UK Limited, NextGear House, Kingsfield Court, Chester Business Park, Chester, CH4 9RE. Registered in England and Wales number 08696123. Stocking Plan is subject to status, terms and conditions.

**NEXTGEAR**  
CAPITAL™

The Dealer Stocking Specialist.

SELL CARS FASTER.



# Modix 360°

The easiest way to take and present high-quality 360° images and videos on your website, proven to increase leads and sell cars faster.

**The results speak for themselves.**

## Modix 360°

3 minutes  
is all it  
takes...



42% increase  
in customer intent  
to purchase

56%

increase  
in time spent on  
vehicle detail pages

Visit [modix.co.uk](https://modix.co.uk) or call 0333 444 0351 to find out more





# MINUTES WITH...

Spencer Halil, director,  
Alphera Financial Services



**What have been the big developments over the past 12 months and what's next for Alphera in 2018?**

We had a really strong 2017, with growth of 68% in the amount of car finance funded year-on-year. It meant we broke the £1 billion barrier in written business for the first time, taking us to a total of £1.2bn.

We also renewed our contract to provide finance for Aston Martin. That will continue for another three years and hopefully in the years to follow that.

We put in place a new dealer incentive scheme, called Know Your Customers, towards the end of last year, focusing on customer service rather than sales volume. To encourage dealers to secure as much customer feedback as possible, we also pledged a £1 donation to Macmillan Cancer Support for every completed survey and we have already raised more than £2,500.

We are very optimistic for this year as we're in a good position for growth. We are launching e-signature technology, which is in a pilot phase at the moment. We will also be rolling out an e-commerce platform to the network this year.

**What is behind that level of growth?**

We have spent more than a decade building up relationships with dealers and brokers. When they have done well, we naturally increase the amount of business we write too, so we have been growing with them.

**How big is the opportunity for dealers to increase finance sales to used car buyers?**

Used car finance is our bread and butter.

**THERE'S NO  
REASON  
WHY A  
USED CAR FINANCE  
DEAL CAN'T BE  
POSITIONED TO BE  
AS COMPETITIVE AS  
A NEW CAR OFFER**  
**SPENCER HALIL, ALPHERA**

A big part of what dealers are getting to grips with is the young or pre-reg used car, particularly against a backdrop of softening retail demand for new cars. It will mean dealers will focus even more on doing a really good job in the used car market this year. There's no reason why a used car finance deal can't be positioned to be as competitive as a new car offer. I've been saying this for a while, but dealers really should be challenging their finance partners to do better.

As an average, 40%-50% penetration is a good level to aim for on used car finance. Those at the 20%-30% level will be there because they are focused on this speed-to-sale metric and I think that's a mistake. That's not to say you want customers waiting around for a decision, but there's nothing wrong with

slowing down the process a little to spend some more time and care and not rush things through.

**How is the industry coping with Financial Conduct Authority (FCA) compliance and what are your views on the challenges that lay ahead in this area?**

The industry has been coping really well with the demands of regulation. We're at a point where every dealership is taking compliance really seriously and it has become a part of their culture. It has to be.

Maintaining that focus could be a challenge, as some may think that as the FCA looks at other areas, the pressure starts to come off the motor industry, but that's not the case. I think there's going to be more to come. For example, the FCA is expected to publish an update on its examination of motor finance this month.

**Do you think the popularity of the PCP is under threat? What do you make of the negative press attention motor finance got in 2017 and how can the industry respond this year?**

Of higher concern to the FCA is the sub-prime market, the difficulty some credit card users have in clearing debt in the long term, and the disproportionate fees charged for unauthorised overdrafts. I don't think there is a negative perception of the product itself. PCP isn't a sub-prime product, so it's not really targeted at customers who are stretching budgets beyond affordable levels.

The real spotlight is on the proper sales process surrounding car finance





in general, rather than looking at a particular mix of PCP or HP finance specifically.

If finance products are presented and explained in the right way, the product cannot be an issue. PCPs are a fantastic product for a lot of people, but they don't suit everyone, and the industry has to have the professionalism and knowledge to make sure we are matching customers' needs with the right product for them.

**Do you think the industry needs a higher level of training when it comes to finance sales and what can be done about it?**

We are really focused on helping our partners to raise standards and we know they are, too. We have partnered with the Institute of the Motor Industry (IMI) to promote a new finance accreditation scheme. It will be ready later in Q2, but improving skills and creating a 'kitemark' is something we are really passionate about.

We really want to improve the talent pool in our industry and work on the educational side of things. We are supportive of the Specialist Automotive Finance (SAF) test from the Finance and Leasing Association (FLA). It's great on the knowledge and academic side, but there is space for something that is more focused on the practical side, for people at the coalface.

I would encourage anyone that touches anything to do with car finance in anyway to be SAF-approved, but this new accreditation scheme will be aimed at sales controllers and business managers. For people who want to go further, there is this new IMI accreditation or the SAF Expert, which takes things a stage further. All our frontline staff will do both.

This is the IMI's scheme, but we have partnered with them and will have accredited trainers that can train dealers. I really would like to see Black

## DEALERS CANNOT LOOK AT DIGITAL TECHNOLOGY AND SEE IT AS A THREAT... IT CAN HELP TO JOIN THINGS UP IN THE BUSINESS AND THAT HAS TO BE EMBRACED

SPENCER HALIL, ALPHERA

Horse, Santander and MotoNovo get behind this too. It will be four days of training and then one day of assessment.

The ultimate aim is to have everyone in the car finance industry accredited. It's five days away from the business, so it's a commitment in time and money, but it's also an investment in skills for the future and it will help things like improving the used car penetration rate back in the dealership. There will be room for 10 people on each course, so while it's not going to change the industry overnight, it's going to be enough to get something started.

**What is the biggest threat to the franchised dealer model?**

There's been a lot of talk about direct sales and online sales, but the digitalisation of the sales process is just making things easier for the relationship between the dealer and the customer.

New sales models such as Rockar, and the recent development of its Hyundai

sites being passed over to a local dealer group, show that we may still be some way from the model changing to mirror that. There hasn't been a big take-up of that type of sales model. People still want to go to the dealership and they want to talk to a salesperson at some point in their journey.

Dealers cannot look at digital technology and see it as a threat, but it can definitely help to join things up in the business and that has to be embraced.

**What are the big innovations you are excited about right now when it comes to online finance?**

Open banking and the way that can help with affordability checks is going to be really interesting. It's going to give secure granular access to help with decisions on finance and it will only be a matter of time before the motor industry moves to introduce those features.

Biometric data, such as facial recognition, retina or fingerprint technology, is going to make digital signatures really easy. People were starting to become more worried about fraud with digitalisation, but these new measures are going to see that problem reduce.

**What do you see as the biggest challenge to your business this year?**

It has to be fighting the attitude that 2018 is going to be a difficult year. While there is uncertainty due to negotiations around Brexit and customers potentially holding off purchases because of that, unemployment levels are low and economic growth is looking OK.

We need to make sure we are not overreacting to those concerns. There has been talk of multiple interest rate rises this year and while that may happen, I also don't think the Bank of England is going to risk disrupting the economy with anything drastic.

TOM SEYMOUR

FACT  
FILE

**COMPANY:**  
ALPHERA FINANCIAL  
SERVICES

**HEADQUARTERS:**  
FARNBOROUGH

**SALES:**  
£1.2BN (AMOUNT  
OF CAR FINANCE  
UNDERWRITTEN  
IN 2017)

**STAFF:**  
47

**PARTNERS:**  
1,500

# Xpress Coffee

## IS YOUR DEALERSHIP #FuelledByXpressCoffee?

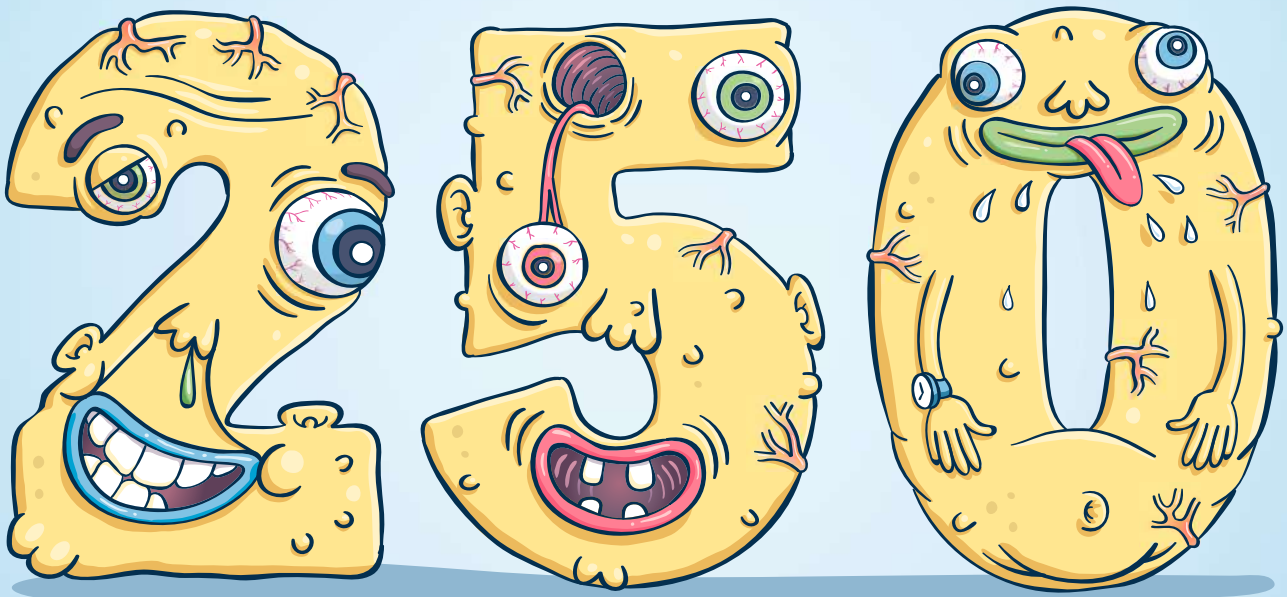
Xpress Coffee specialises in enhancing customer experience and dealership events through the coffee and café culture

☎ 0845 8802 393 ✉ sales@xpresscc.co.uk 🌐 www.XpressCoffeeuk.co.uk





mfg



## FREAKISH FIGURES

On average, for every £1 you spend on an MFG event, we'll help you generate £250 in return. That's a scarily impressive ROI and just one of the reasons we're the fastest growing prospecting, training and consultancy business in the automotive sector.

Call us on **01308 802030** or email **freakish@mfg-group.co.uk** to find out about the many weird and wonderful ways we can help you transform dealership performance.

PROSPECTING | TRAINING | CONSULTANCY

**MFG-GROUP.CO.UK**



# FORD

The retail landscape has changed, but Andy Barratt, the chairman and MD of Ford of Britain, believes his dealers are up to the challenge, he tells **Tim Rose**

**F**ranchised dealers are yet to embrace the “revolutions” in technology and mobility that affect their businesses, according to Andy Barratt, the chairman and managing director of Ford of Britain. However, he is optimistic that his dealers will rise to the challenge and keen to guide them on the journey.

“We have so many revolutions going on – powertrain, ownership, connectivity and alternative mobility. It’s the most exciting industry to be in right now,” said Barratt.

Changes are bringing some pain to all franchised networks. Having invested heavily in showrooms and technology for face-to-face transactions, swathes of potential customers are on the cusp of embracing online car-buying or adopting alternative urban transport solutions altogether.

Coupled with other rising costs, such as rising technicians’ pay, the living wage, pension auto-enrolment and the apprenticeship levy, “the dealer body has a multi-million pound bill for doing nothing different”, said Barratt.

“The biggest challenge for me around the retail network is getting them to understand the retail landscape is changing. The gig economy has been here for many years,

**“THE BIGGEST CHALLENGE IS GETTING THEM TO UNDERSTAND THE RETAIL LANDSCAPE IS CHANGING... A LOT OF THE NETWORK REALLY HAS NOT EMBRACED DIGITAL IN THE WAY THEY SHOULD”** **ANDY BARRATT, FORD**



Andy Barratt, chairman and managing director of Ford of Britain: ‘It’s the most exciting industry to be in right now’

and yet a lot of the retail network really has not embraced digital in the way they should. There are one or two front-runners, but most are followers.”

He said the digital economy entered the aftersales arena very quickly, such as through video health checks, diagnostics and telematics-based prognostics. But Barratt believes dealers and carmakers need to do more, to both better satisfy customers and to become aspirational enough to attract the recruits the industry needs.

He said Ford is committed to tackling the

wider issues, such as clean air policies, and is trialling solutions. It has launched a ‘Chariot London’ commuter shuttle service, booked and paid for by smartphone. Transit minibuses operate on four routes that are poorly served by public transport.

Ford was also among the first manufacturers to launch a scrappage scheme last September, which many other brands followed.

Barratt conceded that the schemes helped to prop up a rapidly declining new car market, which overall ended 5.7%

## KEY PRODUCTS



### Fiesta

The most popular car in Britain – one in every 25 new cars sold in the UK is a Fiesta. Registrations in 2017 totalled 94,533, a 22% drop year-on-year, which Ford attributed to supply issues.



### Focus

A core Ford model, it achieved 69,903 registrations in 2017 and a replacement is due later this year. Ford also has a Focus Electric (£31,680 minus the Government grant) waiting in the wings.



behind the 2016 total (Ford's new car registrations were down 9.7% in 2017, but its LCVs rose by almost 2%). Without the schemes, Barratt said the market would have declined by a further 2ppts.

Ford recorded 10,000 scrappage sales by the end of 2017. To benefit from Ford's saving of between £2,000 and £4,950 (depending on the new car purchased), qualifying trade-ins had to be registered pre-2011, so Barratt is confident the scheme attracted fresh buyers and removed less efficient vehicles from the roads.

"We remain true to what we're trying to do on scrappage. It has to be an environmental story. We were clear that scrappage means scrappage, every car has to have a full destruction certificate, and we audit that."

Barratt said Ford is concerned with improving air quality and knows steps must be taken every year to prepare for 2040, when all new cars sold will have to be AFVs.

"If it genuinely is a clean air programme, which it is for Ford because we're doing it elsewhere in Europe, you cannot run it for four months and be credible.

"We always said we would run it as a pilot scheme and see what the impact is. It was incredibly positive, and we have to continue.

Ford has extended its scrappage offer into Q1 2018.

"It's definitely the space where the market-leader should be, and should set the drum-beat. It's not something where we're looking for the advantage. We're looking to do the right thing."

Barratt said there needs to be more re-education of consumers about what comes out a car's tailpipe, and there are still plenty of people for whom diesels in Euro 6 or 6.2 form are the right answer.

Nevertheless, he said Ford has benefited from the popularity of its Ecoboost petrol engines.

It has not been completely protected, however. Ford's car registrations in 2017 were 33% diesel and 67% petrol. Two months into 2018, the mix was 26% diesel and 74% petrol. Hybrid powertrains are currently only offered on the Mondeo, but more are promised by 2022, and a Focus Electric is in the wings, waiting, Ford said, "for when there's a market for it in volume".

Barratt said modelling shows that changes to modern vehicles means the biggest contributor to poor air quality in London "very shortly will no longer be vehicles". That wider story needs to be constantly communicated, he said.

"As an industry we've come a long way, and we need to make sure everyone understands the journey we've been on and that we continue to be on."

Ford has 20 Transit petrol PHEV vans that will take part in a trial scheme with fleet partners from April, ahead of a production van launch in 2019. These will test a telematics service, which will track how the vans operate on petrol or electric-only in the relevant operating zones. In the longer term, the telematics service will be provided for other vehicles too – 90% of Fords will have connectivity by 2020.

### **"We can do so much better"**

Commercial vehicles are a pillar of strength for Ford's network and fleet operation – 2017 was a new record, with 123,958 new vans and pick-ups registered. But Barratt believes there are still richer pickings to be had.

"I'm still not satisfied. I think we can do so much better than where we are today. Transit remains the benchmark vehicle, and I need our Transit centres



### **◀ Kuga**

The Kuga SUV brand is well established and is now the brand's third-best seller, priced from £22,595. Of the 39,212 Kugas registered in 2017, 58% were in the fleet sector.



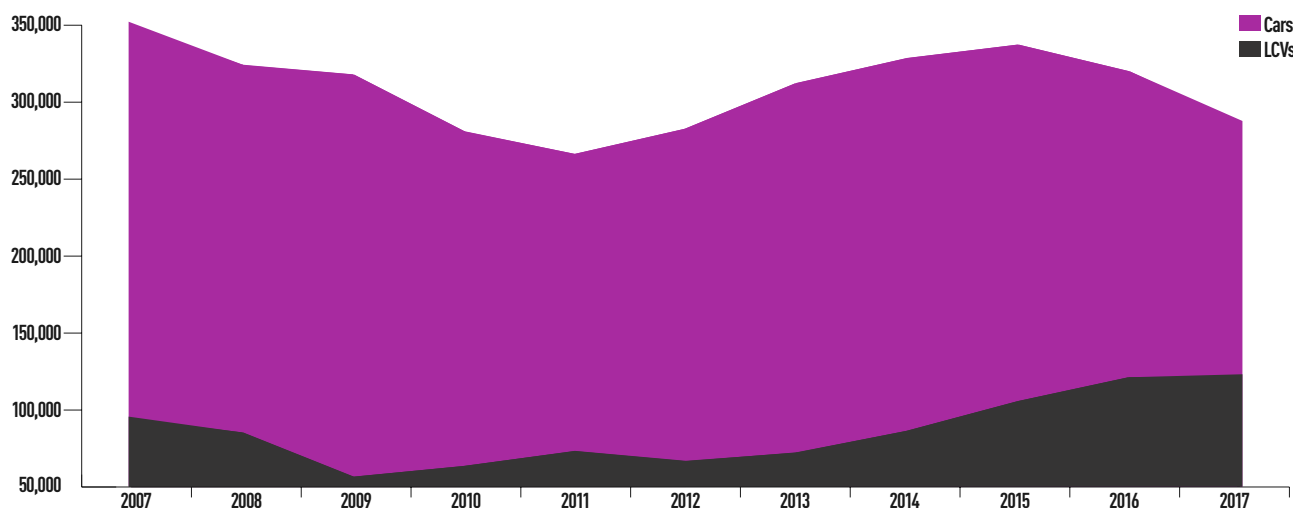
### **◀ Transit Custom**

It outsells its nearest rival, Vauxhall's Vivaro, by more than two to one. 2017 registrations of the Transit Custom totalled 43,536, but the full Transit family is worth just over 102,000 sales annually.



## FORD REGISTRATIONS - NEW CARS AND LCVs

Source: SMMT



Although its products are highly regarded, Ford's car sales have been unable to reach their pre-recession peak due to increasing competition from premium brands with accessible finance offers. However, it continues to dominate in the LCV market, where one in three new vehicle sales is a Ford

to become the benchmark dealers – some are already, some aren't – and we need to continue to innovate in that space to become the supplier of choice."

One such example is Ford's mobile service vans, operated by its Transit Centres. There are more than 100 vans, capable of reaching 85% of the population within 40 minutes. Barratt said Ford needs to continue to understand better what makes a buyer want a van, how it works for them, and how Ford can make it even more convenient for them to operate it in their business.

"If I'm a construction worker or a joiner or whatever, why can't Ford come along to service my Transit while I continue to earn money? That's exactly the kind of innovation that will help keep Transit at the top of the charts."

Barratt said he expects demand for mobile servicing to rise quickly. Ford is bringing fleet operators into the programme, and he said there are efficiencies for dealers too – going to a customer's yard, you may be able to service five Transits in an evening.

Although retail customers have not latched on to it, he sees a similar programme working for private motorists, too.

Ford has provided some central support to equip the service vans with specialist tooling, diagnostic kit and communications devices, but Barratt said it has to stand up as a profit centre for dealers in its own right.

"It's joined-up thinking between sales and aftersales, innovating in the customer space. In a world of customer choice and future mobility, it's another proposition for the customer that cuts through for the franchised dealer. To maintain the volume of commercial vehicle sales we are doing, we need to continue to look for spaces where customers have the confidence that we understand their business."

Transit Centres provide guaranteed service levels under the Transit 24 programme, such as extended hours servicing, while-you-wait bookings and collection and delivery. They also supply factory-fresh converted vans, such as tippers and Lutons, as a "turn-key operation", said Barratt.

He added: "With a lot of our customers for these, it's because they've won a contract this week and they need the vehicle. If our dealers can put keys in their hand within a week, they're not going elsewhere."

### A joined-up approach to CV success

Barratt said success in commercial vehicles is about joining up the services, through telematics, helping them to fund the vehicle with specific Ford Credit lines for commercial vehicles, and monthly service and maintenance plans.

He has high hopes for Ford dealers' fortunes once connectivity and telematics become mainstream in cars and LCVs. The challenge will be in convincing the customer to switch them on, but the data available to the manufacturer and the dealer will give them a real advantage in delivering an exceptional customer experience, by ultimately preventing any downtime in a car or commercial vehicle.

In the meantime, the dealer network has plenty to get on with, after several years of high new vehicle sales. 2018 will bring more

derivatives of the new Fiesta, including Active and ST lines, plus a new Ecosport and Focus, and updated Transit Custom.

### 'Talk yourself into growth'

"We've said to dealers, 'don't get caught up in the headlines of what's happening in the market. Focus on your own piece of business, because as a Ford dealer you're big enough to influence your own piece of business, you can be the market-maker'."

"Because you can talk yourself into a recession, or you can talk yourself into growth. We want to do the latter."

In 2017, the Ford network's average return-on-sales figure was about 1.2%, which Barratt emphasised was a good result for a brand built for volume and lots of fleet business.

Dealers were pretty happy, he said, and that has since been backed up by recent NFDA Dealer Attitude Survey results showing Ford scoring 6 out of 10 for overall value of the franchise (marginally down from 6.1 in the previous survey, but ahead of the average score of 5.3).

Barratt sees recent activity by South Africa-based Supergroup, which bought Allen Ford, Slough Motor Company and Essex Auto Group to build up a 24-strong Ford business here, as another sign of the franchise's strength.

Overall, however, the network has reduced from 550 sites in 2013 to 460 locations, as regional groups have merged smaller sales points into larger FordStores and some of its owner-drivers exited, allowing Ford to remove sales points.

Barratt said it has been a natural attrition, and he now believes Ford UK has the best retail network in Europe.

There are still challenges ahead, but Barratt remains confident: "It's all fixable."

**YOU CAN TALK YOURSELF INTO A RECESSION, OR YOU CAN TALK YOURSELF INTO GROWTH. WE WANT TO DO THE LATTER** **ANDY BARRATT, FORD**





# GDPR TIME TO DEAL WITH THE



## IN THE ROOM

Cymphony. The UK's #1 Answering Service for the Motor Industry

## Ensure your customers are opted in to your marketing campaigns.

If you wish to market MOTs or services, sell aftercare products or promote deals on new vehicles after 25<sup>th</sup> May, it is essential you gain permission from your customers to use their data. Failure to do so could land you a fine of up to 4% of your business' turnover. Cymphony's dedicated team can assist your dealership in contacting your customers via phone and email to establish consent for future marketing activities. **Don't ignore GDPR.**

**Call us today on 0333 800 2828 and get a free, no-obligation quote.**



0333 800 2828 | [cymphony.co.uk](http://cymphony.co.uk)



## WHY AND HOW UK DEALERS SHOULD EMBRACE EV CHANGES

**M**ulti-channel retailing, dealership disruption by technology and steps to make your marketing more effective will all be discussed AM's DigiTech Conference.

Expert presenters – from companies such as KPMG, Google, Chargemaster, Auto Trader, Carwow and Barclays Partner Finance – will ensure dealers gain insights that help them stay ahead in the rapidly changing motor retail marketplace.

Chargemaster operates the largest UK public charging network and partners dealers and carmakers to offer home charging facilities to customers. Tom Callow, its director of communications and strategy, will advise delegates on two core areas dealers need to address – the physical preparation and education required to sell and service electric vehicles (EVs), and the practicalities of EV retailing, including the training required when servicing high-voltage vehicles, additional safety measures and effective used EV sales.

"Dealers need to embrace the change and not ignore it. People are buying EVs in increasing numbers and it is an upward trend," he said.

By the end of 2017, there were 120,000 plug-in hybrid and pure EVs on the UK's roads. This figure is expected to double by 2020 and could overtake diesel's share of the new car market by 2025.

Callow said dealers need to ensure employees fully understand EVs so they can take advantage of growing sales – he points out that five years ago, just one in 634 cars sold was a plug-in, but it is now one in 34.

"When a customer inquires about EVs, dealers need to be able to talk knowledgeably about charging, including rapid charging, and be able to demonstrate charging a vehicle. For example, they need to explain why most plug-in hybrids shouldn't use rapid chargers." Callow will reveal why at the conference.

■ Full details of the AM DigiTech conference are available on its website, [amdigitech.co.uk](http://amdigitech.co.uk).

## What is it?

A full-day conference for directors and senior managers at car dealers and manufacturers, which will explore the impact of new technology and digital dealer operations, from the rise of the EV to increasingly sophisticated IT functions and software programmes required to operate a dealership.

## What will I learn?

- How technology can make you more efficient.
- How you can reach buyers effectively online and win their business.
- How you can help your customers transact online.
- How your business can prepare for retailing new products in new ways.
- What other dealers are doing to address issues your dealerships face.

## When and where is it?

AM DigiTech will take place on Tuesday, April 17, 2018, at the Hilton Doubletree Hotel in Milton Keynes.

## How do I find out more or book tickets?

Visit [www.amdigitech.co.uk](http://www.amdigitech.co.uk) or contact Paige Phillips via [paige.phillips@bauer-media.co.uk](mailto:paige.phillips@bauer-media.co.uk) or 01733 395 133. Book three tickets and the third is half-price.



**Tuesday, April 17, 2018** Hilton DoubleTree, Milton Keynes **[amdigitech.co.uk](http://amdigitech.co.uk)**

## PRESENTERS CONFIRMED

**Justin Benson, UK head of automotive, KPMG**

**Specialist subject:**

Opportunities in an evolving motor retail environment

**Tom Callow, director of communications and strategy, Chargemaster**

**Specialist subject:** Electric vehicles and dealership infrastructure

**Martin Dew, head of operations, Autoweb Design**

**Specialist subject:**

Websites and SEO

**Karen Hilton, commercial director, carwow**

**Specialist subject:**

Influencing consumer behaviour and successful sales

**Chris Penny, brand director, Auto Trader**

**Specialist subject:** digital marketing and car-buyer insights

**Jason Turner, head of franchise development, Barclays Partner Finance**

**Specialist subject:** Empowering dealers through digital transactions

**Martin Sewell, managing director, Rockar**

**Specialist subject:** New digital retailing channels

**Hamel Soni, automotive industry head, Google**

**Specialist subject:** digital marketing and consumer insights



# GDPR

Are you ready?

Update your database to ensure compliance before the 25<sup>th</sup> of May...

## CIA offers:

- Data cleanse
- Multichannel communication
- Call contact - 5 attempts
- Renewal of permission flags
- Data correction file
- Online reporting

**CALL-IT**  
AUTOMOTIVE

...Last few months to get it right!

Contact us today + 44(0)1296 440 003  
[enquiries@callitautomotive.com](mailto:enquiries@callitautomotive.com)

# EMaC

THE SERVICE PLAN THAT REALLY WORKS

**TWO MILLION  
MOTORISTS  
CAN'T BE  
WRONG**



EMaC are proud to support the  
AM GDPR Conference

## EMaC Limited

EMaC House | Crewe Business Park  
Crewe | CW1 6GU  
Tel: 01270 507466 | Fax: 0330 0996828  
Email: [support@emac.ltd.uk](mailto:support@emac.ltd.uk)  
Web: [www.emac.ltd.uk](http://www.emac.ltd.uk)



EMaC are the industry-leading supplier of inflation-proof bespoke Service Plans offering you long-term customer loyalty and guaranteed future revenue on every new or used car you sell.

It's a completely flexible platform that brings you and your customers together and provides you with increased upsell and further sales opportunities.

We're with you all the way, offering...

- ✓ Comprehensive in-showroom staff training
- ✓ Industry insight and expertise
- ✓ Continuing unrivalled levels of support

An EMaC Service Plan is easy for you to sell and just as easy for your customers to buy either at the point of the car purchase or post-sale.

Central to our success is a combination of great technology and first-class service. Dealership staff and customers alike can always speak to one of our experts quickly.

- ✓ Innovative technology
- ✓ Realtime reporting
- ✓ Significant recent investment into technology-led product enhancements
- ✓ Our system can be tailored to your preferences

Call us now on 01270 507466 for an informal chat or to arrange a meeting without any obligation. We just want to show you what EMaC can do for your business - and your profits.



# SPOTLIGHT:

## GDPR



# SOUND THE DATA ALARM



### ARE YOU READY FOR D-DAY?

AS THE GDPR'S DATA DEADLINE NEARS, WE ASK TWO SOLICITORS TO ADDRESS COMMON CONCERNS

PAGES 42-43

### TRANSFER DEADLINE

TO SHARE CUSTOMER INFORMATION WITH THIRD PARTIES, DEALERS DON'T HAVE LONG TO GET IT RIGHT

PAGES 45-46

### GDPR SURVEY RESULTS

HOW DID FRANCHISED DEALERS FARE AGAINST INDEPENDENTS IN THEIR DATA-DAY READINESS?

PAGE 47

### DO YOU HAVE PROTECTION?

NOT EVERY BUSINESS MUST HIRE A DATA PROTECTION OFFICER. WE LOOK AT THE PROS AND CONS

PAGE 48

# Are your dealerships read

As the May 25 deadline for the General Data Protection Regulation (GDPR) approaches, we ask two solicitors to address some of the most common concerns among dealers

**N**ona Bowkis, solicitor at Lawgistics and specialist on the General Data Protection Regulation (GDPR), looks at what details are emerging as the May 25 deadline nears and what challenges dealer clients face on customer data, employee data and technology.

#### What challenges are you hearing from clients that stand out when it comes to changes around customer data?

The biggest challenges seem to be misinformation and scaremongering. We have dealers calling in a state of panic having read various articles and comments on forums, which are simply either not true or exaggerated. The fact is that the GDPR applies to all businesses who process personal data. Personal data includes basic information such as a customer's name. It also now includes CCTV footage and IP addresses. For businesses with more than 250 staff or those who regularly handle large amounts of data or sensitive data, the responsibilities are more onerous. However, for many dealerships, the GDPR is comparatively straightforward.

#### What do dealers have to do around their processes to make sure they are ready?

Dealers need to take time out to undertake an information audit. In its simplest form, dealers need to list the types of personal data they hold, they need to work out under which of the six lawful grounds listed in Article 6 of the GDPR regulations they can legitimately process that data and they need to ensure the security of that data whether that is filing paper invoices away in a locked filing cabinet or ensuring their IT databases are secure.

For email marketing, if dealers have relied on an opt-out system that meets the requirements of Regulation 22 of the Privacy and Electronic Communications Regulations (PECR), they can continue with this system and cite 'legitimate interest' as the lawful basis for processing instead of 'consent', which under GDPR, requires a positive opt-in approach.

**NONA BOWKIS**  
**SOLICITOR AT LAWGISTICS**



#### What are the biggest stumbling blocks you are hearing when it comes to employee data?

Dealers are asking about whether they need the consent of the employee to hold their data and if a consent clause in the employment contract is sufficient. While a consent clause may have been suitable under the Data Protection Act (DPA) 1998, any such consent clause is unlikely to meet the high consent threshold under GDPR. Employers are advised to remove any consent clauses and instead rely on one of the other six grounds for lawful processing. In this case we suggest a combination of 'contract', 'performance of a legal obligation' (personal data is required to pay tax and NI) and 'legitimate interest'.

#### What advice would you give to dealers that aren't quite ready on the issue of employee data before the GDPR deadline?

Dealers should not only be reviewing their contracts for unnecessary consent clauses, but they should be ensuring

they have a clause that requires employees to take personal responsibility for customer data. For such a clause to be effective, dealerships will need to ensure all their staff have been provided with adequate training and that the organisation has a clear data protection policy. Training will need to include what constitutes personal data, why data protection is important and the consequences of non-compliance. Employees need to be aware that as individuals, they are open to prosecution for data breaches under Section 55 of the current Data Protection Act (DPA).

In terms of a data protection policy, an example clause could be that the details of unsuccessful applicants will be destroyed after three months. The GDPR has an emphasis on data minimisation and so if employers do not need the data, they should not keep it.

#### What are the big challenges for dealers in meeting the GDPR's requirements in terms of technology and security?

We have had a number of dealers who have had to source new website providers as some designers have decided that their new accountability under the GDPR is too much and they have opted out.

Dealerships, in their role as data controllers, must have a written contract with their third-party processors and they need to ensure that said third-party is compliant with the GDPR.

#### What should dealers be doing around their third-party processes to make sure they are ready?

Dealers need to talk to their IT processors and either put a written contract in place or update any contracts that may comply with the DPA 1998, but will not comply with the higher requirements of the GDPR. If the third-party processor cannot provide the dealership with the required "sufficient guarantees to implement appropriate technical and organisational measures" then the dealership needs to look elsewhere and have their new processor and written contract in place by May 25, 2018. **TOM SEYMOUR**

**“ DEALERSHIPS WILL NEED TO ENSURE ALL THEIR STAFF HAVE BEEN PROVIDED WITH ADEQUATE TRAINING**  
**NONA BOWKIS, LAWGISTICS**



# y for the data deadline?

**A**s the May 25 deadline for the General Data Protection Regulation (GDPR) approaches, Paul Carroll, partner and commercial solicitor at Motor Industry Legal Services (MILS) takes a look in more detail at some of the common questions being raised within the motor industry.

## What challenges are you hearing from clients that stand out when it comes to changes around customer data?

Some dealers are being told they cannot contact customers before gaining consent. This is not strictly true. Contact can be made where necessary as long as it fits with the GDPR's six lawful grounds for using customer data. However, there are times when consent must be present, such as marketing, processing sensitive data or transferring data outside of the European Economic Area (EEA).

## Can a dealer use customer data for marketing purposes?

The GDPR is not the only legislation that applies to customer data. Where any marketing is done by electronic means, such as email, the Privacy and Electronic Communication Regulations (PECR) require that any marketing by electronic means requires consent. While the PECR are also due to be updated, they are likely to be replaced by something similar and will continue after May 25, 2018.

Marketing is and remains a legitimate interest under the GDPR. That said, any 'legitimate interest' of the business cannot override the customer's own interests. Where possible, any marketing should also be done by consent so that more than one legitimate interest is present for the purposes of the GDPR. Dealers should take steps before May 25 to update any records in cases where there is no clear consent for marketing.

## What sort of problems are dealers having when trying to update records?

We have heard the regulator has received a number of complaints from customers regarding contact to update

**PAUL CARROLL**  
**PARTNER & COMMERCIAL SOLICITOR AT MOTOR INDUSTRY LEGAL SERVICES**



records. Previous rulings have clarified the fact that an email requesting confirmation as to whether a customer consents to marketing is itself marketing and therefore consent will be required to ask the question by email (not postal or telephone). No contact can be made with any customer who has opted out of such communications.

There is no reason why a customer cannot be contacted prior to the May 25 deadline, as long as any emails on the list have been properly vetted. You have to make sure you are only contacting customers who have previously been in touch to enquire about similar services and have not expressly rejected contact in the past.

However, anyone contacted will need to be given an opportunity within the correspondence to opt out of such contact in the future.

## What changes are dealers having to make when it comes to employee data?

Data protection in an employee context has been low-risk in the past and this will continue. However, as with customers, any processing must be lawful, fair and transparent. Most employment contracts rely on a blanket consent for processing personal data. The GDPR raises this bar and dealers will need to ensure they have updated any grounds for processing accordingly.

## What are the big challenges for dealers in meeting what GDPR requires in terms of technology and security?

The GDPR is not just about how you handle customer and employee records. Data security plays an important role in the new legislation. The more sensitive the data held and/or the greater the risk should the data be compromised, the greater steps will need to be taken to secure it.

However, this does not mean the Information Commissioner's Office (ICO) will expect all data to be secured using the most sophisticated measures. Businesses are entitled to consider the costs of implementation and weigh this against the risks.

## Are there any standards dealers can adopt when it comes to data security?

There are two main data standards currently within the UK – PCI DSS and ISO27001. While there is no legal requirement to use any particular standards, they can help demonstrate that appropriate technical and organisational measures are being used.

## Do dealers have to change a lot around their systems regarding security?

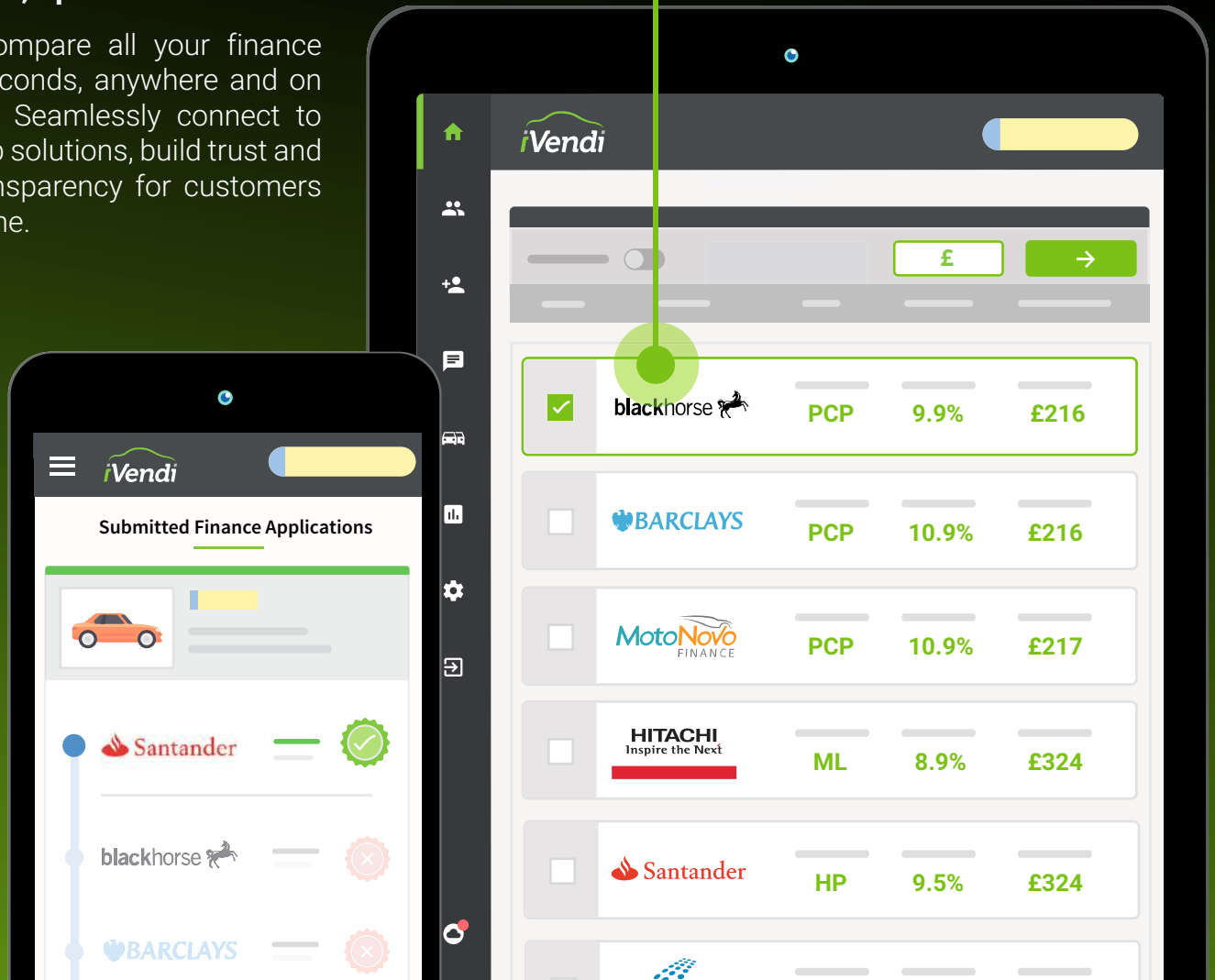
While the GDPR puts data security at the heart of data protection and does put more stringent requirements in place, the position will remain broadly the same. If appropriate technical and organisational measures were in place under the Data Protection Act (DPA), dealers are likely to be complying with the GDPR too.

That said, security is a continuing requirement. If a dealer hasn't reviewed data processing procedures recently, then they may no longer be appropriate. Dealers should ensure they are regularly assessing their data processes and the technical and organisational steps taken to offer protection. A good test is for a dealer to ask themselves what would happen should a technical system fail. The more serious the outcome, the more significant technical and organisational measures for protection will have to be. **TOM SEYMOUR**

# MULTI-LENDER QUOTING & SUBMISSION

One unique solution to manage quoting, applications, updates and decisions.

Quote & compare all your finance offers in seconds, anywhere and on any device. Seamlessly connect to iVendi's web solutions, build trust and provide transparency for customers on and offline.



To see the product in action, contact us on

**0345 226 0503**

**tellmemore@ivendi.com**

ivendi.com



# Get data transfer right under GDPR

Under the new data legislation, dealers and manufacturers will have to make big changes to how they share customer information with third parties

**D**ata is the lifeblood of the modern car dealership. It comes from and flows to manufacturer partners via a multitude of channels, such as dealer management systems (DMS), customer relationship management (CRM) systems and even emails. Come May 25, all of that data and how it is transferred will have to comply with the General Data Protection Regulation (GDPR).

However, in many cases, the dealer may also share that data with third parties, including finance houses, outsourced call centres and email marketing specialists and, under the GDPR, the customer will have to give clear consent for the dealer to pass it on.

"We are seeing a complete transformation in the way that data transfer works," said

Dom Threlfall, the managing director of Pebley Beach.

"As far as the customer is concerned, the dealer is the manufacturer, so if they say they don't want any marketing from us, what they actually mean is they don't want any correspondence from the manufacturer, and we need to make sure their wishes are respected.

"We first mentioned this to our manufacturer partners in 2015 and no one thought much about it at the time, but now a lot of people are frantically scrambling to comply. As a dealer, in 2016, we wanted to get ahead of the curve, so we started getting exclusive permissions from customers to use their data, but there are still many companies out there who are trying to get to grips with the whole issue."

Threlfall added that in the first instance dealers need to ensure customer consent for the use of all personal data held on DMS and other systems, so it's clear who can be marketed to. He believes that will also be key to getting manufacturers to become fully compliant with the GDPR on data transfer.

Companies will need to train all their staff on how to deal with personal data transfer. They may also have to change or update their current policies and procedures for handling data to conform with GDPR.

Martin Hickley, a GDPR and data compliance consultant, said that under the GDPR the dealer needs to explain up-front to the customer what their data is going to be used for and how it will be processed. The most common way to





# SPOTLIGHT:

## GDPR

provide this information in a privacy notice.

He added that because the dealer and manufacturer are jointly liable for the data as 'controller' and 'processor', the risk greatly increases for manufacturers who supplied the information initially if the dealer misuses that data.

"Dealers and manufacturers alike will have to demonstrate compliance with the GDPR and that means recording the data privacy notice given," he said.

"If consent is given, they will also have to show how that consent was captured in a compliant manner."

Chris Poulson, CRM director of THREE60 CRM, said dealers and manufacturers need to work together to determine the contents of their data privacy notice to meet the requirements of the GDPR. He said it is more important for dealers to focus initially on the management of customer permissions rather than how the different data flows from one party to another once it's on the system.

"For example, a customer may call the dealer and request not to be contacted or marketed to, but their data has already been passed on to the manufacturer," he said. "So, it really comes down to how customer permissions are managed from the outset between the dealer and manufacturer."

Poulson added that the current legislation, the Data Protection Act 1998, requires personal data to be transferred securely between the different parties, and this will continue under the GDPR. This could mean an end to the use of USB sticks or sending and receiving data by email, he said.

"A good starting point is to produce a data map to see where and how data is being transferred, including all third parties involved," he said. "Then you need to ensure those data transfer methods are secure and you have a process for updating all of the systems and parties of customer permissions."

While Poulson said he hadn't heard anything yet about the need to change franchise contracts to meet GDPR requirements, he added that he would not be surprised if that changed further down the line. In a recent AM-online poll, more than a quarter of respondents said manufacturer partners had changed the terms of franchising agreements in regards to data collection and processing in light of the GDPR.

Madeleine Ansbro, head of compliance at Marshall Motor Group, said that rather than directly affecting personal data transfer, the GDPR would bring a greater awareness around data security. She said it has also made

**PRODUCE A DATA MAP TO SEE WHERE AND HOW DATA IS BEING TRANSFERRED. THEN YOU NEED TO ENSURE THOSE DATA TRANSFER METHODS ARE SECURE**

**CHRIS POULSON, THREE60 CRM**

companies more focused on their own data collection methods and why they are collecting it.

"GDPR has made companies realise the importance of protecting data, particularly when it comes to consent for using it for marketing purposes or passing it on to a third party," she said. "So that means greater transparency for the customer, which can only be a good thing."

Ansbro added that some dealers will need to amend or add clauses to their present franchise contracts to reflect GDPR. This needs to both cover their liabilities and state their purpose for using the data, so they are able to take appropriate action if it is misused, she said.

Simon Upton, group commercial director at GForces, said the GDPR had also brought a greater focus on the link between dealers, manufacturers and third parties. He believes that contracts will need to be changed in the future to ensure third parties have specific written instructions on how to process the data.

"Whilst GDPR does not necessarily change what third parties do for dealers and manu-



facturers, new contracts and data-processing agreements will clear up any grey areas," he said. "This will also ensure the entire information chain is clear on what data they can collect, store or transit, whether as the data controller or data processor."

There is also a potential issue of personal data being passed from one customer to the next. Dealers and remarketing companies need to ensure that all of the previous owner's data is removed before a used vehicle is sold, including phone and sat-nav records.

Sam Watkins, deputy chair of The Vehicle Remarketing Association, said: "Anyone who has bought a used car in the last few years will know data such as sat-nav and phone records from the previous owner are often not removed when a vehicle is sold. It's probably a good idea in general that this data should be deleted – it provides a very good indication of a person's movements, work and social activities – but GDPR makes it a legal responsibility."

"At some point in the supply chain, it has to be deleted. The question is – who should be responsible for doing this?"

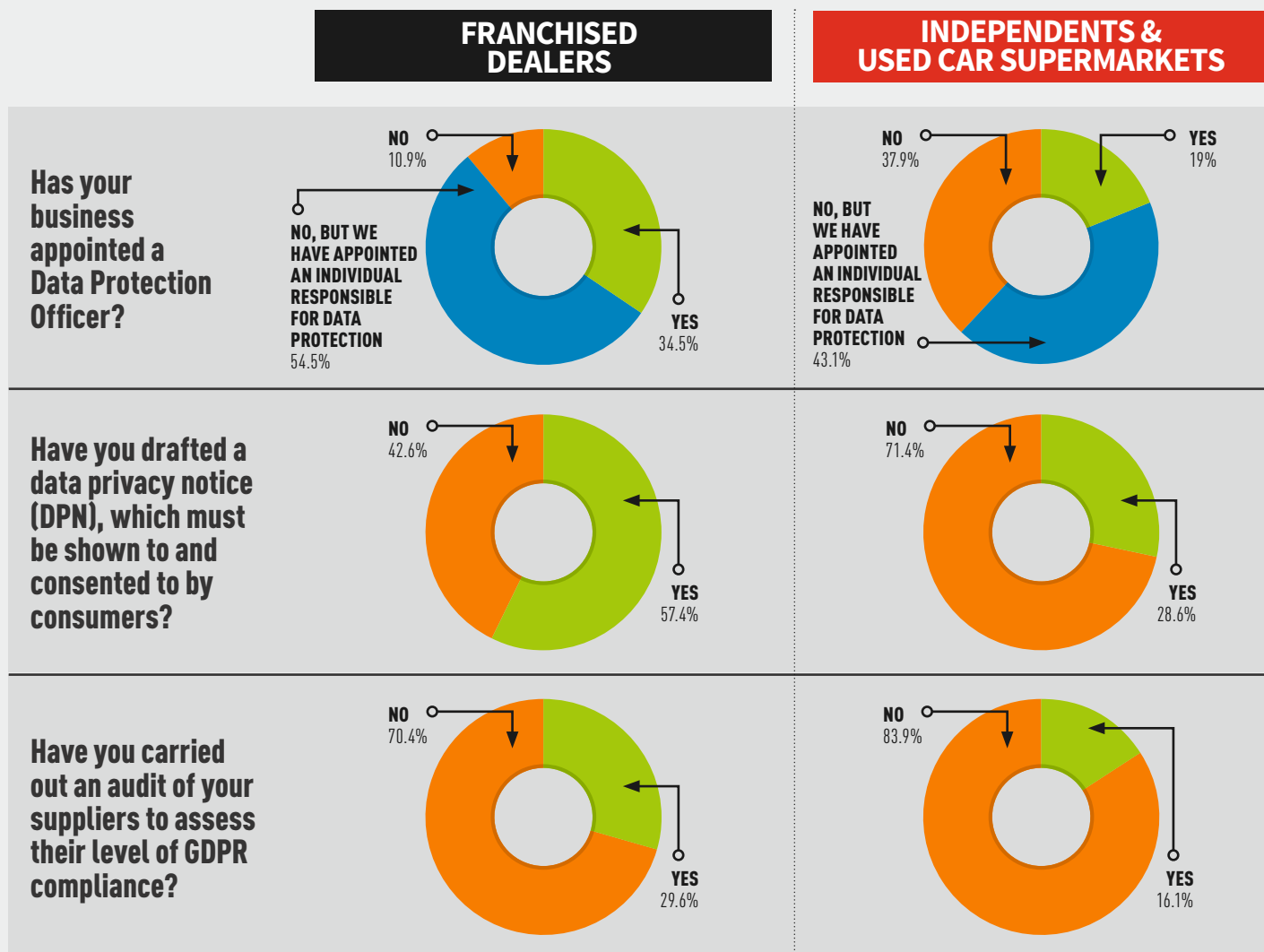
Louise Wallis, head of business at the National Franchised Dealers Association (NFDA), added: "GDPR will drive change regarding consent for data use and security."

It serves as a timely reminder to members that they need to get the appropriate procedures in place when dealing with personal data of all forms." **ALEX WRIGHT**

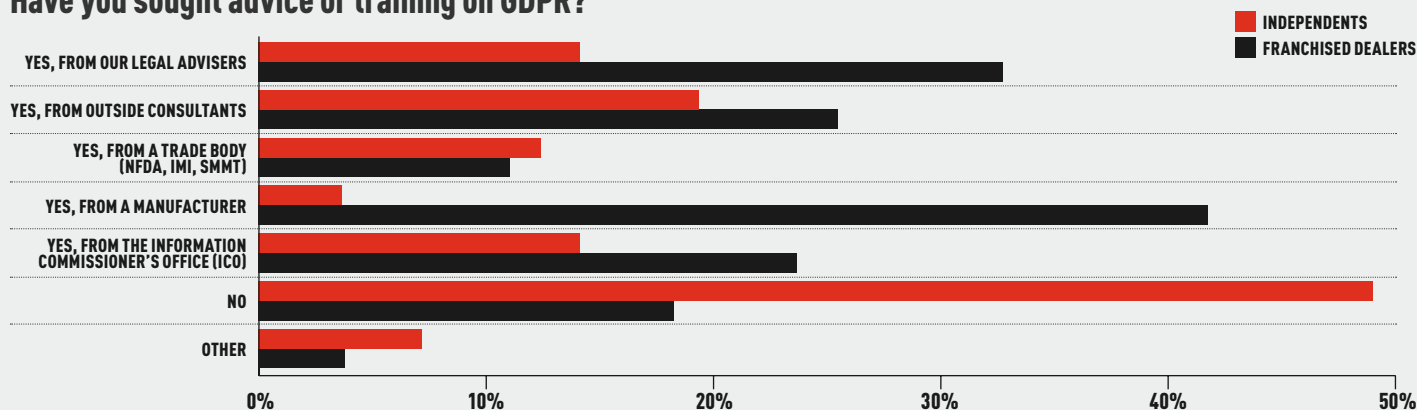


# Poll split on data rules

The results of our AM-online survey illustrate some distinct differences between franchised dealers and independents in their levels of preparedness for the new data regulation. The full results are available at [am-online.com/GDPRsurvey](http://am-online.com/GDPRsurvey)



## Have you sought advice or training on GDPR?



# Should you hire a data protection officer?

Under the GDPR, not every business must have a DPO, but experts and industry figures agree that appointing somebody to the role makes sense for bigger dealer groups

**U**nder the General Data Protection Regulation, it is not mandatory for every business to appoint a data protection officer (DPO) who informs the organisation about their obligations to comply, monitors compliance and is the main point of contact for all GDPR-related matters.

A DPO is mandatory in three specific cases:

1. public authorities or bodies;
2. where the core activities of the controller or processor consist of processing operations which require regular and systemic monitoring of data subjects on a large scale;
3. processing on a large scale of special categories of data or personal data relating to criminal convictions and offences.

While 'regular and systematic monitoring' and 'large scale' are not defined under the GDPR, the Information Commissioner's Office (ICO), the UK regulator, said: "It will be up to organisations to assess their processing activities and, in conjunction with our guidance (See the ICO's 'Guide to the GDPR' – which it refers to as 'a living document' – at [www.am-online.com/ICOGuide](http://www.am-online.com/ICOGuide)) and A29's guidance (Article 29 Working Party [http://ec.europa.eu/information\\_society/newsroom/image/document/2016-51/wp243\\_annex\\_en\\_40856.pdf](http://ec.europa.eu/information_society/newsroom/image/document/2016-51/wp243_annex_en_40856.pdf)) determine if they meet the criteria requiring them to appoint a DPO."

However, the ICO acknowledged: "We are aware of a number of questions around the appointment of DPOs and these are helping to inform the development of our guidance."

Sue Robinson, the director of the National Franchised Dealers Association (NFDA), said: "Some larger dealers may be required to appoint a DPO because they either carry out large-scale systematic monitoring of individuals (for example, online behaviour tracking), or because they carry out large-scale processing of special categories of data or data relating to criminal convictions and offences.



"However, just because it is not mandatory for an organisation to appoint a DPO, does not mean that they should not do so. If they feel it is appropriate, any business can appoint a DPO."

According to the NFDA, most dealers are extending the remit of a current employee, such as compliance officers, IT professionals or even accountants and company secretaries, to handle data protection.

Robinson suggested appointing data protection representatives at dealership or regional level who could manage day-to-day data protection activities, implement company data protection policy and report back to the main DPO or data protection manager (DPM).

Neil Addley, the managing director of Trusted Dealers, said: "If you're a large group,

it's my opinion you do need to appoint a DPO because of the volume of data flowing through multiple dealerships and from multiple sources. I would be surprised if all the larger groups have not appointed someone and probably appointed someone or an agency to map their data flows.

"Smaller groups probably don't need or want to appoint a DPO, but they need someone with 'stripes' to take responsibility for data protection."

Madeleine Ansbro, the head of compliance at Marshall Motor Group, said: "The decision on the formal appointment of a DPO has not been made yet. If a DPO is appointed (which is highly likely) then it will be at group level, with training provided at each dealership."

She added: "Each dealership unfortunately will have to decide for itself whether it must appoint a DPO. There cannot be one stock answer as it has to be based on an individual business assessment. Whatever it decides, it must document its decision and its reasoning."

Ardi Kolah, executive fellow and director of the GDPR transition programme at Henley Business School, founder of GO DPO and the keynote speaker at AM's recent GDPR conference (See page 50), said: "A DPO does not have to be a new member of staff, they could be part-time or someone in-house who can be trained. The larger the dealership, the more likely it is a DPO is needed, the smaller the business then a full-time DPO may not be sensible."

He advised training a person in-house (Henley Business School has designed a one-day workshop for this purpose), but warns about potential conflicts of interest such as IT employees who would investigate themselves should a cyber-security breach occur.

Anyone incorporating the DPO remit into their job description could find themselves in demand – in a story headlined 'Rise of the data protection officer', Reuters recently referred to the DPO role as 'the hottest tech ticket in town'. **DEBBIE KIRLEW**



# IT'S TIME TO GO DIGITAL!



Our **mstore** deal file solution has enabled us to fully capitalise on the financial and operational benefits that we were seeking to achieve.

**Lookers  
Mercedes South**

Already delivering  
benefits for  
**3 of the top 10  
UK dealer groups**

Remove problem paper from your deal files, service WiP packs, HR and finance records, and:



Cut costs



Shorten sales cycle



Support compliance



Reduce storage



Streamline auditing



Improve customer experience

View our eBrochure at [www.mstore-auto.co.uk](http://www.mstore-auto.co.uk) or scan



View our GDPR webinar, case studies  
and other resources:

[www.arenagroup.net/automotive](http://www.arenagroup.net/automotive)

Send queries and book a demo:

[automotive@arenagroup.net](mailto:automotive@arenagroup.net)

0344 863 8000

**mstore**  
for automotive

**"YOU'RE RESPONSIBLE  
FOR DATA PROTECTION  
AT EVERY POINT"**

AM's expert panel addressed the concerns, opportunities and myths surrounding the forthcoming GDPR



**E**xperts on our GDPR debating panel were deluged with questions from the audience. Here we present an edited selection and their responses.

**Why are vehicle registration marks (VRM) and vehicle identification numbers (VIN) classed as personal data?**

**JEREMY EVANS:** The information is directly linked to the owner of the car, whether through DVLA or dealership records. Both can be used to look up a vehicle record, which is inexorably linked to a customer record on all dealership management systems.

## Does the GDPR mean an end to the fad of big data?

**ARDI KOLAH:** It's not dead and buried, but it means we cannot simply amass personal data in the hope it may be useful. You have to be very clear now about the purposes for which you are collecting it. Once those purposes they have been satisfied, you have to get rid of it, unless there is a lawful basis for continuing to process it.

However, you can anonymise personal data for trends analysis, such as in the medical profession. You can have big data in your business, but not in a way that will lead to people's identification where there's no other lawful basis for doing so.

**JE:** The better the data collection and its analysis is before establishing how to contact a customer will help dealerships avoid accusations of using the data incorrectly. It will be more relevant to the customer it is being directed at.

### What are the consequences of not being ready for the GDPR on May 25?


**JE:** If you're doing things well currently, and not being complained about, you have probably bought yourself a bit of time. The Information

## BRIEF INSIGHTS

## GDPR IS AN OPPORTUNITY TO ENHANCE YOUR REPUTATION



**Great digital trust means customers will be more willing to share personal data with your business and you will be able to do more with it, not less.**

 The GDPR should not be seen as simply a compliance issue, but an opportunity to build trust in your business and enhance its reputation, said Ardi Kolah, executive fellow and director of the GDPR transition programme at Henley Business School.

**"GDPR is about making companies and people accountable for what data they process and why. They must consider what they are going to do to ensure their handling of the data does not cause harm to customers and employees."**

**"Think of what you do as being part of a value chain as a data controller. You're responsible for data protection and privacy at every point and you share the responsibility with your data processors, who carry out instructions on handling data from you. Both parties must guarantee compliance and you must demonstrate and verify how this is done."**

Kolah said this extends from the receptionist to the sales person to the mechanic and the marketing department – anywhere staff touch personal data they must be trained.

**“Not training your staff is an immediate aggravating factor in any case of suspected non-compliance.”**

## BEWARE 'FAKE NEWS' – GDPR MAY BOOST POSTAL MARKETING



**Toni Vitale (pictured left), partner and head of the regulation, data and information team at law firm Winckworth Sherwood, and Simon Hinks, director of PMA and a member of the Telephone Compliance Council, addressed a string of issues that Hinks said had been mired in “fake news.”**

Vitale doesn't believe there will be an onslaught of investigations and prosecutions after May 25: "There was a stress test as to how many new staff the ICO would need to cover every breach and it came out at 2,400, four times what it currently has. I don't think we will see major fines immediately."

Vitale and Hinks discussed consent and legitimate interest, and the need to comply with The Privacy and Electronic Communications Regulations (PECR) as well as the GDPR. Hinks added that with the right consent, calling customers will not be an issue. Vitale said: “You can call, but you must check your lists.”

Vitale suggested difficulties surrounding using email marketing compliantly could spark a return to favour for postal marketing: "I don't think that legitimate interest is the silver bullet. Rather than being the end of e-marketing, it will be a big boost to postal marketing because PECR does not apply to that in the same way."

Commissioner's Office (ICO) is likely to leave you alone until you are complained about.

**AK:** Make sure you are not taking risks with personal data. Not training your staff will be an important aggravating factor and you can still be fined even without a personal data breach.

**NEIL MAUDE:** We are fixated about May 25, but the GDPR does not go away on the 26th. Compliance is an ongoing process, so keep going beyond the implementation date if you're not ready.

**We broker finance for our brand partner's finance house, getting data from them in order to prospect clients coming to the end of their contracts. Can we continue to do this or do we need to get 'opt in' consent?**

**ROB SEVER:** It's relatively simple. Have you got the right to do this from the data subject (the consumer) and does the subject know this?

**AK:** The answer is no.

**If a customer's finance contract is coming to an end, can I send a renewal reminder with a finance offer without customer consent, using legitimate interest as the reason?**

**AK:** You're at risk of conflating the end of contract with direct marketing (ref: GDPR Recital 47). You can't do it. You've got to be absolutely transparent and accountable and this would not be.

**Can I use legitimate interest as the justification to market to my customers?**

**AK:** If you're processing customers' data on the basis of consent, check you provide a data privacy notice and their rights to rectification and erasure. If you didn't, you may need to change the basis of processing their personal data.

You may want to get re-consent, but if you think that is too difficult and change the basis of handling data to legitimate interest, you need to let your customer know this, because you're changing the legal basis for processing it. They have the right to object.

**Will the ICO fund itself through fines?**

**AK:** No. There will be an information processing fee for data controllers. [Editor's note: The fees ranges from £40 to £2,900, depending on the size of your organisation, turnover and in some cases the type of organisation. See [www.am-online.com/ICOfees](http://www.am-online.com/ICOfees).]

**How are we supposed to interpret the rules where there are many different shades of compliance?**

**RS:** This sums up the position of everyone involved in the GDPR. We are all looking at this as a legal framework where the case law doesn't exist yet. I work with many financial institutions and they all have their own interpretation. The honest answer is, I don't think we know yet.

**Is a contract between a data controller and processor enough in the event of data breach by a processor or should we be doing more, such as seeing the access controls in action?**

**AK:** The latter, as it's imperative you have a data

processor who is compliant. If a processor believes there is a breach, they should let the controller know within two hours. The clock is ticking for you to report a suspected breach to the ICO in 72 hours. There is a standard written in the wake of the GDPR, 10012:2017, which specifies the framework for implementing a compliant personal information management system. It will become an ISO standard.

**If you receive customer or work-related emails via a personal electronic device, how can you be GDPR-compliant?**

**JE:** We don't allow it.

**KEITH JACKMAN:** We've stopped giving employees work access on their personal devices and their use in our call centres.

**AK:** More than five million personal devices were handed in to London Underground lost property last year. If a device was lost, could you delete data on it remotely? If you couldn't do that and you're allowing employees to process personal data, you are at risk of a breach and [it would be] an aggravating factor in any ICO sanction.

**How are you working now with dealers to ensure GDPR compliance?**

**JE:** Redrawing new data-sharing agreements as a processor of data.

**NM:** Helping customers to get information assets under control, getting rid of paper deal files, getting information into a manageable, auditable and actionable state ready for processors under the GDPR.

**Are dealers getting rid of data ahead of the GDPR introduction?**

**JE:** There's a lot of data analysis to see on what basis it can be used to contact customers, as well as how the data is held, when it was recorded and the consent given. A DMS provider's role is key, as boxes will be ticked via a system by a dealer when a customer is sitting in front of them. But the industry is very quiet on this issue.

**What is the definition of sensitive data?**

**AK:** It's actually now special personal data, i.e. biometric and genetic and anything personal to someone, so sexuality, trade union membership and religious affiliations, for example. Don't collect this data unless you have a really strong reason for doing so.

**How much of a problem will the common requirement for dealers to duplicate or double-enter data be?**

**JE:** If a customer wants to unsubscribe or opt-out and there are multiple instances of that customer on a dealer system, you have to ensure you update all of them.

**NM:** It's a data subject's right to have accurate data recorded on them, so the more often you are entering data, the more likely errors are.

**Can dealers leave responsibility for data to the manufacturers?**

**KJ:** Absolutely not. Our manufacturer has



## DEBATE PANEL



**JEREMY EVANS**  
marketing director,  
Marketing Delivery



**KEITH JACKMAN**  
head of marketing and  
CRM, Sandown Group



**ROB SEVER**  
vice-president  
of data and  
insight,  
iVendi Group



**NEIL MAUDE**  
general  
manager,  
Arena Group



**ARDI KOLAH**  
executive fellow  
and director of  
the GDPR  
transition  
programme,  
Henley  
Business School







# The difficulties of the GDPR

The automotive sector is particularly affected by the GDPR due to its inherent franchise structure which has led to many variations in processes and systems.

The key issues to overcome revolve around consent management which includes:

- **Embedding consent capture within daily processes**

Most Dealer Management Systems do not easily allow you to capture consent as, generally, they are not customer facing systems. Dealers may resort to capturing consent on paper forms and then manually transferring to the DMS. This can lead to errors and loss of consent evidence if not managed properly, not to mention the additional time required to process this data.

- **Capturing consent in multiple systems**

Many dealers have multiple systems that capture customer data, such as Sales Enquiry Management, CRM, Service Plan, Video tools, etc. If consent is being captured in each of these then it can lead to duplication and potential mismatch of consent which slows down the marketing process and could cause a breach of the GDPR.

- **Measuring and managing consent**

Dealers who have already started the consent capture process are finding it difficult to measure important KPIs, such as capture rates and agreed contact methods. Moving forward, these extremely important business KPIs need to be managed on a frequent basis to ensure consent levels remain consistently high.

At eDynamix, we recognise these issues as high priority which is why we've built iConsent, our GDPR solution in an app. With it you have a single repository of consent with multiple capture points that embed themselves within your daily processes.

Within iConsent is GDPR Cleanse. This feature provides full, GDPR compliant, marketing information from multiple databases.

Lastly, our Connect desktop and mobile application keeps you in touch with GDPR KPIs, not only for consent but overall business compliance management. eDynamix will be running a series of online workshops soon to discuss GDPR and iConsent. Please visit our website to book a space at one of these.

You can also book an on-site demo by contacting the eDynamix team through the following channels:

**[edynamix.com/ConnectWithUs](https://edynamix.com/ConnectWithUs)**

**0845 413 0000**



SERVICE PLANS



ELECTRONIC VEHICLE HEALTH CHECK (iVHC)



AFTERSALES VIDEOS



SERVICE REMINDERS



ONLINE BOOKINGS



BOOKING CONFIRMATIONS



SALES VIDEOS



**[enquiries@edynamix.com](mailto:enquiries@edynamix.com)**  
**[www.edynamix.com](https://www.edynamix.com)**

BRIEF INSIGHTS

**EVEN DELETING CUSTOMER  
DATA COUNTS AS PROCESSING**



Even erasing or destroying data is classed as 'processing', so companies need to take care to remain GDPR-compliant, warned Sophie Thring, an associate at Geldards law firm. Data controllers need to know what data employees have access to, so companies should have a 'bring your own device policy' to account for people who use their own phones or tablets for work.

Her colleague Rachel Mills (pictured above left), said companies not monitoring data on a large scale are not required to have a data protection officer. If they choose not to have one, Mills recommended documenting how the company came to that decision, in case the Information Commissioner's Office (ICO) asks.

Delegates raised concerns about trade-ins that still have addresses in the sat-nav. Mills suggested including written requests for customers to delete their own data before handing in the car.

**CONSENT IS NOT THE ONLY  
ROUTE TO COMPLIANT MARKETING**



GDPR's lawful basis of consent is often seen as the preferred option by companies, said Zach Thornton, external affairs manager at the Direct Marketing Association. However, under Recital 47 of the GDPR, legitimate interest is also a subjective legal ground for processing some data for direct marketing, provided a dealer has carried out a robust legitimate interest assessment and is prepared to defend their decision. The crucial thing is to let people know what you're doing and why, he said.

"GDPR is not something to fear. It's a watershed opportunity to reconnect with customers," said Thornton.

He recommended dealers visit the BBC's information and privacy section or [Channel4.com/4viewers](http://Channel4.com/4viewers) to see good examples of privacy policies and terms of use.

**'PEOPLE ARE THE BIGGEST RISK'**



A process of "data minimisation" is central to maintaining data security in a car dealership.

Todd Gifford, head of cyber at Optimising IT, said people posed the biggest risk to data security and urged employers to think small when granting access.

"People are by far your biggest risk," said Gifford. "They like to click links that require that they verify their usernames and passwords, they'll download files and not know where that data has been stored."

"For years, we have all been talking about big data, but in terms of employee access we have to think much smaller, about data minimisation."

Gifford warned that scanning important documents and emailing them to colleagues could leave data stored on potentially insecure email systems.

He also said unsecured Wi-Fi networks posed a huge risk to car showrooms where cutting corners could lead to customers using the same network as the back-office team, potentially giving them a route to easily hack into sensitive data records.

Gifford said data security was something that had to be seriously debated and considered at board level. A poll revealed only a fifth of the conference delegates had a "board-approved cyber-risk register".

"What you must remember is that, under the GDPR, you must inform the ICO of a breach within 72 hours."

"That breach could happen on Good Friday or the day before a bank holiday."

"Be prepared, have someone responsible for identifying and reporting such issues immediately."

Gifford pointed attendees to the five-point guide at the Government's online Cyber Essentials resource ([cyberessentials.ncsc.gov.uk](http://cyberessentials.ncsc.gov.uk)): "Very few organisations I have visited currently do more than three."

**G** been quite clear: It will give us guidelines, but the buck stops with the dealer.

**Will a large number of consumers really take  
issue with how we handle their data?**

**JE:** The businesses that are already experiencing high complaint and unsubscribe rates will face the biggest problems.

**AK:** The ICO will be looking at the way you handle subject access requests as a litmus test. If you don't handle them well, it points to further evidence of problems.

**If a customer does withdraw consent for  
contact, isn't legitimate interest ruled out as a  
reason to contact them?**

**AK:** If you continue to send information to a customer who had withdrawn consent, don't be surprised if the ICO comes down on you like a tonne of bricks.

**Good dealers will know a customer has three  
children, a dog, and likes to play golf. They will  
use this information to sell them the right car at  
the right time. Should they ditch this data?**

**JE:** It depends how they gathered it. If it was by

asking the customer, explaining it would be used to communicate with them, it is OK to use it.

**KJ:** The customer's lifestyle will change very quickly, so consent will be quite short and communication will have to be timely.

**How long can I process customer data for?**

**AK:** You have to be up-front about how long you will be processing someone's personal data as part of the data privacy notice. It can't be 'forever'. When getting someone's consent to process their data, you must be absolutely clear on why. It can only be to fulfil that purpose. Once the purpose has been fulfilled, you must erase it, unless there are other legal grounds for continuing to process it.

**JE:** We're talking to dealers about the different areas where you would gain consent, for example in sales and aftersales, so that when a customer asks how long data will be kept there is a business document providing the answer. If a customer has bought a three-year service plan from you, it's reasonable for them to expect you to get in touch with service reminders during that period, if you have made it clear you will do so at the outset of the agreement. **JEREMY BENNETT, TIM ROSE AND TOM SHARPE**



Co-sponsors





# Marketing Delivery

## DATA DRIVEN MARKETING



With **GDPR** changes fast approaching, it's important to develop contact strategies that adhere to the principles of **CONSENT** and **LEGITIMATE INTEREST** – which will undoubtedly form the basis for compliant on-going communications.

Do you have 'Legitimate Interest' to contact your database?



Legitimate Interest is your route to stay in touch with existing customers.



How long does 'Legitimate Interest' last?

Keep records of your Legitimate Interest Assessments to show your decision making process.

Treat customers fairly and be responsible with their data and give them no cause to complain.



**Consent is King for new customer records post-GDPR**



Too many unanswered questions? Get in touch and see how we can help:

T: 01892 599 913 W: [marketingdelivery.co.uk](http://marketingdelivery.co.uk)

E: [get.in.touch@marketingdelivery.co.uk](mailto:get.in.touch@marketingdelivery.co.uk)





# What's New?

**W**elcome to the AM commercial section, What's New. Over the next 25 pages, you can learn the latest developments and innovations from suppliers in specialist sectors ranging from finance through lead analysis and IT systems and on to remarketing.

Franchised dealers face considerable changes in the car market and to their business model in general, and it's clear that suppliers such as these are keen to fine-tune their offerings, expand their expertise and spot new opportunities as they continue to support their dealer clients. ➔

# Forward Thinking Motor Finance



Arrange a demo today:  
[sales@bluemotorfinance.co.uk](mailto:sales@bluemotorfinance.co.uk)

Credit is subject to eligibility and customer status

Efficient Innovative & Technology Driven Quick and Nimble **Fair to our Customers** Providing  
Simple and Efficient Innovative & Technology Driven **Quick and Nimble** Fair to our Customer  
Service **Simple and Efficient** Innovative & Technology Driven Quick and Nimble Fair to our C  
Excellent Service Simple and Efficient **Innovative & Technology Driven** Quick and Nimble  
Providing Excellent Service Simple and Efficient Innovative & Technology Driven Quick a  
Customers **Providing Excellent Service** Simple and Efficient Innovative & Technology Drive


**BLUE** MOTOR  
FINANCE

# What's New?

Chris Jones, chief operating officer at Blue, explains how it uses the latest technology to deliver flexible, innovative lending products

## Prime-style service on competitive finance

**B**lue is a fintech that has been flying under the radar, trading for less than three years and already lent over half a billion pounds to over 60,000 customers via 1,800 independent and franchised dealerships and introducers.

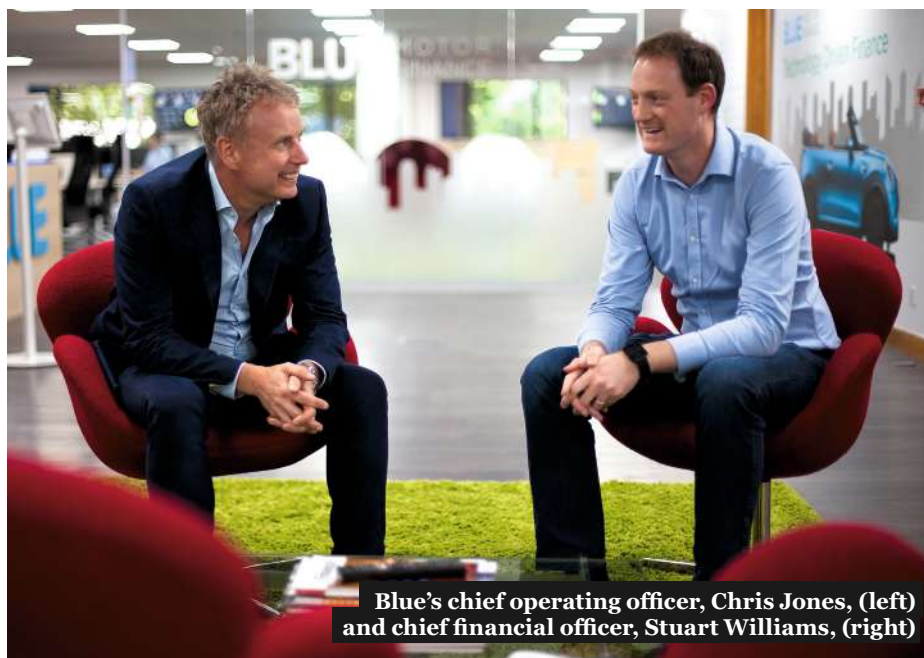
Blue is a UK motor finance company. As a direct lender it offers dealers a true one-stop-shop, giving flexibility to offer a competitive finance package to approved customers while continuing to deliver a prime-style service. Blue gives dealers best-in-class service with a focus on the latest technological innovation, risk management and the highest standards of regulatory compliance.

Blue's entire system infrastructure is based on flexibility and speed and this is at the forefront of their award-winning technology. With one integrated and seamless system from dealer set-up to account management, it is low-cost, efficient, simple to use and capable of significant scaling. Advanced technology enables Blue to operate across the whole credit market and have a range of integrated scorecards and risk policies that allow the maximum amount of business to be written. Blue's approach means proposed deals fall through the tiers until accepted (or rejected) and only require one credit search.

Chris Jones, chief operating officer at Blue, explains some of its most recent introductions:

### Real product innovation

Innovation is at the heart of everything we do at Blue and with the spotlight on PCP finance deals there was an opportunity to fill a gap in the market by introducing ECP (extended contract plan). In simple terms, ECP is a flexible finance agreement that runs for up to seven years, with price-competitive monthly



Blue's chief operating officer, Chris Jones, (left) and chief financial officer, Stuart Williams, (right)

rentals on par with those of PCP. Customers can settle the agreement at any point in the seven years without facing excess charges based on mileage or vehicle condition at termination. A simple yet effective alternative that is well received by dealers.

### Compelling service proposition

The Blue Dealer App Store puts the entire finance process at the dealer's fingertips in one easy-to-use application. With core Apply and Payout apps supported by a calculator tool and reporting app, it gives dealers a real-time view of proposals. With no software to install, new products and features can be deployed quickly

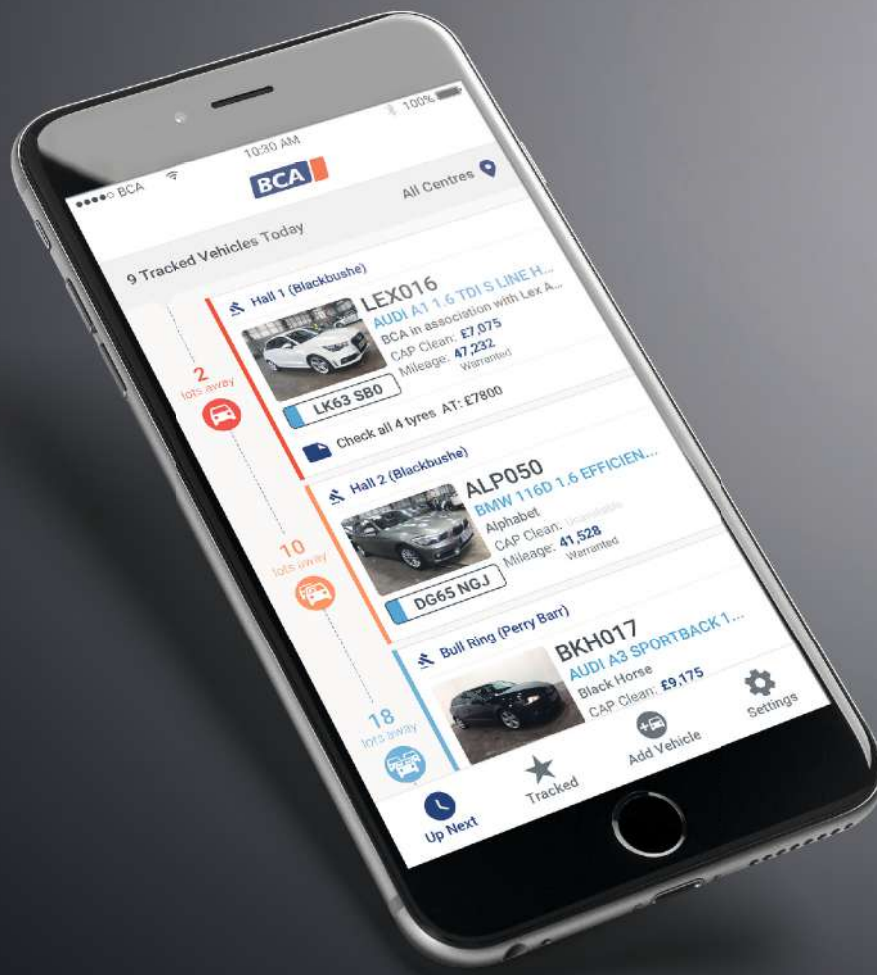
and securely with minimal disruption. In fact, with the likelihood of more and more electric and plug-in hybrid vehicles entering the used car market in the coming months, we have developed a simple app that enables customers to arrange installation of charge points.

### Sustainable, partnership-driven approach to non-prime lending

As one of the only lenders to operate across the entire risk spectrum, Blue's specialist deal-making team liaise with a network of lending partners to provide finance options for customers who fall outside our normal lending criteria.



# NEW BCA buyer app



## Helping you

Never miss the vehicles you want to bid on with real time running orders

Quickly track vehicles you're interested in with simple add vehicle feature

Track vehicles from multiple BCA centres and get notifications before they enter the hall

Easily view all the vehicles you want to bid on in one screen

Get a comprehensive view of vehicle details, including condition reports and guide pricing

## Coming Soon – 2018



[bca.co.uk](http://bca.co.uk)



As the used car market grows in importance, BCA develops new apps to help its customers get the best from the remarketing sector



What's New?

## BCA focuses on innovative digital tools for customers

**W**ith the increased focus on the used car market for profitability, BCA is developing a suite of innovative digital tools to help its customers get the best from the remarketing sector.

Stuart Pearson, BCA's managing director UK remarketing, said: "BCA has reported record levels of demand in 2018 and the competition from buyers for good used cars and vans is intense. With volumes rising in the remarketing sector, our buyer customers tell us they want information that helps them acquire the right stock at the right time, to meet the needs of their retail customers."

"We have worked in partnership with our buyers to develop a number of tools to help to meet these goals and are launching a new buyer support team, to manage our buyers' needs across multiple BCA touchpoints."

### BCA is developing a new buyer app as part of a buyer satisfaction drive

BCA has announced it will launch a new buyer app to assist customers with their



purchasing at BCA. The BCA buyer app has been developed following extensive research across 1,000-plus BCA customers, both online and face-to-face, with the aim of swiftly developing a product that would deliver real benefits and will be widely used.

Stuart Gibbons, BCA's director of buyer services, said: "Customers told us they wanted easy access to live information on lot

details and running order on their mobile device, so they never miss the opportunity to bid on the vehicles they need. And they wanted to have a good experience, whichever device they use. Our new buyer app will deliver on these key points and more, making it even easier for BCA customers to source vehicles efficiently and profitably from the UK's biggest selection of used stock."

## BCA develops next-generation Dealer Pro app

BCA's award-winning Dealer Pro solution will soon be widely available via an all-new app. BCA's new app is designed in partnership with dealers and features a new customer-friendly interface and quick-view dashboards, making it even easier to use. Currently undergoing field tests with selected BCA dealer customers nationwide, the app will officially launch later this year.

The new Dealer Pro app makes the service even more accessible for

dealers to deliver an accurate, transparent and professional part-exchange process that builds confidence with retail customers and improves profitability.

Guy Thomas, BCA Group head of product, said: "Dealer Pro is a well-trusted and widely used solution across the dealer landscape as it has been shown to improve profitability, improve back-office efficiency and free up the sales team to concentrate on retailing cars, rather than get

bogged down with administration.

"The part-exchange is a critical element of profitable retailing and BCA Dealer Pro helps dealers to appraise, value and retain or remarket part-exchange vehicles with the minimum fuss and maximum efficiency. It plays a vital role in building trust with customers by using a transparent and understandable part-exchange process, turning opportunities into sales."

# You are in no state to drive your sales without Talkative

Combine live chat with phone calls to transform your lead generation

Web chat, website calling, call tracking and email in one unified package

Initiate calls from website pages or from within existing chat sessions

Works with any website platform, no complex coding required

Integrates directly with your CRM, DMS and telephony system

24/7 fulfilment, software-licence only, or hybrid options available

UK-based, dedicated agents who understand automotive buyer requirements

Only pay per qualified lead.  
No set up fee. **No licence fee.**

**Speak to us on 01295 440 003**

Brought to you by



Working in partnership with







Phone calls are merging with web chat to become the most powerful conversion tool in generating automotive leads



What's New?

# Call-It Automotive launches 'Talkative'

**O**f the 270 billion inbound phone calls made to business contact centres each year, 90% of those customers have researched the business on its website before making contact.

Traditionally, customers are offered convenient email and web chat enquiry forms as a way to demonstrate their interest and potentially initiate a relationship with your business.

To make a phone call, customers have to leave your website, dial a number, go through an interactive voice response (IVR) and repeat information they have already entered online. As well as being frustrating for customers, this process creates "a gap" in customer engagement.

The web traffic generated through SEO marketing needs to be converted into digital conversations during the website visit. Web chat already offers a good engagement solution, but 'web-calling' brings digital engagement to a new level.

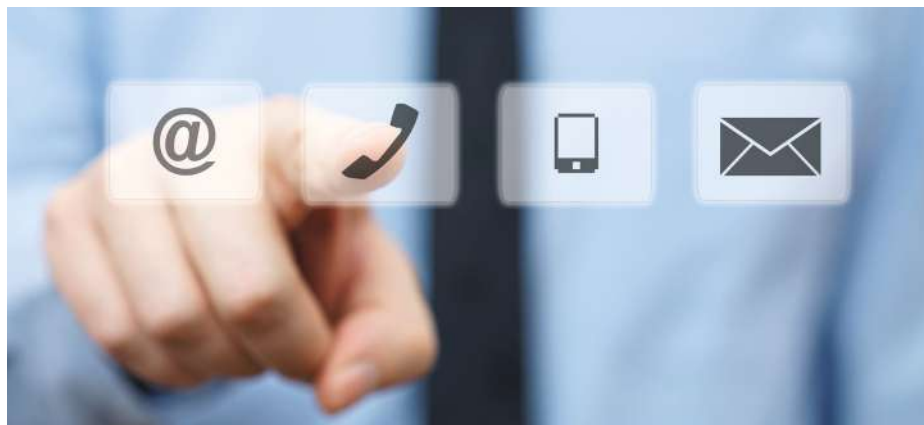
## Enter Talkative

Talkative's purpose in life is to deliver a state-of-the-art web chat and web call engagement platform for the automotive sector. All the traditional web chat functionalities are present, but Talkative also enables voice calls from within your website, without the need for a phone.

Instead of dialing a phone number, calls are made with one click while browsing your website. Web calls are intelligently routed to an appropriate agent, located either within the dealership or within Call-It Automotive's fulfilment centre.

## Talkative says: Never lose a prospect

When a web chat conversation needs to be



converted into a call and transferred to a member of the dealership team, Call-It Automotive will apply a "soft transfer" process to ensure the dealership is able to accept the communication.

All the data already captured in the web chat session will be passed instantly to the call agent and to the dealership. This will enable your sales teams to know what customers are looking for and the exact pages they have viewed.

## Talkative works when you sleep

As well as pushing new features, Talkative becomes an extension of your own team.

All chats and calls are delivered 24/7 on behalf of your business in various packages:

- Fully managed service
- Overflow from dealer fulfilment platform
- Out of hours
- Software licence only

Sales leads can be delivered directly into your showroom system, so there is no double keying required. For non-sales lead

distribution, Talkative will target the relevant person or department in your dealership.

## Talkative makes friends easily

It will integrate directly with your CRM or DMS system. This means valuable information can be displayed within the agent chat window to enhance the prospecting experience and ultimately improve conversion rates.

## Talkative: Quintessentially British

All Talkative's servers and fulfilment agents are located in the UK. As a result, it fits very comfortably in the new GDPR regime.

The secret to digital engagement lies in combining best-in-class technology and the ability to support meaningful conversations at the exact time when customers choose to interact with your website.

Whether you are a manufacturer, a multi-franchise dealer group or a small independent trader, Talkative provides an innovative and completely scalable solution to support your digital strategy.



## Welcome to the 'Best match' feature – *the best way to sell your new car stock*

**60% of carwow customers are looking for a car they can drive away immediately.** As online shoppers they are inherently more likely to demand this kind of instant gratification. Our research shows that customers are willing to sacrifice on traditionally important specification points, such as colour or price, if it means a shorter wait time for their new car.

There's one simple solution - **unregistered and pre-registered new stock cars.**

*The Paradox of Choice* - Instead of increasing our sense of well-being, an abundance of choice increases our levels of anxiety and the feeling of wasted time.

### **How does carwow display stock?**

We've introduced a new *in-stock* feature to our site that does not simply list cars, nor does it require customers to sort through hundreds of cars on sale to find what they need. Instead, we have created a curated approach to displaying cars. We have introduced a 'Best match' feature, built using customer research, to help highlight and recommend specific stock to customers once they've told us their preferences.

There is currently nothing else that can offer this level of visibility for your new stock in a format that today's modern customer demands at zero subscription cost.

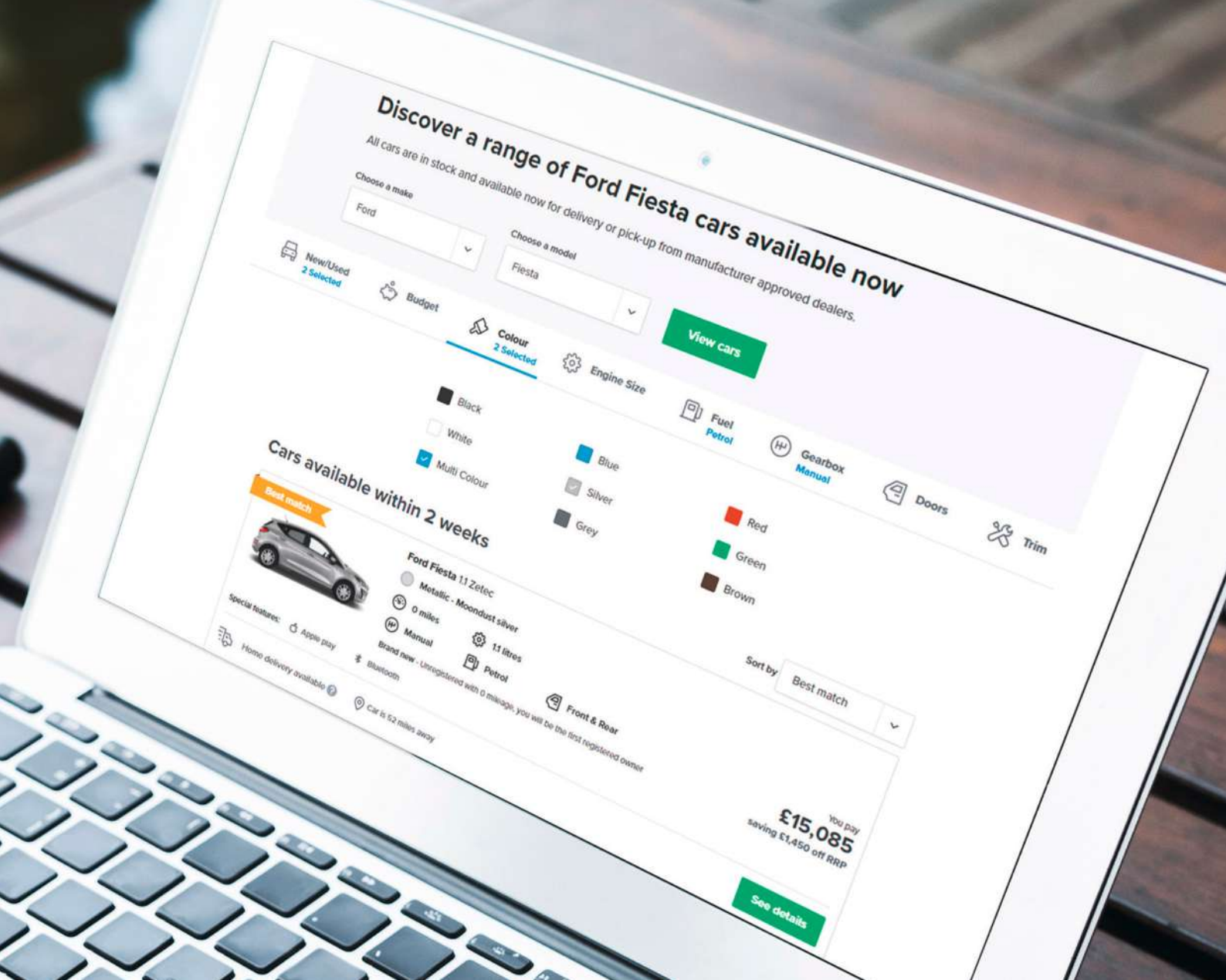
### **But how do we decide which cars to promote as 'Best match'?**

Our research has allowed us to rank the importance of each attribute or feature of a car. The ranking of each attribute decides if an individual stock car is categorised as 'best match' or 'great match'.

A 'Best match' car will have all attributes that the consumer has configured. However if, for example, there are 20 cars which are exact matches for the car configured, the system will still only display one car – to avoid providing too much choice.

A 'Great match' car will have the majority of attributes that the customer has configured, but with flexibility on lower ranked attributes. So, if a customer has configured an automatic, we wouldn't promote a manual car. However, if a customer configures a black car and there is a matching vehicle in grey, this will be displayed as a 'Great match'.

This system is constantly evolving to improve and personalise what stock options are being served to customers. This will go on to consider the impact of other factors such as make, model, distance from dealer and delivery policy.



Hundreds of carwow dealers provide us with stock lists and many of the national dealer groups are partnered with carwow on large scale stock projects. We have created bespoke technical solutions in order to automatically display unregistered, pre-registered and used car stock.

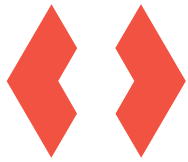
Capitalise on this expanding area of enquiries and revenue by contacting carwow now: [dealers@carwow.co.uk](mailto:dealers@carwow.co.uk) | 0203 854 0151



# CODEWEAVERS

Intelligently connecting people  
to their next vehicle





**CODEWEAVERS**

The days of the traditional, standalone point-of-sale system are numbered, say the financial technology experts



*What's New?*

# A single, integrated POS system for finance

**C**odeweavers has announced a programme to help phase out traditional, standalone point-of-sale systems, which have often resulted in dealers operating on multiple platforms to facilitate their finance activities.

Speaking at the launch, Codeweavers sales director Shaun Harris said: "For many years, people have discussed the need for the nirvana of a single system process in automotive retail; a system that would eradicate re-work and the potential errors associated with data replication, remove the additional data protection burden and improve both efficiency and customer experiences. Finance point-of-sale systems that do not integrate seamlessly with CRM and DMS systems are part of the problem that we want to take away."

Rather than continuing solely to offer its point of sale system, "Showroom", to dealers, Codeweavers has created a range of application processing interfaces (APIs) that allow any CRM or DMS provider to create their own point-of-sale finance solution using Codeweavers' services.

Harris said: "This is a bold step, but one that candidly is overdue and necessary. By offering this service, we hope to make the standalone unintegrated finance point-of-sale system redundant."

If every retailer in the UK saved two hours per week in admin time, then the saving for the industry is £25 million per annum. Our research into dealer processes, via our user experience team, tells us that the savings could be much greater. Our most recent project with one retailer identified two hours per week per salesperson. By bringing finance point-of-sale directly into the CRM process, we can make a dent in these



numbers as well as bringing a more consistent approach to finance presentation.

Codeweavers has already gained the support of a number of 'early adopters' from the world of dealer technology, with major CRM and DMS providers keen to integrate with the new service.

The new service will enable all web leads from Codeweavers' award-winning calculator range to drop into linked CRM systems and will automatically generate finance quotes for customers in the showroom to help create a finance package that meets the customer's needs. From there, the customer can access a proposal form that has been pre-populated with any information held by the CRM system. Finally, the proposal is linked to the chosen lender via Codeweavers technology.

Reflecting on the reaction of lenders, Harris said: "I think they will be delighted with the initiative. After all, every customer will get a finance presentation in a controlled manner. With every vehicle presented to a customer, it can only aid finance penetration rates in the retailer market. Going further, they will benefit from improved data accuracy, which will aid acceptance levels and avoid re-work and save time and money in supporting their own technology."

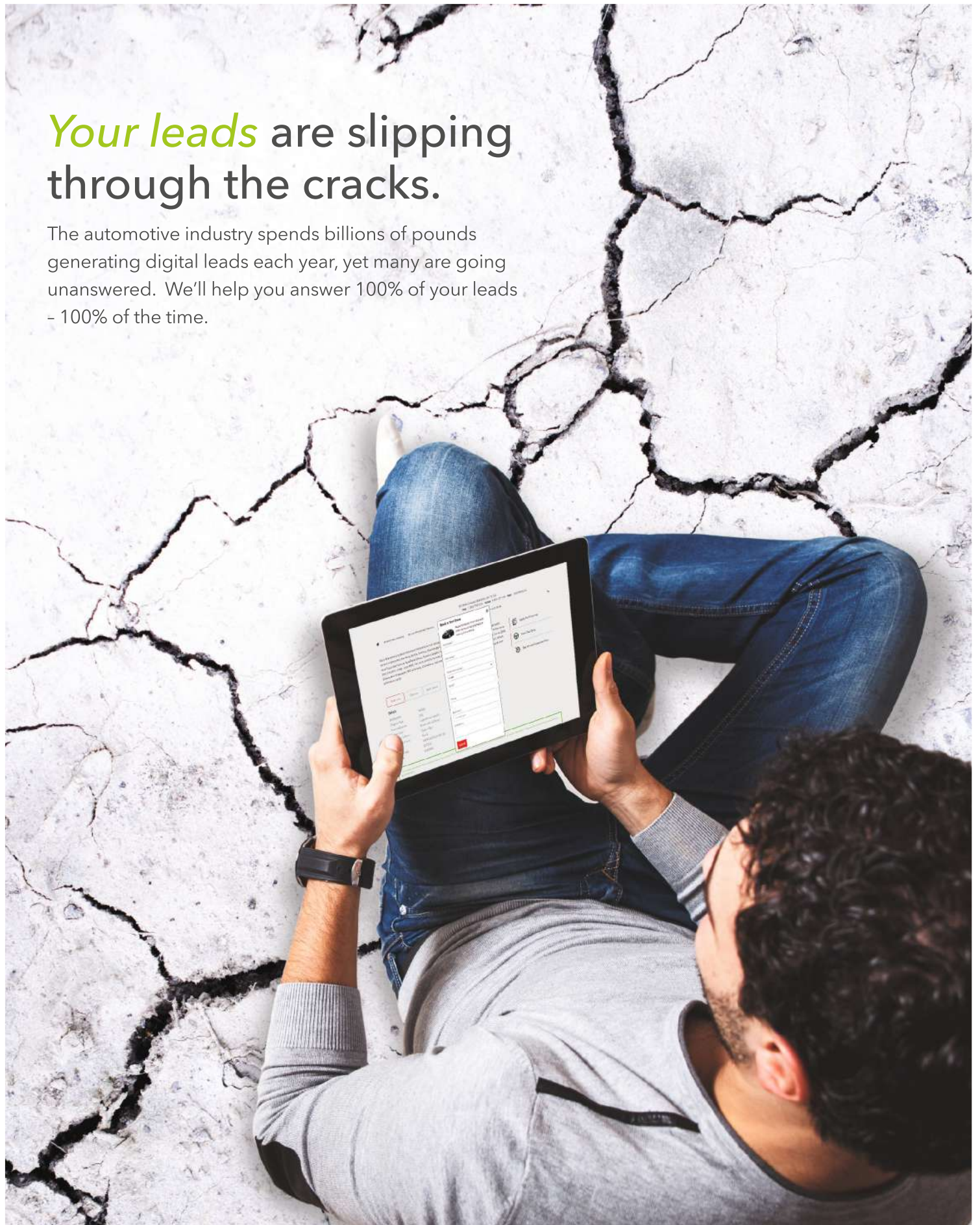
Codeweavers plans further enhancements to the services for its CRM partners over the coming months, said Harris.

"This is stage one. We are making all of our services available to our CRM and DMS partners, so expect to see some exciting developments as they learn to use our services to their fullest extent."



# *Your leads* are slipping through the cracks.

The automotive industry spends billions of pounds generating digital leads each year, yet many are going unanswered. We'll help you answer 100% of your leads - 100% of the time.



+44 (0) 7555 406025  
UKinfo@dmr.global | dmr.global





Dealers spend vast sums generating leads, but fail to respond to half. RAPID! Response™ technology allows you to never miss another



What's New?

# Ensure every lead makes a lasting impression

**L**ead management technology is sometimes overlooked, and often confused with a dealer's customer relationship management (CRM) system. While CRM is an integral part of the overall sales cycle, lead management establishes the ground work for success. It is a targeted approach to managing critical phases of the customer journey. We look at lead management holistically and then we break it down into nine stages – definition, planning, generation, capture, qualification, distribution, response, nurturing and measurement.

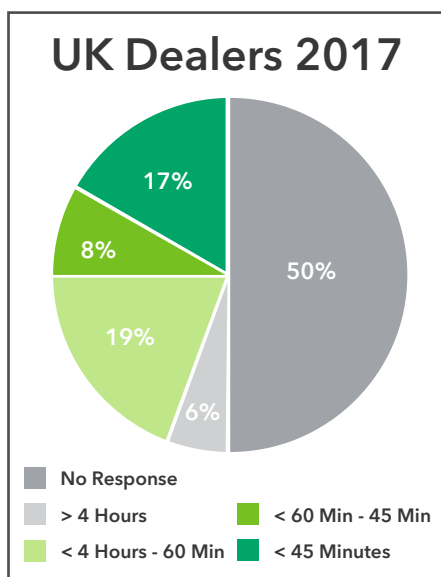
## How does RAPID! Response fit into those nine stages?

We know dealerships have to make a lasting first impression with every lead, so our lead response management tool has been developed around that idea. Our technology captures digital leads from all sources and distributes them to sales teams' mobile devices for immediate follow-up.

Sales staff have branded, customisable responses preloaded with valuable customer information at their fingertips. They can add text, images and videos as they respond, ensuring the business is consistently presenting fast and relevant communications to potential customers.

## Why is lead response management so important?

As digital traffic continues to cultivate showroom traffic, dealerships are clamouring for every additional lead and investing heavily in complex online marketing to get even a slight uptick in their conversion rates or visit-to-lead ratios. Meanwhile, too many existing leads are falling through the cracks, which equates to a lot of wasted marketing



spend, and that can be avoided with proper lead response management.

## How has the rise of digital media played a role in lead management?

According to recent studies, about 40% of global marketing expenditures will be on digital media in 2018, and that will increase to nearly 50% by 2020.

That amounts to billions of pounds spent in the digital space annually, a lot of it on lead generation. However, an alarmingly high percentage of those leads are not being responded to in a timely fashion, if at all.

Our study of hundreds of dealers across 21 franchises in the UK (see chart) showed 50% didn't respond within 24 hours, 6% took over four hours and 19% took between an hour and

four hours to get back to a customer. The remaining quarter responded within an hour.

## Is this trend confined to motor retail?

No. *Harvard Business Review* published a study auditing 2,241 US companies from different industries. It found 24% took more than 24 hours to respond – and 23% didn't respond at all.

## Why are dealers' response rates so low?

Dealerships cite a perceived low quality of leads and difficulty retrieving leads from CRM systems.

However, these prospects would not be ignored if they walked into a physical showroom. Sadly, in our modern world of data and KPIs, businesses often forget there is a person behind every digital lead – and their expectations will be the same as someone in the showroom.

## Why has RAPID! Response seen such a high adoption rate?

We focused intently on removing the barriers for our customers to respond to digital leads and created a tool that fits seamlessly into modern dealership processes. Sales teams can respond to leads from anywhere at any time, and management has full visibility into the lead response activity.

We aggregate leads from all sources into one central view and never look to replace, but rather to integrate with CRMs. Lastly, our dedicated dealer care teams pride themselves on providing industry-leading service and training.

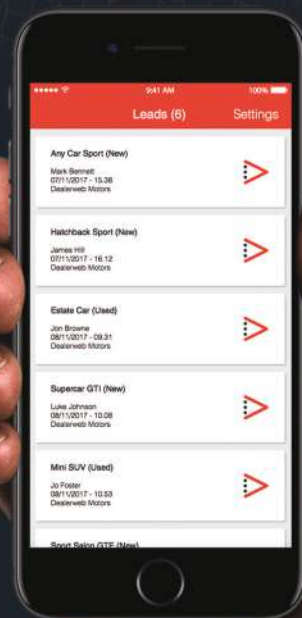
In short, we have processed more than eight million leads worldwide, with an average response time of 30 minutes and, perhaps more importantly, have never had a client miss a lead.



# React faster. Be the first to the finish line

As soon as a web-lead reaches your dealership from any digital source, **React** notifies all sales staff and provides a personalised and tailored response, ensuring no leads get away from you.

[dealerweb.org/products/react](http://dealerweb.org/products/react)



**Coming Spring 2018!**



Our optional **Click to Call** feature enables you to call leads from within React, providing integrated call recording and lead tracking all within one superior system.



Responding quickly and efficiently to online enquiries has never been so important

What's New?

# Digital-savvy buyers demand a fast dealer reaction

**T**he way customers are interacting with dealers is rapidly changing. Buyers increasingly prefer electronic means of communication when making dealership enquiries and they are demanding faster, more personalised responses.

In March 2018, Dealerweb polled 1,200 motorists on their attitudes towards the car-buying process and the results suggested that car dealers need to consider greater use of electronic communications to reach a more digital-savvy generation of car buyers, especially when responding to online queries.

Fewer than half of the respondents (47%) said their preferred method of initial communication was in-person. Outside of main working hours, this dropped significantly to 26%.

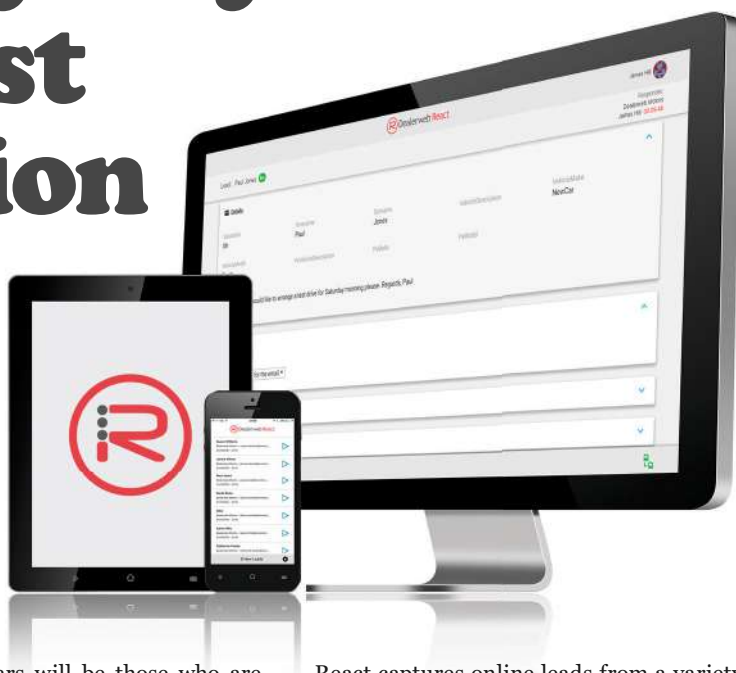
It appears that younger generations of car buyers are driving the shift towards electronic communications with dealerships. According to the poll, less than a third (32%) of car buyers between the ages of 18 and 24 would prefer to initially communicate with a dealer in person during work hours, compared with 60% of those aged 55 or older, who preferred a physical interaction with the dealership first.

James Hill, operations director at Dealerweb, said: "Dealers are witnessing a dramatic growth in the number of online customer enquiries, and need to meet the needs of the new generation of car buyers – 'digital natives' who have grown up using electronic forms of communication.

"This new generation of buyers is generally more comfortable using electronic tools to interact with car dealers, and this trend is only expected to accelerate. The most effective sales teams in the coming years will be those who are more proactive in using the latest digital tools to engage with prospective buyers."

## The answer: Dealerweb React

Recently, Dealerweb launched 'React', which enables dealers to respond quickly and efficiently to online customer enquiries. The cloud-based software is designed as a native, iOS or Android app, or a fully responsive desktop interface, meaning dealers can respond quickly to leads even when they are away from their desk or the dealership.



React captures online leads from a variety of different sources and guides sales staff through a simple, step-by-step process to create professional, personalised and tailored HTML email responses. Specific content can be added, such as file attachments (e.g. a brochure for the car in question) and web links, further personalising the response and boosting customer engagement.

What's more, React allows for real-time reporting and analysis, enabling managers to assess the performance of different lead sources and individual sales personnel.

## Coming Soon!

This spring, Dealerweb React will be implementing our latest exciting development – 'Click to Call'. This optional feature will enable users to call their leads directly within React, providing integrated call-recording and lead-tracking all within one superior system.



# You are in no state to drive your sales without Talkative

Combine live chat with phone calls to transform your lead generation

Web chat, website calling, call tracking and email in one unified package

Initiate calls from website pages or from within existing chat sessions

Works with any website platform, no complex coding required

Integrates directly with your CRM, DMS and telephony system

24/7 fulfilment, software-licence only, or hybrid options available

UK-based, dedicated agents who understand automotive buyer requirements

Only pay per qualified lead.  
No set up fee. **No licence fee.**

**Speak to us on 01295 440 003**

Brought to you by



Working in partnership with





New staff and ways of collecting, integrating and analysing automotive data help to maintain Glass's position as ...



What's New?

# Europe's leading data and insight provider

**T**he breadth, depth and detail of our data is unrivalled in the UK and, as part of Autovista Group, we help customers in more than 20 countries make smarter business decisions.

## Helping the industry to succeed

Glass's specification data powers the UK's top five classified websites. Aftersales offerings at AM100-listed franchised dealers rely on our service, maintenance and repair data at a time when aftermarket revenues are becoming more critical as new car sales continue to fall.

When it comes to valuation data, we believe you won't find more precise values anywhere else, which is why we are the only provider to

publish the accuracy of our trade and forecast values on our website every month.

Our award-winning Live Retail Pricing data, which uses real adverts from leading classified sites, is being used in more ways than ever.

## A complete view of used car sales

Our Performance Management Reporting tool gives franchised dealers a complete view of how their sites perform against each other and the market. In a year we have predicted 'the used car will be king', this insight is more valuable to our customers than ever.

## Easier than ever to choose Glass's

Our data is more system-agnostic, accurate

and easier and quicker to integrate than ever. The industry wants to be more data-agnostic, too – as systems and processes are updated, more and more businesses realise they don't need to be bound by one supplier or code anymore.

However, changing the supplier of something so crucial to a business can be daunting. That's why we provide a dedicated technical account manager and have developed data and migration toolkits that provide the direction and reassurance customers want.

People are realising they do have a choice when it comes to automotive data, and those that can choose, are choosing Glass's.

## The people bringing the data to life

Having comprehensive data alone is not enough. You need people who truly understand it to provide unparalleled insight. Let us introduce our latest recruits:



**Anthony Machin** is our new head of content. A newly created role, it combines responsibilities from head of valuations and head of analytics to deliver real analytical insight from our data. It was critical that someone familiar with the industry filled this role. Having worked at Renault, BCA, Volkswagen, Honda and Jaguar Land Rover, Machin offers more than just a great CV. He is tasked with improving our data quality, accuracy and coverage, and will deliver more insight than ever to our customers and those who benefit from our free content, such as our Monthly Car Market Report.



**Jonathan Dolden** is our head of product, providing strategic direction for the delivery, use and integration of our data. We hired from outside the industry for a reason – Jonathan's experience at the FT, TiVo, Orange, Quadriga and Thomson Reuters will provide a big-picture view on the world of product development. Dolden is already on course to deliver an overhaul of our UK valuation platform, GlassNet, in the coming months.

# R-1234yf

The Refrigerant for car air conditioning



## Refrigerant Supply for Car Air Conditioning

- Since 1 January 2017, there is a legal requirement for new cars to use a refrigerant with a GWP below 150, in line with EU MAC Directive.
- Many new cars have been using low GWP refrigerant R-1234yf since 2011.
- R-1234yf has a GWP of less than 1.
- Climalife is already a recognised and long term supplier of R-134a to the automotive industry.
- R-1234yf - in stock and available for immediate supply through our nationwide distribution network.



**climalife®**

☎ 0117 980 2520

Email: [climalife.uk@climalife.dehon.com](mailto:climalife.uk@climalife.dehon.com)

 [www.climalife.co.uk](http://www.climalife.co.uk) / [www.climalife.dehon.com](http://www.climalife.dehon.com)

\*GWP = Global Warming Potential.





# climalife®

The number of cars with the EU-compliant air conditioning refrigerant R-1234yf will rapidly increase in the UK aftermarket and dealers need to be prepared



## What's New?

# Rapid growth in UK air conditioning

**W**orldwide sales of cars using the refrigerant R-1234yf have steadily increased to more than 44 million\*. While the UK has seen a small decline in cars registered year-on-year, the SMMT reports that 2.5m\*\* cars were registered in the UK in 2017, all of which will now be using R-1234yf, an increase from 1m in 2016.

From January 2017, the European MAC Directive dictated that all new vehicles sold have to use a refrigerant gas for air conditioning systems with a global warming potential (GWP) value below 150. GWP is a measurement of the potential impact of the gas if it is released into the atmosphere. The directive aims to limit emissions of certain greenhouse gases from car air conditioning and reduce their impact on climate change.

There is currently one refrigerant, R-1234yf, on the market that meets this requirement and from January 1 2017, every single new car coming off the production line has been required to use it.

R-1234yf has undergone comprehensive testing, involving 15 international car manufacturers and 18 independent scientific institutions.

Modern car air conditioning equipment contains about 600g of refrigerant. All 2.54m registered in 2017 alone will be using R-1234yf refrigerant and over the longer term, each will require refills during the automotive cycle.

While many older vehicles will still be using refrigerant R-134a in their air conditioning, the aftermarket needs to be ready for the increase in demand for R-1234yf.



Climalife is a key player in the distribution of refrigerants and other climate control products, with a nationwide distribution network and product knowledge that's second to none. Climalife has R-1234yf readily available in 5kg or 11kg cylinders and continues to supply R134a. With the need for R-134a and R-1234yf, it's important that the aftermarket has both products in stock and the right equipment to handle them.

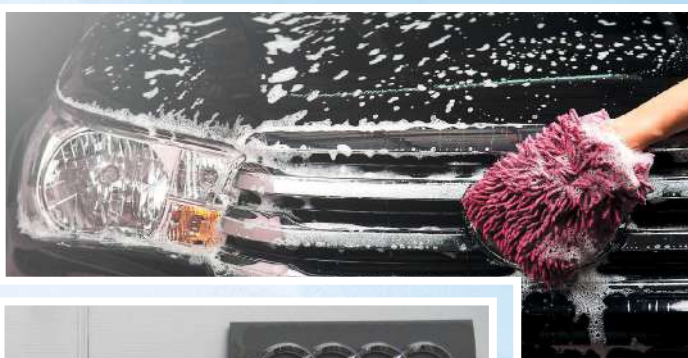
Source: \* Honeywell <https://www.1234facts.com> /22/2/18 \*\* SMMT vehicle data Dec 2017

**Call Climalife's friendly sales team today on 0117 980 2520**

# DIGITAL VEHICLE PREPARATION



**BEFORE**



**AFTER**

- Used car total valet
- Digital backdrops
- Photography or video
- Upload and aggregation to web

## THE COMPLETE PACKAGE - VALETING AND IMAGING

To see a significant increase in online views

CALL US TODAY: **01480 216700**





Digital vehicle preparation from Secure and Auto Imaging...



What's New?

# Valet, Image, Web

**S**ecure Automotive Support has provided valeting and support services to the motor industry for 20 years.

From an initial focus on contract valeting, Secure now provides full automotive support services to include valeting, driving, imaging, inspection and appraisal services across the UK.

The launch of its Auto Imaging division was a natural response to customers' needs. The Secure progress-chaser portal (free to clients) provides data on all vehicle movements – so when a vehicle finishes in the workshop and is available for valet, a valet and image code can be automatically booked. A full valet is completed to the client's specification and the vehicle is then ready for the imaging phase. The progress-chaser portal provides complete transparency of status and vehicle movement throughout the process.

Photography, HD video, backdrop changes, virtual tours and media upload can be offered independently or as a complete package. Digital backdrops offer a more attractive alternative to dealership carparks. Secure's modern approach is to create actual backdrops from the franchise site and provide a prime opportunity to sell the dealership itself.

## No more data entry

All data-entry obligations are removed as the progress-chaser portal integrates all information into one manageable system controlled by the dealership's

management. Unified solutions for valeting, professional photography, digital backdrop changes and 360-degree videos enable dealerships to streamline the process and free up management time.

Auto Imaging has data APIs and feeds with numerous UK dealership content management systems and marketing portals. Working with these marketing companies ensures that images for your backdrops are in keeping with each dealership and the wider brand.

Image ratios are provided using the free management tools, but there is much more. The progress-chaser portal can show exactly why vehicles have not been imaged and can pinpoint inefficiencies, for example if a car is still in the workshop, out on demo, not valeted – or sold, but not removed from the DMS. Imaging cars immediately after valet not only offers the chance to present vehicles at their best, it's also the most efficient way to capture data and upload to the web.

All services come with local management support, quality control audits, flexible operator support and IT support. Phone, email and additional support is also available from Secure.

The great advantage of Secure and Auto Imaging is that:

- Valeting,
  - Imaging,
  - Digital backdrops,
  - Upload, quality control and aggregation to all portals,
  - Video and virtual tours,
- take place at the same time.

## VALET



## IMAGE



## WEB







# Relax. We've got you covered.



Recommended by  
former Stig, Ben Collins

**WMS Rescue & Recovery understand how important it is for your customers to be back on the road as quickly and safely as possible should the unforeseen happen.**

With this in mind, WMS Rescue & Recovery have created a single premium package designed for the needs of the modern motorist at a cost that is affordable.

### What's covered?

- ✓ 24/7 vehicle recovery and repair service
- ✓ Spare wheel cover included as standard
- ✓ No additional cost incurred for misfuelling
- ✓ Unlimited callouts
- ✓ FCA regulated
- ✓ Access to additional WMS products

### What's in it for your dealership?

- ✓ No hidden costs at the point of recovery
- ✓ Cover starts as soon as the vehicle is purchased
- ✓ Opportunity for additional revenue
- ✓ 24/7 product support



I had issues with my motorbike and found WMS very helpful professional and courteous. I was very pleased with the swiftness of the recovery and great after-sales. Highly recommended.

David, North London



Call us to find out more about WMS Rescue & Recovery or to request a complimentary dealer pack.



**0113 487 8720**



**Info@WMSRescue.co.uk**

**www.WMSRescueandRecovery.co.uk**



WMS Group has shaken up the recovery sector with a new breakdown division committed to outstanding customer service

What's New?

# Delivering a premium breakdown service

**O**n January 2, 2018, national warranty provider WMS Group announced the launch of WMS Rescue & Recovery, its pioneering vehicle breakdown service set to revolutionise the recovery and repair industry.

Having consistently led the B2B used vehicle warranty sector, through customer excellence, multi-award-winning products and innovation, WMS Group is committed to raising standards across the motor industry. WMS Rescue & Recovery is the latest addition to its portfolio, extending a range of premium vehicle breakdown services and benefits to retailers and consumers.

After months of development, WMS Rescue & Recovery is up and running through a national network of approved vehicle recovery operators (VROs), with an aggregate fleet of more than 6,500 recovery vehicles, comprising regular and specialist equipment.

WMS Rescue & Recovery has received considerable investment from its parent company, including the development of its dedicated contact centre in Leeds, recruitment of technically trained operator staff and advanced electronic systems that link directly into VROs' systems via the APEX network.

The premium products include cover for misfuelling, key assist and flat tyres as standard, with no call-out charges or extra fees. The main differentiator, however, will lie in the company's commitment to consistently outstanding customer service.

WMS Rescue & Recovery is led by head of operations Rajiv Kapoor – formerly head of operations at DHL Courier Services.

Kapoor said: "Unlike other providers, our priority is customer safety. We will ensure that the driver and their passengers are in a



safe location away from the road, also considering any medical conditions and arranging help where required.

"Following that, our call handlers will be able to obtain the exact cause of the failure by asking the customer a series of questions. This enables us to send the right vehicle and equipment from our approved VRO network, minimising downtime and inconvenience for the customer.

"WMS Rescue & Recovery is a game-changer. We have created this product from the ground up to ensure that it exceeds our customers' expectations at every stage. From the point of purchase to making a call-out and extending to renewal, our mission is to ensure that our customers receive only the best possible care and are returned to

the road as quickly and safely as possible."

WMS Rescue & Recovery is already being successfully sold into new and used dealerships, service outlets and repair centres. It is also being offered to existing policyholders.

John Colinswood, WMS Group's managing director, said: "Warranty and recovery are two products that go hand in hand, so launching our own recovery division was a natural progression. We saw a tremendous opportunity in the market to introduce a range of premium products that would extend outstanding protection to drivers and their passengers, whilst providing our retailers with additional revenue opportunities.

"We firmly believe that WMS Rescue & Recovery will set the benchmark in terms of both coverage and customer care."



SecretService™ provides intelligence on motorists who are searching Google for MOT & servicing, so dealers can retain existing customers and funnel conquest customers into the showroom

# Take on the Google ads that franchised servicing look

Franchised dealers want to sell more cars and most of them also have excess servicing capacity, so they are always looking for ways to:

- 1) Retain existing customers, by servicing their current car until they are ready to buy a newer car from the franchise;
- 2) Win back former customers, by getting them to bring their current car back in for a service and then upselling them a newer one; and
- 3) Gain new, conquest, customers, in terms of both car sales and car servicing.

**“We were able to see which of our customers we were about to lose so that we could retain them. We also gained new customers who openly admitted that they would not have considered us at all. SecretService™ is now an important part of our retention and conquest strategy”**

**Chris Allen, service manager at Alan Day Volkswagen in London**

However, franchised dealers seem to have a serious image problem. Car owners are swayed by ever-present ads on Google from fast fit chains such as Halfords and online disruptors such as MyCarNeedsA, ServicingStop and others that proclaim they are “60% cheaper than main dealers”.

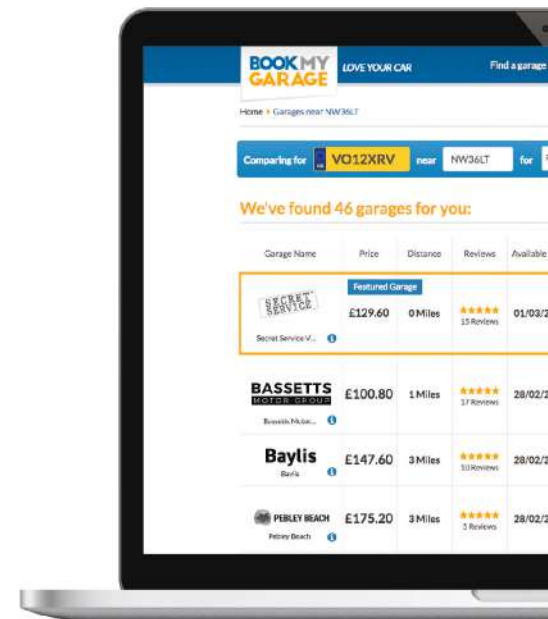
They are, in effect, miseducating consumers that franchised dealer servicing is expensive.

Car owners also seem to believe that franchised dealers only perform work on cars they have sold or are of a certain brand. And, of course, car owners have been led to think that main dealers never perform MOTs because they also assume franchises do not want to work on cars that are more than three years old.

## Franchised dealers need to change how they are perceived

With new car sales down across the UK, franchised dealers are relying more on the aftersales market to keep them profitable, but many say they lose 30%-70% of their customers from the end of the third year of their relationship onwards.

Given how much more expensive it is to win a new customer, or win a lapsed customer back, than it is to retain an existing one, this is a worrying trend.



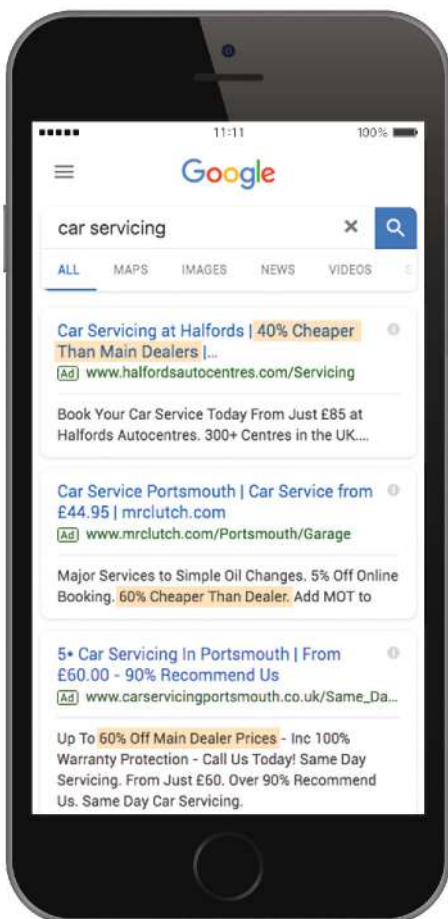
## SecretService™ from BookMyGarage is the solution

BookMyGarage designed SecretService™ specifically for franchised dealers. For a fixed monthly fee, BookMyGarage markets a dealer via Google, Facebook and bookmygarage.com, the UK's only unbiased garage comparison site, using a compelling offer under the label “SecretService™” rather than the franchised dealer's own name and logo.

There are many good reasons for taking this approach. A car owner is deliberately not shown the dealer's name until after a booking is made to stop the previously mentioned biases (that franchised dealers are expensive, etc.) from coming into play and to prevent price-related brand erosion.

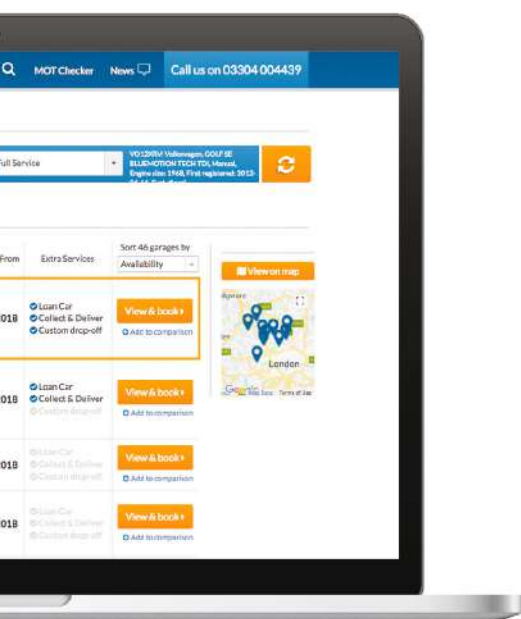
SecretService™ levels the playing field for franchised dealers. It's basically the same concept employed by hotels, which offer secret, last-minute deals through indirect channels to attract customers they know would not typically consider their property.

For the first time, franchised dealers would





# at make expensive



be evaluated favourably by car owners against fast fits and other servicing providers. Franchised dealers can then win conquest customers, or lure back old ones, that were almost certainly out of their reach otherwise.

## SecretService™ opens a franchised dealer up to new conquest customers

Google has publicly stated that 58% of all car owners search online before making any car service booking and our intelligence suggests that, as the end of the third year of ownership approaches, up to 40% of franchised dealer customers go online to assess their options.

BookMyGarage will ensure that a franchised dealer's SecretService™ promotional offer features prominently and is well positioned in competition with all the other brands

advertising online. Furthermore, BookMyGarage will target relevant Facebook users with a dealer's SecretService™ offer.

That offer will also feature at the top of a list of garages when a consumer searches, using any sorting criteria, at BookMyGarage's increasingly popular consumer-facing website, [bookmygarage.com](http://bookmygarage.com), for which bookings have increased at a rate of 300% a year.

## SecretService™ provides market intelligence that wins customers back

Franchised dealers that already use SecretService™ greatly appreciate the intelligence BookMyGarage provides on the vehicle registration data of those car owners in their area who are conducting searches on Google.

This data is cross-referenced with a dealer's own database to see which of their customers is thinking of taking their business elsewhere, allowing the dealer to provide an alternative compelling offer to ensure the customer is retained. Similarly, the data could be used to win back former customers at the point when they are shopping around.

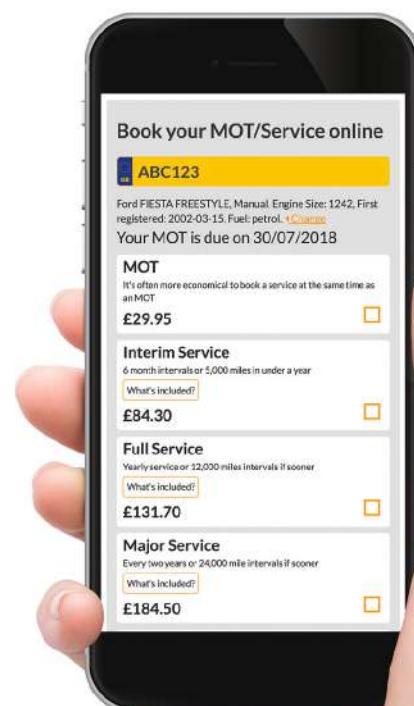
## SecretService™ drives incremental revenue for franchised dealers

When a car owner clicks on the promotional offer, they are taken to a dynamically priced list of services, agreed with the franchised dealer, whereby the price of an MOT varies depending on what combination of services is selected. As a guide, 82% of bookings made via [bookmygarage.com](http://bookmygarage.com) are for a scheduled car service with an MOT.

SecretService™ is extremely cost-effective. Once a customer has been lured into a franchised dealer's showroom, the opportunity will exist to entice them with a white-glove experience that is rarely replicated by independent dealers. Franchised



# What's New?



dealers can also walk them through the benefits of their service and purchase plans.

It is a very cost-effective way of getting customers through the showroom to see the attractive monthly payment terms that entice conquest car sales.

## SecretService™ from BookMyGarage is right for your franchised dealerships

For more information about SecretService™ from BookMyGarage, and to request a consultation, please visit <https://tools.bookmygarage.com/secret-service-franchise> or call Andy Mellers on 0330 400 4439 or 07983 713755

In the last 12 months  
motor dealers using

# CrystalClear Warranty

shared over

# £1.23 million

in expired warranty profits through  
our 100% profit return policy.

- Discover the original alternative to a 'bought-in' warranty.
- Profit from 100% of your expired warranty fund surplus.
- Enjoy 100% authority to override any rejected claim.
- Take confidence in our money back guarantee.

**CALL US TODAY, AND DISCOVER  
HOW YOU CAN TAKE CONTROL AND  
PROFIT FROM YOUR WARRANTY.**

**Company Number:**  
1789994

**Established:**  
1984

**Registered Office:**  
Warranty Administration Services Ltd  
Otago House, Crofton Road, Lincoln LN3 4NL

## 01522 515600

[www.warrantyadmin.co.uk](http://www.warrantyadmin.co.uk)



WARRANTY ADMINISTRATION  
SERVICES LIMITED

Home of the  
**CrystalClear  
Warranty**





The AM100 publication is the annual industry guide to the 100 largest dealer groups in the country, according to their company turnover. In addition, the AM100 provides a detailed analysis of the state of the industry and looks at the key issues facing dealers and their customers. The AM100 is an invaluable opportunity to meet friends and colleagues in the retail industry and be amongst the first to see the official unveiling of the new AM100 listing of UK automotive retail groups ahead of publication in AM.

#### AM100 Dinner guest speaker confirmed as former Home Secretary, Alan Johnson

Former Home Secretary, the Rt Hon Alan Johnson, will be our guest speaker at this year's AM100 dinner, which will be held on 20 June 2018 at the London Marriott Hotel, Grosvenor Square.

Orphaned at 12, Alan Johnson started his working life stacking shelves at Tesco. He then became a postman and union official before

rising through the New Labour ranks to hold one of the great offices of state as Home Secretary. But despite his meteoric success he does still have one regret – that his early ambition to become a pop star will (probably) never come to fruition. Mr Johnson is an adept and immensely engaging after dinner speaker and we are certain he will have us hanging on his every word.



D I N N E R

**20th June 2018**

London Marriott Hotel  
Grosvenor Square, London

Book your table now at  
[www.am100dinner.co.uk](http://www.am100dinner.co.uk)

or call Paige Phillips on 01733 395133 or  
email: [paige.phillips@bauermedia.co.uk](mailto:paige.phillips@bauermedia.co.uk)

Headline sponsors:

Associate sponsors:





1

## Is it marketing or customer service?

Customer reviews tend to fall in either the marketing or customer service camp, according to Neil Addley, the managing director of JudgeService: "The starting point is 'what's your motive?'. Do you want to deliver better levels of customer satisfaction or just manage your reviews? I would recommend you do both.

"Our best clients get under the hood of customer satisfaction. It's operating at very granular levels. You can see what's happening on an individual basis and improve customer satisfaction while at the same time generating better reviews and star ratings because you are doing a better job."

Anthony Gaskell, director at Reputation.com, said: "The sentiment of customer reviews impacts the online marketing of any automotive-focused business. Rich feedback available from online reviews enables dealers to glean key operational insights, which can be used to improve the quality of the services they provide."

Research from CarGurus, which incorporates reviews into its deal rating and ranking system, found 87% of car buyers agree positive dealer reviews play an important role in their decision-making process. A spokesman for CarGurus said: "Getting a four or five-star review is really about providing great customer service."

2

## Think independently

"It's vital to remember a customer's journey to even get to your website in the first place will often be through two of the biggest review and social websites in the world: Facebook – with 2.2 billion users across their Facebook.com, Instagram, Messenger and WhatsApp applications – and Google, with its 3.5bn searches conducted daily in 2018," said Gaskell, highlighting the fact dealers need to think beyond their own review platform.

Luscombe Motors, a Suzuki and Mitsubishi dealership in Leeds, was one of the early adopters of customer reviews seven years ago.

Robin Luscombe, managing director, said: "The best sites for reviews are Google, Facebook and Auto Trader, because they are perceived as more independent."

Luscombe's also uses JudgeService and while it publishes all its reviews, Luscombe said: "Because they are on our website and it's our review service, I think these reviews are considered as less believable."

Neil Bayton, partner director at review site Trustpilot, believes consumers place more credibility in its reviews because it is independent.

**“A CUSTOMER'S JOURNEY TO  
EVEN GET TO YOUR WEBSITE  
WILL OFTEN BE THROUGH  
FACEBOOK AND GOOGLE**

**ANTHONY GASKELL, REPUTATION.COM**

Customer reviews are an integral part of dealer operations, driving traffic to websites and ultimately to the dealership itself. With star ratings appearing online from multiple sources, dealers need to adopt a multi-channel approach. *Debbie Kirlaw* reports



# THE CAR DEALER 5-STAR GUIDE TO ONLINE REVIEWS

### 3

## Integrate reviews into your website

Addley recommends integrating reviews into the dealer website using a widget or API, so they are on display and easy to find. Trustpilot's widget receives two billion impressions a month globally. Reputation.com also provides a range of widgets to stream reviews from third-party sites to a dealer's website and publish on social channels directly.

Gaskell said: "Customer reviews are weighting more and more in Google Local Search Ranking Factors. Google is continually looking at average star ratings, but also review volume, diversity and recentness. A business's first 10 reviews can move them from page two to page one on search engines, and 50 reviews deliver a 266% increase in click rate."

Luscombe added: "You don't need thousands. If you search 'Suzuki Leeds', you will see Google and Auto Trader review ratings on the first page and there are no competitors, there's content from several sources all referring back to us. We appear because the content is relevant and it pushes out anyone else who is trying to SEO into our space."

### 4

## Reply to reviews and track trends


While different cultures exist, with some groups opting for a centralised set-up and others which are more devolved, some rules are sacrosanct, said Addley: "You want to be replying to the customer as quickly as possible, certainly within 24 hours, some say within five hours – whether that's a review on your own site or elsewhere and whether it's positive or negative."

Groups using JudgeService generally place responsibility for tracking and replying either in their digital or customer service teams, but for Addley it's best if both are integrated and the person handling has enough authority to provide some sort of remedy.

Gaskell said: "The important thing to remember is that soliciting feedback 'in the moment' will result in a more valid representation of a customer's experience, with more rich content. Always keep in mind that once that review is out there it isn't going to go away, so be sure to reply."

Drake said: "Responding to reviews demonstrates to customers that you hear and value their opinions. Being magnanimous in your responses and keeping things professional will enhance your image – even when the reviews are negative."

The best way to keep track of third-party reviews is through software. There's plenty of choice, but the sentiment is the same across the board – tracking and measuring is crucial.

As a single site, tracking and responding is relatively straightforward for Luscombe: "We get notifications when a review is left and they also come direct to me. We respond to each one, whether it's positive or negative. Analysing your Net Promoter Score does not sell you more cars. I know on Google our rating is 4.8 [out of five], on Facebook it's 4.7 and it's 100% for JudgeService – that's fine." 

## COMMERCIAL PARTNER COMMENT

By Neil Addley, managing director, JudgeService



There is a natural temptation to 'cherry-pick' the best reviews and scores to represent your business, but in the words of Alan Shearer: 'You are only cheating yourself'.

Customers are not stupid, they can see through manipulated

reviews and know that every business will, at some times, drop the ball. Indeed, it is how you address mistakes or customer concerns that defines how good your business is in the eyes of many consumers.

Some review platforms will allow you to choose who you send the reviews to, so you can only select the ones you think were delighted. Some review platforms will allow you to choose which reviews are published, meaning you can literally 'cherry-pick' the good ones.

My advice is not to touch these services with a barge-pole. There are three steps to managing customer satisfaction and your online reputation:

First, apprise yourself of what is being said about you online. This will require continual diligence.

Second, pick an independent service to get customer feedback to help you genuinely improve the experience. Once you get this feedback, it is essential you act on it for each individual customer and address any trends it exposes.

Third, ensure your reviews are published, so customers can see them on your website, social media, through natural search on Google and on classified sites such as Auto Trader and Motors.co.uk.

Ultimately, it must be the right thing to get great reviews by delivering great service.

**JudgeService**  
★★★★★  
Reputation Management



JudgeService is a commercial partner of our Dealer Masterclass programme, and will be sharing more inspiration at Automotive Management Live on November 8.  
Next issue's dealer masterclass: Social media

# JudgeService<sup>®</sup>

The UK's most effective online automotive survey provider



- Customer Surveys • Process Improvement • Management Information
- Unparalleled Reporting • Customer Reviews



Improve  
Search Traffic



Build  
Credibility



Enhance  
Conversions



Increase Click  
Through Rates

AS SEEN ON

 **AutoTrader**

**MOTORS**  
Search Smart. Buy Right .co.uk

 **NFDA**  
**TrustedDealers**

**Google**



Would recommend  
a friend



[business.judgeservice.com](http://business.judgeservice.com)





5

## Case study: The experience Down Under

In the UK, the customer review company APD-Global may be more widely known in the leasing sector, but its software solution, which includes sentiment analysis, has been adopted by an Australian premium brand and a volume manufacturer.



Customer feedback is obtained via traditional out-bound, event-generated calls and via its app, distributed by email, allowing customers to comment on their terms in their own time with customer details automatically stored.

Paul Turner, APD-Global's executive chairman, said: "Australia is breaking new ground in terms of customer experience (CX). Our two Australian manufacturers have embraced the spontaneous feedback route whereby the customer can contact them when they want and tell them what they want. People are already doing that by using platforms such as Twitter and Facebook, but by providing this channel, information is captured and we can tell how happy a customer is without having to ask specific questions.

"Spontaneous reviews is the big shift and is coming to the UK, the leasing world is already adopting it here."

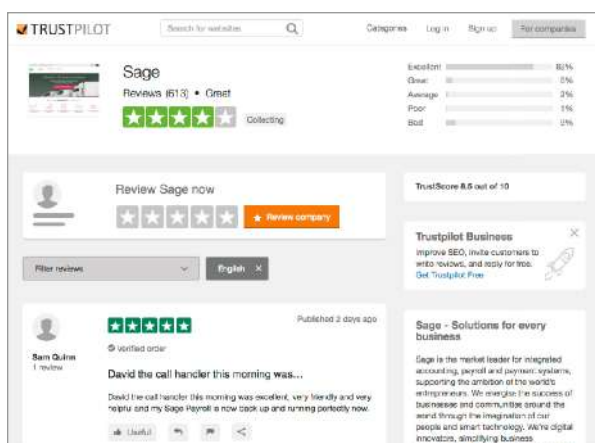
6

## Case Study: Sage

FTSE100 company Sage provides online and cloud business management software and services including accounting and payroll. It manages its reviews through Trustpilot. Reviews act as an early warning system – for example, several reviews complained about delays in delivering hardware for processing payments, which was traced back to stock management problems with one of its partners.

Each review is responded to, and the company's head of customer service receives all negative reviews. Real-time reporting also acts as a motivation to teams as giant digital boards in the Sage offices highlight the latest reviews and best performers are rewarded with vouchers as an additional incentive.

Ratings and reviews are embedded on the Sage website promoting its customer service achievements to both new and existing customers as well as supporting its philosophy of complete transparency.



7

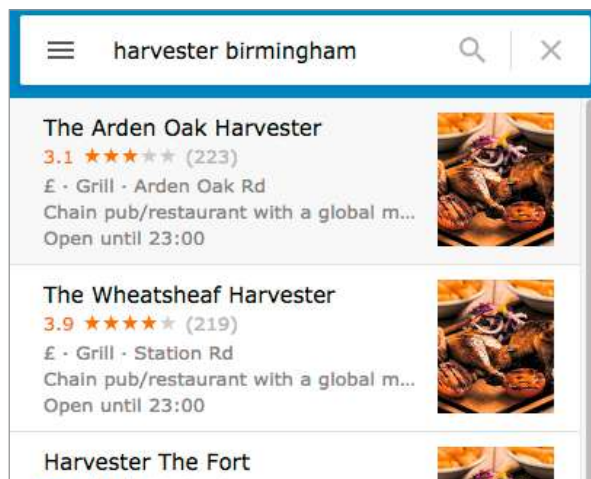
## Case Study: Mitchells and Butlers

Reputation.com has managed Mitchells and Butlers' online reputation and customer reviews since 2016.

The pub and restaurant company, which operates brands including Harvester, Toby Carvery, All Bar One, Miller&Carter, Vintage Inns, O'Neill's and Ember Inns, has doubled its monthly review volume, with a consistent stream of reviews on leading channels such as Google, Facebook and TripAdvisor. More importantly, the overall review response rate is now over 80% from a starting point of less than 60%.

Phil Urban, Mitchells and Butlers' chief executive, said: "Managers are now responding to 83% of the growing number of online comments, up from 59% a year ago. As managers have increased their level of engagement with their guests, we have also seen average feedback scores increase over the course of the year with total Net Promoter Score (NPS) up 7.8 ppts to 59%."

The NPS is defined as the percentage of responses scoring nine or 10 out of 10, less the percentage of responses which score zero to six out of 10 based on the question 'How likely are you to recommend this pub to a friend and/or relative?'



## What is the future of online reviews?

Gaskell said: "We work with around 80 different sectors and automotive is definitely within the top three in terms of asking for, and understanding the importance of, customer reviews."

According to research published late last year by Trustpilot in conjunction with YouGov, more than a third (36%) of millennials would be willing to buy a car online, compared with 25% overall, Bayton said: "In the next 10-15 years, the first time a customer sees their car could well be when it's delivered. Reviews are a big part of that online journey, enabling the consumer to answer all their questions, mitigate risk and increase trust."

APD-Global is trialling real-time customer feedback with a medium-sized AM100 dealer group using an iPad with questions when the car is collected after a service. It follows a successful project with a handful of long-haul airlines when they worked as concept consultants undertaking customer research electronically in-flight.

Turner said: "Connectivity is making it possible to gain instant feedback, practically as the event is happening."

JudgeService is working on integration into the DMS and showroom systems, Addley said: "You then have the back story of the customer. Integration into showroom systems is starting to happen and we will be seeing it in operation in the very near future."



## Honda CR-V

Honda's new CR-V will be the first car in a new generation of Hondas to ditch diesel power.

Arriving in UK showrooms later this year, the family SUV will offer the option of seven seats and a 1.5-litre turbocharged petrol engine.

A mild hybrid system will be offered from early 2019. Honda UK's managing director, David Hodgetts, told *AM*: "During the current model run-outs, we will keep diesel in all our cars, so Civic will have a diesel engine for the next three or four years, but when we get to a full model change, we will change to petrol and hybrid."



## Lexus UX

Lexus has delivered its first compact crossover in the form of the new UX – a rival to vehicles such as the Audi Q2, Jaguar E-Pace and Volvo XC40.

The new model features the Japanese premium brand's fourth-generation self-charging hybrid system in the UX 250h and a new two-litre petrol engine and continuously variable transmission in the UX 200.

The hybrid version of the UX will feature a four-wheel-drive system capable of channelling up to 80% of power to the rear wheels at speeds of up to 44mph.



## Audi A6

A mild hybrid electric vehicle (MHEV) system and interior technology drawn from the flagship Audi A8 formed part of the new A6 unveiled in Geneva.

Prices are expected to start at about £35,000 for the new A6, which claims to save up to 0.7 litres per 62 miles thanks to the MHEV technology.

Inside, Audi's 'MMI Touch Response' infotainment system incorporates two touchscreens in place of conventional switchgear.

A fully digital Audi Virtual Cockpit, with a 12.3-inch high-resolution screen and an Android smartphone 'key' are also part of the available options list.

# GENEVA MOTORSHOW

**Tom Sharpe** visited the 88th International Motor Show to check out the latest models from some of the biggest motoring brands before they hit UK showrooms this year



## Bentley Bentayga PHEV



Alongside the new Continental GT and Bentayga V8 models, Bentley unveiled its first plug-in hybrid.

Based around a new V6 engine, the Bentayga Hybrid SUV claims to deliver 75g/km CO<sub>2</sub> emissions, an electric-only range of 50km and a full recharge time of just two-and-a-half hours.

Bentley has collaborated with designer Philippe Starck to create a concept for a "highly desirable recharging unit" for the Bentayga Hybrid.

## Peugeot 508





## Volvo V60

Hot on the heels of the launch of the new European Car of the Year, the XC40, Volvo unveiled the latest V60 at Geneva.

The new estate car will be priced from £31,810 when it arrives in Q3 and sits on the same Scalable Product Architecture (SPA) as the XC60 and '90' series cars.

Like the XC40, the V60 ushers in a new ownership model for the brand – Care by Volvo offers car access via a monthly flat-fee subscription, rather than ownership, and claims to make having a car “as hassle-free as having a mobile phone”.



## Citroën C4 Cactus

Citroën's 'C4 Cactus on a shelf' was only upstaged by the giant Peugeot Lion, which loomed large over PSA Group's corner of the Geneva Motor Show 2018.

The second-generation Cactus took centre-stage on the Citroën stand ahead of its arrival in the UK in Q1.

It is the first model developed as part of Citroën's Advanced Comfort programme. The result is a new suspension system that “gives passengers the feeling of travelling on a magic carpet” by replacing mechanical bump stops with hydraulic units for both compression and decompression.



## Toyota Auris

Toyota's UK-built third-generation Auris hatchback broke cover with the promise of a new generation of hybrid drivetrain.

Built at the Japanese brand's Burnaston plant following a £240 million investment in the site, the new Auris will offer customers just one conventional engine – a 1.2-litre turbo petrol unit – and a choice of 122PS 1.8 litre or 180PS 2-litre hybrid electric powertrains.

Toyota said the new car boasts a “more sporting stance”. It is 40mm longer, 25mm lower and 30mm wider than the outgoing model.



OW



Peugeot unveiled the new 508 saloon with news that UK customers would be able to buy one of 200 special First Edition models, with deliveries starting in October.

Potential customers will be able to place a £250 deposit online or at a Peugeot dealership to reserve their car.

The new 508 will reach showrooms this summer and features Peugeot's divisive i-Cockpit instrument display and a choice of six petrol and diesel engines, offering between 130PS and 225PS.

## Seat Ateca Cupra



As well as re-branding the Cupra Leon ST, Seat unveiled its 230PS Cupra Ateca SUV in Geneva, ahead of its arrival in the UK later this year.

Wayne Griffiths, vice-president for sales and marketing at Seat, said the brand aims to double Cupra model sales over the course of the next four to five years.

Richard Harrison, Seat UK's brand director, told AM that all Seat dealers would continue to sell Cupras, adding that the re-brand would usher in “Cupra corners”. He said a network of Cupra-specialist dealerships would also be created.





Mitsubishi expects registrations of the Eclipse Cross to reach 6,500 units in its first year

# ECLIPSE CROSS: PETROL SUV PLUGS CROSSOVER GAP FOR MITSUBISHI

**S**lotting neatly between the ASX and Outlander, the new Mitsubishi Eclipse Cross is the brand's first model in the all-important crossover segment.

Mitsubishi joined the Renault-Nissan alliance last year and the Eclipse Cross will take on adoptive siblings in the form of the Renault Kadjar and Nissan Qashqai.

However, the Eclipse Cross is all-Mitsubishi. Its development was under way when the companies joined forces, but the Eclipse Cross is probably the last Mitsubishi model that will not feature Alliance influence.

Mitsubishi expects the car's sharp styling and low price to attract new customers, but sales aspirations for its first year are modest, at 6,500 units. By comparison, the class-leading Qashqai sold 3,800 units in January alone.

Retail buyers are expected to make up about 65% of sales.

The Eclipse Cross comes in three grades, which are all well equipped, and with a single 1.5-litre turbocharged petrol engine.

Mitsubishi has instilled its off-road heritage in the Eclipse Cross with all-wheel-drive available as an option.

Given the current demand for more efficient two-wheel-drive SUVs, Mitsubishi is wise to also give customers this option.

Prices start at £21,275 for the Eclipse Cross '2' with a six-speed manual gearbox

and front-wheel-drive. It comes with autonomous emergency braking and lane departure warning as standard, alongside a rear-view camera, privacy glass and climate control.

The £22,575 '3' adds keyless entry, heated seats and a head-up display. At this grade, it is also possible to choose an automatic CVT transmission (£23,850) and all-wheel-drive (£25,350).

Range-topping '4' models start at £24,975 and benefit from leather upholstery, LED headlamps and a nine-speaker Rockford audio system. Blind-spot warning and rear cross-traffic alert is also fitted and automatic versions (£27,900) get adaptive cruise control.

A limited-edition run of 250 'First Edition' models is also available. Based on the '4', they add Premium Red Diamond paint, personalised mats and body-styling upgrades.

All models have a seven-inch touchscreen infotainment system, which features Apple CarPlay and Android Auto. There is no navigation system available from the factory, so drivers will need to connect their smartphone in order to use their chosen sat-nav app.

The interior contains more soft-touch plastics than previous Mitsubishis, demonstrating a conscious effort by the manufacturer to move away from the agricultural feel of earlier models.

The cabin is well laid out, with the



£21,275  
- £29,750



1.5-LITRE  
TURBOCHARGED  
FOUR-CYLINDER  
PETROL



0-60MPH  
9.3-10.3  
SECONDS;  
TOP SPEED  
124-127 MPH



SIX SPEED  
MANUAL OR  
CVT AUTO



40.4-42.8MPG



151-159G/KM CO<sub>2</sub>

## KEY RIVALS



Nissan Qashqai



STRONG RESIDUALS



WELL-EQUIPPED  
MODELS EXPENSIVE



Renault Kadjar



PRACTICALITY AND  
SPECIFICATION



NOT AS GOOD  
TO DRIVE



Toyota CH-R



EYE-CATCHING LOOKS



PRACTICALITY

## REVIEW RATINGS

AUTOCAR



AUTO EXPRESS



TOP GEAR



DEMAND FOR  
PETROL SUVs IS  
INCREASING AND  
WE FEEL THE  
ECLIPSE CROSS  
IS THE RIGHT  
PRODUCT AT THE  
RIGHT TIME

TOBY MARSHALL,  
MITSUBISHI  
MOTORS UK



Inside, Mitsubishi has moved away from the agricultural feel of earlier models



The car's styling suggests Mitsubishi is chasing a younger audience

**C**infotainment system mounted at the top of the dashboard. It can be controlled using a touchscreen or a trackpad mounted by the gear lever. The system isn't as intuitive as we'd have hoped and is likely to take buyers some time to get used to.

Also, for older customers who are less 'smartphone-savvy', the lack of an in-built navigation system could be a turn-off.

Given the car's styling and market position, it is clear that Mitsubishi is chasing a younger audience with the Eclipse Cross and this is reflected in its safety and practicality. The inclusion of active safety systems has contributed to a maximum five-star NCAP safety rating – with a 97% adult protection score.

Wide-opening rear doors make it easier to load children and the rear seat-bench can slide forwards to increase boot capacity, or backwards to boost legroom. Total luggage volume ranges from 341-448 litres.

The 163PS engine (auto) will accelerate the car to 60mph in a reasonable 9.3 seconds. The manual car is slightly slower, taking 10.3 seconds.

The car can only promise fuel efficiency of 42.8mpg on the combined cycle – which for higher mileage drivers will come at significant cost.

CO2 emissions are also an issue, at 151g/km for the most frugal model. This means the new crossover attracts a higher rate of VED than many of its rivals, costing £500 in the first year.

Mitsubishi, which has had great success with its Outlander PHEV, said a low-emission plug-in hybrid version of the Eclipse

## Q&A



**TOBY MARSHALL,**  
SALES AND  
MARKETING DIRECTOR,  
MITSUBISHI MOTORS UK

### How important is the Eclipse Cross for Mitsubishi?

It's the first in a new generation of Mitsubishi cars and represents a new direction for our brand.

Demand for petrol SUVs is increasing and we feel the Eclipse Cross is the right product at the right time. Crucially, it gives us a chance to compete in the fastest-growing segment – compact SUV – that will help us meet our aspiration of selling 32,000 cars next year.

With the new Shogun Sport coming later this year, we will have the whole SUV market covered and that is where we want to be.

### What have you done to promote the new model ahead of it arriving in dealerships?

We've been promoting the car since September and we have made a significant investment in TV advertising. We've had a lot of success with our bumpers and idents on Channel 4, with the Outlander, so we will be continuing with that. It is important to us to be on TV every night.

### Are there any upsell opportunities or offers to help dealers sell the car?

Our trim levels are pretty straightforward and

that supports our stock holding model, so the cars don't have much configuration other than transmission, spec and colour.

There is a broad range of dealer-fit accessories though, so buyers can customise their car with various styling and lifestyle accessories.

We have already got three months' stock at our Bristol import centre too, so lead times are very short – about 10 days from point of sale.

In terms of finance, we have PCP deals available across the range, starting from £185 per month with a £5,000 deposit. Mitsubishi is also offering a £750 deposit contribution.

### How has the online sales initiative affected dealers?

The Buy Online service wasn't created to cut dealers out, it works with dealers.

When a customer goes online to book a test drive, the customer decides which dealer they want to use – usually based on location.

But the dealer has to do their bit. We will show the customer which dealers have the demonstrator available and their review scores. If the dealer has bad scores or poor availability of demonstrators, it is on them to sort it out.

### Will there be further network expansion to support your growth ambitions?

Yes. We do want to continue expanding the network, there are a few areas where we don't have as much coverage as we would like and we will need a larger network than we have now.

**“THERE ARE A FEW AREAS WHERE WE DON'T HAVE AS MUCH COVERAGE AS WE WOULD LIKE AND WE WILL NEED A LARGER NETWORK”**  
**TOBY MARSHALL, MITSUBISHI MOTORS UK**

Cross is expected to be introduced later in the model's life. A 2.2-litre diesel version will also make an appearance next year.

Performance from the 1.5-litre unit is good and the engine provides a fair amount of torque at lower RPMs, meaning regular downshifts are not required to keep pace on hilly roads.

Body roll is well controlled too, yet the ride isn't overly firm. It certainly handles better than some of its SUV rivals, but the

car is most at home on the motorway where the engine is inaudible and the Eclipse Cross makes steady progress.

The Eclipse Cross is a spacious and attractive SUV with great practicality and fine handling. It offers unrivalled levels of equipment as standard and, unlike many crossovers, has a robust feel, which provides confidence that it will work just as well if you venture off the beaten track.

**MATT DE PREZ**



# Have you mastered your stock?

A first for stock-funding management in the UK

**N**extGear Capital, the industry's leading provider of stocking plans, has further advanced its StockMaster on-the-go platform to offer greater efficiency and accessibility for dealers.

Combining innovation and digital technology, StockMaster provides dealers with a best-in-class system for stock-funding management, the first of its kind to be available on mobile, tablet and desktop.

With new and enhanced functionality, dealers can now use the StockMaster platform to load trade-sourced vehicles or part-exchanges, as well as settle vehicles from their plan at the touch of a button, without the need to be at a desktop computer.

In addition, the StockMaster platform offers digital integration with auction centres across the UK, allowing dealers to view and fund pending vehicles won at participating auctions all in one place, anywhere, anytime.

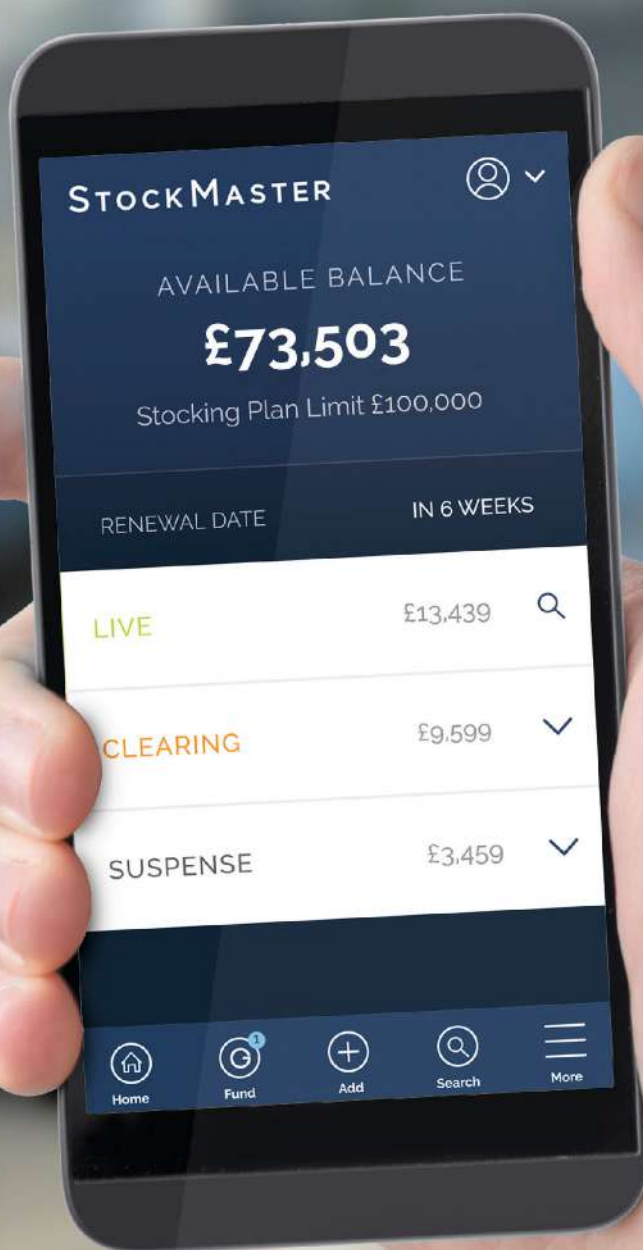
**With StockMaster, dealers can:**

- View and fund pending vehicles won at participating auctions
- Load trade-sourced vehicles or part-exchanges
- See their available balance and stocking limit
- Search for existing vehicles on their stocking plan
- Settle vehicles at the touch of a button



"We thrive on innovation and are proud to be the first to offer a system that dealers can not only access from anywhere, at any time, but one which allows them to manage their stocking plan at their fingertips"

Liam Quegan, MD, NextGear Capital



To find out how StockMaster can help your dealership run more efficiently, visit: [nextgearcapital.co.uk/stockmaster2](http://nextgearcapital.co.uk/stockmaster2)

**NEXTGEAR**  
CAPITAL™

NextGear Capital is part of Cox Automotive.

## MAZDA MX-5 RF 2.0 LITRE SPORT NAV

REPORT  
PROGRESS



## THE SECRET TO SELLING SPORTS CARS IN THE SNOW

**I**n January, I asked how you sell an MX-5 in winter. Mazda's response was emphatic – with a hard roof and firm finance offers, "the car sells itself".

This time I spoke to a dealer, Amarjit Shokar, boss of Romford Mazda and an AM Award winner. He added a few requirements: a bit of hard work, some canny customer contact and Mazda marketing spend.


For three years, Shokar has used an agency, VDM, to generate leads via outbound calls. He is particular about the script: "We don't call to offer them a new car, but simply to find out what they think of the car they have and their views on the service. But if the conversation [indicates] a desire to change, we will explain our offers."

VDM makes 4,000 calls over three months, to customers who bought a car from Romford Mazda between 18 months and six years earlier. The calls follow an email. From 500 calls over two days, Romford Mazda had 38 customers who wanted to talk further.

Mazda making its Q1 2018 offers available to dealers before the end of 2017 also helped, said Shokar: "We can be very clear with customers what deals we can do. Previously, we'd only know from month to month."

He said the MX-5 was selling as well as other Mazdas now, but has high hopes for registrations as Mazda begins TV advertising: "Putting the car on roadside billboards and on television leads to an instant difference in consumer interest." **JEREMY BENNETT**

  
**REGISTRATIONS YTD**  
229 (-17.6%)  
(SOURCE: SMMT)

  
**SEGMENT SHARE**  
32.1%  
(SOURCE: SMMT)

  
**PCP DEPOSIT CONTRIBUTION**  
£1,500  
(SOURCE: MAZDA)

  
**RETAIL/FLEET SPLIT**  
71.6%/28.4%  
(SOURCE: SMMT)

 **LOW CENTRE OF GRAVITY HELPS CONTROL IN WET OR ICY WEATHER**

 **NO DOOR POCKETS**

**CURRENT MILEAGE** 0 8 7 0 3

**START MILEAGE** 0 0 8 7 0

## MERCEDES-BENZ C220D SPORT ESTATE

REPORT  
PROGRESS



## WHY MERCEDES-BENZ IS RIGHT TO HOOK 'EM YOUNG

**M**ercedes-Benz has become quite canny. Since 2006, when it opened its flagship brand centre, Mercedes-Benz World in Brooklands, Surrey, 3.6 million people have visited, with many booking one of the driving activities on its 1.5-mile handling circuit and 10-acre off-road course.


It is one of many developments which Mercedes has used to overcome its once rather elitist brand image while maintaining a premium experience. People can immerse themselves for free in the brand and its history in a fun, zero-pressure environment. It's like popping into a museum and coffee bar with cars.

Which was why, when my teenage stepson asked for an under-17s driving experience for his birthday, we felt it was time to load up our long-term test C-Class and head for Brooklands.

Nervous middle-class parents were clearly reassured by the expert drivers who they have paid to instruct their offspring for an hour. Also clear was the youngsters' excitement – few will forget the first car they drove was a Mercedes-Benz. As they are scored in various driving skills, many will want to return to record an improvement.

Naturally, the cost of creating and operating Mercedes-Benz World has probably added a few pounds to the price of every Mercedes sold in the UK. But that investment in early brand attachment is canny indeed – my boy now has an unrealistic expectation that his first car could be an A-Class. **TIM ROSE**


  
**REGISTRATIONS YTD**  
3,677 (-38.6%)  
(SOURCE: SMMT)

  
**SEGMENT SHARE**  
27.6%  
(SOURCE: SMMT)

  
**PCP DEPOSIT CONTRIBUTION**  
£4,130  
(SOURCE: MERCEDES)

  
**RETAIL/FLEET SPLIT**  
33.5%/66.5%  
(SOURCE: SMMT)

 **SMOOTH RIDE, SPACIOUS**

 **INEFFECTIVE VOICE CONTROL FOR THE SAT-NAV**

**CURRENT MILEAGE** 1 6 5 2 9

**START MILEAGE** 1 1 1 8 7

## » GUESS THE CAR COMPETITION

THIS MONTH'S WINNER



Tim Simons, sales manager at Westaway Motors in Northampton, correctly named the Daihatsu Sportrak in our last issue.

See if you can identify this month's model for your chance to win a £20 John Lewis voucher. Email [am@bauermedia.co.uk](mailto:am@bauermedia.co.uk) with 'Guess the car' in the subject line and include your job title and company in your entry. The closing date is Friday, April 13.





# IS YOUR DIGITAL MARKETING IN THE FAST LANE?

Innovative first to market and highly successful digital campaigns for the automotive sector.

Our auto clients have increased market share, reduced their cost per lead and increased their ROI significantly, like to find out how?

Get access to the latest Betas:

- Drive and track dealership visits from your Google marketing
- Sign up to the free video production beta from YouTube
- Learn about the use of beacons and proximity marketing
- Use dynamic fee based campaigns to rotate your stock



AWARDED TOP PERFORMING  
**GOOGLE PREMIER PARTNER**

TRUSTPILOT ★★★★★ Rated GREAT by our customers

broadplace.com



To find out more or to get a  
**Free Impartial Audit** of your digital strategy

☎ Call us on 020 3167 1744

✉ Email [auto@broadplace.com](mailto:auto@broadplace.com)

🌐 Web [www.broadplace.com/auto](http://www.broadplace.com/auto)

BROADPLACE IS A **PERFORMANCE DRIVEN**  
FULL SERVICE DIGITAL AGENCY ACROSS ALL PLATFORMS



# SAVE *the* DATE

8TH NOVEMBER 2018, NEC, BIRMINGHAM



**Automotive  
management  
LIVE**  
Brought to you by  
AM + NFDA



## ADVERTISING FEATURE EXECUTIVE PANEL

# Industry professionals share their best advice on motor retail issues

### AUCTIONS

## Are used car sales still seasonal?

By Simon Henstock, BCA chief operating officer,  
UK remarketing



Most markets experience some kind of seasonality and the used car sector traditionally has experienced busy spring and autumn periods, separated by a summer slowdown. But in this age of digital innovation and online trading, does the time of year really matter?

The registration-plate changes in March and September traditionally stimulate new sales and plenty of dealer part-exchange stock will reach the remarketing sector. There will also be an influx of stock from fleets, contract hire and leasing sources.

There is usually an element of seasonality attached to the sales of convertibles, which tend to do better in the spring and summer months and 4x4s, SUVs and off-road vehicles, which typically climb when the weather is worsening. Any hint of more 'extreme' weather – such as the icy blast seen in the UK in late February and early March, for example, will have an almost immediate impact on values for 4x4s and off-road vehicles.

The broader seasonal patterns – busy early in the year, slower post-Easter and into the summer, then picking up again in the early autumn – are a little less defined than they once were. Thanks to the effect of digital platforms, the used car trade rarely has any downtime these days and with increasing volumes of business conducted over the internet, you can technically buy a 'virtual' used car at any time of the day or night, 365 days a year.

To source good quality stock quickly and efficiently, simply log on to BCA Auction View and enter your search criteria. With more than 25,000 vehicles typically consigned for sale, it is the UK's biggest vehicle marketplace and with BCA Live Online at your fingertips you can bid on and buy vehicles nationwide with confidence.



### VIDEO

## Defleet to forecourt at the speed of data

By Adam Price, founder, AutosOnShow.tv



In a changing market, the ability to maximise the remarketing opportunity of every vehicle is critical. As technology has improved, so has the ability for a car's images and data to move ahead of the physical asset.

Now a vehicle can be shared around a dealer network or placed on a customer-facing portal as soon as it is imaged at the defleet centre. The approach radically shortens the time between defleet and dealer forecourt.

AutosOnShow, part of BCA, is rolling out a turntable solution at defleet centres across the UK. The DSLR turntable solution captures HD images and videos. It will allow users to take internal and close-up detailed shots of the vehicle using a guided image selection tool, which creates a consistent look across all cars.

Once installed, the solution allows users to video and photograph vehicles quickly and easily on a large scale. The entire process drives brand consistency, as all assets generated for vehicles look consistently professional. The process takes minutes and data is checked against industry databases to ensure it is accurate.

AutosOnShow simplifies capturing video and imagery of vehicle stock, displaying the assets instantly on websites, all uploaded from the AOS hardware with no human intervention required.

The supply chain has to be flexible, agile and digitally enabled. Defleet, refurbishment and remarketing adapt around the requirements of the brand, to put the right vehicle, at the right price, in front of the right buyer at the right time.

■ To find out how AutosOnShow can help you, visit [AutosOnShow.tv](http://AutosOnShow.tv).





**K**nowledge is power, and businesses need as much expert advice and insight as possible to succeed. For senior managers in franchised dealerships, who are ultimately responsible for a multi-faceted service, retail and business-to-business operation, that need is even more pronounced. This is where AM's Executive Panel can be of real help. The Executive Panel is made up of AM commercial partners who are all experts in their key industry segment – segments that can have a major influence on a motor retail business's bottom-line profitability and customer experience.

## VALETING

# Taking back control is the way to cut costs

By Martin Peters, sales director, Autoclenz Group



The easy option when times are challenging is to look for price reductions from your suppliers. In Q1 of 2018, I have personally been involved in a higher than normal rate of tenders as dealers look to reduce costs.

A tender is always good practice to benchmark your current arrangements, pricing and service delivery every two to three years. However, if you are not careful, it can potentially drive your business in a race to the bottom.

The reality in the valeting marketplace is that the right labour has a cost, which is set by the ever changing national minimum wage and the effects of supply and demand. The combination of these mean that so-called low skilled labour is in short supply. About 80% of your valeting costs are direct labour costs, which cannot be reduced.

The "savings" you are looking for therefore, would be better coming from improved control of the valeting costs at source and not necessarily from price reductions. The Autoclenz paperless vehicle management system (PVMS) does this well. Through our new "Gatekeeper" function, we can control duplicate valets, and configure sign-off by manager and weekly exceptions reports before any invoice is raised. The system is configured so that only key signatories can authorise "exceptional" valets.

Early signs suggest this piece of IT can save up to 3% of annual spend without affecting quality, making sure you are cleaning the right cars, at the right time and at the right cost.

■ For more information on the difference that Autoclenz can make to your business, contact Lucy Duggins on 01283 554682 or visit [www.autoclenz.co.uk](http://www.autoclenz.co.uk)



# Automotive management LIVE

Brought to you by  
**AM** **NFDA**

## One day to make all the difference

Industry executives can spend one day out of the business at AM's one-day expo and gain sector insights, a better understanding of the opportunities and challenges facing the trade, expert advice and discover the latest products and services available on the market.

Now in its third year, the leading trade event takes place on November 8 at Birmingham NEC.

Hosted in partnership with the National Franchised Dealers Association (NFDA), this year's event will once again see 100+ exhibitors and a range of insight theatres tackling some of the most pressing topics of the day.

Top industry professionals will be providing insights into various aspects of automotive retailing to help top executives formulate strategies to maintain a robust business in an increasingly complex market.

Hosted by some of the sector's leading suppliers, best-practice seminars explore some of the major challenges and developments taking place in the industry, providing a deeper understanding of the increasingly sophisticated digital retail experience demanded by today's car buyers.

The exhibitor's hall will showcase the latest technologies, along with demonstrations and access to key figures in automotive retail supply, allowing dealers to compare different services and products under one roof in one day.

The expo, which remains free for dealer and manufacturer delegates, last year attracted more than 700 people and this year expects to attract even higher numbers.

Now well established as the highest-profile, fast-paced, insightful and essential day out for industry executives looking to maintain their competitive edge, registrations are already being made at:

[www.automotivemanagementlive.co.uk](http://www.automotivemanagementlive.co.uk)



# How to manage customer reviews?

Dealers need help to monitor and manage large volumes of online reviews

A dealership provides more to its customers than cars, it also provides a service. Customers do not only communicate their experience to their friends and family, but, increasingly, to the world through an online medium.

These reviews form part of the online reputation of every company. Dealerships need positive reviews to build customer trust, but also to influence search ranking results. More than 80% of British consumers consider reviews and ratings during their purchasing decisions.

Dealerships are facing a greater challenge – monitoring and managing large volumes of customer reviews. Consumers will leave reviews on a large variety of online channels:

- Social media – with Facebook first, but also Twitter, Instagram and about 100+ other platforms.
- Google, which now dominates the online reviews space, is placing more and more importance on reviews and ratings in its local search ranking factors.
- Review sites, besides Facebook and Google, where consumers are also posting, such as generic review sites like Feefo, or industry-specific ones like JudgeService.

So how do you keep track of all these reviews? Organisations are implementing a holistic approach to customer reviews. These cannot be siloed to marketing or customer services. They need monitoring, managing and maybe improving, to attract new customers and improve their experience.

## The solution: an ORM platform

Dealerships need the right solution to implement their strategy. An online reputation management (ORM) platform is the only tool that can do the job. Platforms such as Reputation.com provide a centralised view of all customer reviews existing online in one single dashboard. There is no need to log in to several different websites to access them. A good



**Turn Customers into Brand Champions**  
Boost star ratings. Gain insights. Drive revenue.

reputation.com®

ORM platform will collect reviews from all major sites plus the specific ones that you care about. Reputation.com integrates with more than 150 review and social sites.

Seeing all customer reviews in one place is a great first step to listening to the voice of the customer. However, businesses also need to take control of the narrative by managing these reviews.

Reputation.com's platform allows dealerships to directly reply to reviews from the dashboard. The replies are then posted in the native environment for everybody to see. Dealers can thank their loyal and happy clients or address complaints in a professional and timely manner. The platform can alert users when a new review has been posted, provides templates to reply quickly and appropriately, and uses workflow approval to ensure consistency and professionalism.

Using Reputation.com's platform, dealers can proactively request reviews to improve their online reputation by generating more genuine customer reviews.

## Results: Increased revenue and performance

Using the right solution helps dealerships manage their online reputation to gain new customers by improving trust, in-store visits and SEO, but also customer experience.

- Higher star ratings and customer sentiment online are direct results driven by the use of such platforms.
- Dealers can share their great customer reviews on social media to drive trust and confidence to future customers.
- Reputation.com can add widgets to a dealership's website to stream customer reviews. An extra bonus of this is to have user-generated content boosting SEO.
- Dealers can act on customer feedback to improve operations. The platform provides in-depth text analytics and operation insights using keywords category analysis and industry benchmarking.
- Reputation.com provides a ticket solution to manage complaints internally to ensure customer feedback meets the highest quality and customer service standard.



# SELLING SCHOOL-LEAVERS ON A CAREER IN MOTOR RETAIL

The NFDA and its members have launched a jobs website to attract young people

**T**he National Franchised Dealer Association (NFDA) has collaborated with its members to launch an online platform to highlight career opportunities in the motor retail sector.

The NFDA has worked with online apprenticeship and traineeship search provider Get My First Job, allowing it to tap into a database of potentially interested young people and target the potential workforce of the future at the appropriate time in their careers.

Sue Robinson, director of the NFDA, said the motor retail sector has a challenge on its hands to battle preconceptions and reach school- and college-leavers.

"It's easy to look at automotive retail and only see the showroom and the salesman and, while that will appeal to quite a lot of people, we have to spread the message that there are so many roles available across the sector that there really is something for everyone," she said.

"As well as sales staff, service reception and technicians, modern retailers have a huge back-office operation, which will include finance, marketing, web development and social media experts.

"There are so many specialisms needed by the industry now and we need to communicate that to young people in an appropriate way and at an appropriate time. We're confident that Drive My Career will do that for us and our members."

Drive My Career has been funded by donations from NFDA members, in addition to their annual subscriptions.

Robinson said more than 700 retail sites were represented on the platform, which allows people to start their career search simply by inputting their post code.

One of the site's tools enables those

**THERE ARE SO MANY SPECIALISMS NEEDED BY THE INDUSTRY NOW AND WE NEED TO COMMUNICATE THAT TO YOUNG PEOPLE IN AN APPROPRIATE WAY AND AT AN APPROPRIATE TIME**



SUE ROBINSON, NFDA

considering a career in the sector to chart their potential progression from trainee apprentice right through to the role of managing director, a path Robinson said is often followed.

She said: "Automotive retail is quite rare in that there is, and always has been, the opportunity to rise from the bottom to the very top – sometimes very quickly.

"Many of the AM100's most successful leaders started out their career as apprentices."

To emphasise this point, Drive My Career features a section dedicated to testimonials, in which some of the industry's leading lights share their career progression stories.

Richard Roberts, the managing director of Trident Honda, was among them. He said: "Having worked in the motor industry all my life, I am passionate in my belief that the franchised automotive sector offers the most exciting and varied career.

"With careers in management, sales, workshop, and parts, each department offering very different careers and requiring very different skill sets – there

really is a career to suit everyone."

Nathan Tomlinson, dealer principal at Devonshire Motors, started his automotive career in his early 20s and is now a multiple AM Award winner.

He said: "The motor trade can provide many and varied career options for younger people, options that offer a very rewarding journey and career progression all the way from grassroots entry to business ownership.

"Attracting young talent is vital for the future health of the industry, so that businesses are able to grow and develop in line with technology and consumer trends.

"However, it's not a route that many young people fully consider, as up until the NFDA's Drive My Career initiative there hasn't been a scheme to adequately promote the diversity, benefits or even availability of the many exciting options that franchised dealers can offer."

Paul Bradley, recruitment manager at Group 1 Automotive, added: "Drive My Career provides a central unified site for information on what is on offer across the sector, who is offering it, and where that initial opportunity can take you.

"Developments in vehicle technology see an increasing need for skilled technicians, while changes in how customers wish to interact with our centres mean the face of sales is changing.

"All of this requires young people to be enthused and excited about what is on offer and I am confident that Drive My Career is a platform that can help hugely."

Robinson said the NFDA was keen to attract more dealer partners to enrol in the project.

**For more information, go to:**  
[www.drivemycareer.co.uk/](http://www.drivemycareer.co.uk/)  
TOM SHARPE

## JOB FAIR

This website provides details of an extensive programme of jobs fairs around the UK which employers can use to meet candidates.

[www.thejobfairs.co.uk/job-fairs](http://www.thejobfairs.co.uk/job-fairs)



## IMI AUTOCITY

Designed to offer motor retail careers information to schools, parents and young people.

[www.autocity.org.uk/](http://www.autocity.org.uk/)



## MILKROUND

An information site for school leavers and students, which also allows employers to advertise jobs.

[www.milkround.com/](http://www.milkround.com/)



# TALENT ON THE MOVE



**SIMON HORABIN,  
VERTU MOTORS**

Vertu Motors has promoted Simon Horabin to the role of Seat and Škoda franchise director.

He will be responsible for the operational performance of Bristol Street Motors' three Škoda and four Seat dealerships located across the north of England.

Horabin joined the group in May 2017 as group project general manager, having previously been Volkswagen brand director at Lookers.

The new role will require him to build brand relationships and recognition, operate the sites and focus on the managers' personal development and performance.

"I am excited to be working with two dynamic brands across the UK, and I am looking forward to driving forward the new innovative products that they have to offer, for example the Seat Arona and Škoda Karoq," said Horabin.

Prior to Lookers, Horabin spent 20 years working in the Mercedes-Benz dealer network, with Pendragon, HL Gerner and Mercedes-Benz Retail Group. His 35-year career started with Ford.

"I have only been with Vertu Motors for a relatively short period of time, but have been thoroughly impressed by the operations of the organisation, its ambitions as a business and its commitment to the training and development of colleagues," he said.

Meanwhile, at Vertu's Bristol Street Motors Exeter Hyundai, two former colleagues have been reunited to drive sales of new and used cars. Darren Goble becomes general manager and Daniel Mann takes the roles of used sales car manager. The pair worked together at Bristol Street Motors Exeter Renault and Dacia for four-and-a-half years and between them delivered the best-performing Dacia dealership in England.



**JAMES DOWER,  
ADESA**

Adesa Remarketing has appointed James Dower as head of business development after he left his position as Cap HPI's Black Book senior editor.

With more than two decades of dealer and remarketing experience, Dower will help the company in its strategy to become the leading online remarketing provider.

Cap HPI has appointed Derren Martin as head of current valuations and Jeremy Yea as the new Black Book editor.



**MIKE BISCOE,  
MASERATI GB**

Mike Biscoe, the former marketing director of Maserati Europe, has been appointed as general manager for Maserati GB.

He returns to the UK after more than five years at Maserati's head office in Modena, Italy.

Biscoe replaces Peter Denton, who left at the end of last year, and will be supported by Andrew Pilkington, the head of sales, whose area of responsibility now includes fleet, business sales and remarketing.



**ROB LINDLEY,  
MITSUBISHI**

Mitsubishi Motors has named Rob Lindley as managing director, following the departure of Lance Bradley, who will move into the role of vice-chairman.

Lindley began his automotive career with Ford, progressing to managing director of Mazda and then sales and marketing director for McLaren.

Most recently, he was the vice-president and managing director of Harley-Davidson EMEA.

## ADVERTISING FEATURE

### How to structure prospecting calls

**Here's a great word track for new car customers who have had their car for two to four years, says Simon Bowkett of Symco Training**



It starts with a simple introduction: "Hello, is that Mr Jones? This is Simon calling from Symco Honda. It's regarding your CRV." The key here is "regarding your CRV", because we want them to think it's about their actual vehicle rather than just a normal sales call.

As consumers, we all know it's annoying when someone interrupts your evening to sell you something on the phone. So next I'll say: "I haven't caught you at a bad time, have I?" Most of the time they'll say no, so I'll ask them: "Can you tell me how many miles you have on your car?" Whatever they tell me (within reason), I'm going to say: "Perfect!"

#### Key to success

The next stage is the real key to success with this technique. "I know it's a strange question, it's probably the last thing on your mind, but is there any chance we could buy that car back off you?" The key word here is 'buy'. It's much easier to try and buy a customer's car than it is to sell your car to them.

There are really only three possible reactions to this question. One is incredulous laughter, another is "why?" and finally there's "how much for?" If it's either of the first two, I'll say: "We're desperately under-stocked on quality cars at the moment, especially those with XX,000 miles on the clock like yours." Often the customer will then say: "Well, what would you give me for it?"

#### Showroom appointment

That then allows me to say: "Well, we'd need to have a look at your car first. When's a good time to do that, the weekend or a weekday?... By the way, if we could buy your car off you, what would you replace it with?" Another CRV? Great. Tell you what, when you turn up on Saturday let me show you around the new CRV. You might be pleasantly surprised."

Of course, most of the time you're going to get some kind of objection from the customer and it's how you deal with this that determines whether you get the appointment or not. That's what I'm going to write about next month. In the meantime, watch my new sales training video on the AM website ([www.am-online.com/symcotraining](http://www.am-online.com/symcotraining), or at [www.symcotraining.co.uk](http://www.symcotraining.co.uk)) this month and start converting more 'account management' calls into sales.

#### Visit our website for a free training trial

To find out how our low-cost, IMI-approved online training programme can help train your team, visit [symcotraining.co.uk/freetrial](http://symcotraining.co.uk/freetrial) and start your free trial today.



# SAVE *the* DATE

8TH NOVEMBER 2018  
NEC, BIRMINGHAM

**Automotive  
management  
LIVE**

AM + NFDA

**CE auto**  
[www.ceauto.co.uk](http://www.ceauto.co.uk)

**ACCOUNTANCY**

12595	Assistant Accountant	Leicester	£22k
12588	Dealership Accountant	E London	£43K Neg
12582	Purch. Ledger supervisor	Gtr Manchester	to £26k
12581	Accts Assistant	Gtr Manchester	to £22k
12578	Reg Finance Manager	Oxfordshire	OTE £70k
12572	Dealership Accountant	Sussex	£45k neg ++
12565	Dealership Accountant	Buckingham	£45,000 +
12558	Dealership Accountant	South Coast	£40kpa + car
12557	Dealership Accountant	Oxon.	£40kpa + car
12550	Snr Banking Accts Clerk	London	To £30k pa
12545	Dealership Accountant	Essex	£40k pa Neg
12535	Dealership Accountant	Hertfordshire	£50k pa ++
12530	Dealership Accountant	Norfolk	£37500 + +

**OPERATIONAL**

12601	HR Performance Analyst	Oxfordshire	to £35k
12600	Sales Executive	Hertfordshire	to £50k
12599	Service Advisor	Hertfordshire	to £27k
12598	Sales Executive	Hertfordshire	OTE to £50k
12597	Sales Administration	Oxfordshire	up to £26k
12594	Sales Executive	Kent	OTE £45k
12593	Regional Manager	Tyne & Wear	OTE £46k
12592	Key Account Manager	Hertfordshire	OTE £52k
12591	Asst Sales Manager	W Sussex	OTE £50k
12586	MOT Testers	Surrey	to £35k Bsc+ Bns
12584	Technical Project Mgr	Cheshire	OTE c£44k
12583	Bus Dev Manager	N London	OTE to £35K
12577	Diagnostic Technician	Herts	to £35k Neg

**Chris Eastwood Automotive Ltd**  
Suite 10, The Chestnuts, 4 Stortford Road, Dunmow, Essex CM6 1DA  
Tel: 01371 874516 Fax: 01371 871572  
Email: [admin@ceauto.co.uk](mailto:admin@ceauto.co.uk) visit our website on [www.ceauto.co.uk](http://www.ceauto.co.uk)

# HEAD OF BUSINESS OPPORTUNITIES.

## AT NORTH OXFORD BMW AND MINI.

The William Morgan Group is a prestige motor group representing BMW and MINI in Northampton and Oxford. We are looking to recruit two outstanding Heads of Business to head up our BMW and MINI centres in Oxford as we enter our next exciting phase of growth.

- Ambitious private company with strong financial controls and a family feel
- Hands-on role requiring outstanding leadership to lead and motivate your team
- Opportunity to work in a driven and fun environment with like-minded individuals
- Outstanding remuneration and benefits package.

To apply, please send your CV and Covering Letter to Catherine Kilbane,  
Group HR Manager, [catherine.kilbane@williammorgangroup.co.uk](mailto:catherine.kilbane@williammorgangroup.co.uk)

Closing date for applications is 13th April 2018.





# 'THE MEDIA ARE PUSHING THE ENVIRONMENTAL ANGLE'

Even as 'diesel demonisation' and digital buying cause concern, dealers are driving the search for new profit sources

**S**tigmatisation of diesel and digitalisation of motor retail pose concerns for franchised dealers in 2018, according to delegates at AM's latest round table.

Karen Hilton, the commercial director of Carwow, said consumer confidence "survived the early days of dieselgate and people bounced back quite quickly, but now there has been a second round because the media has got hold of it and are pushing the environmental angle". Government discussions about air quality and the prospect of clean air zones are providing fuel for the media, delegates agreed.

"The Government's announcement in August/September was silly," said Amarjit Shokar, dealer principal of Romford Mazda.

"They didn't come out with a clear statement, they didn't say Euro 6 diesels after 2015 were fine. The sad thing is that there are people who still require a diesel because of the type of driving they do, but because they're scared about what they've read some are going away with the wrong cars."

Tony Fox, finance director with DM Keith, said in 30 years of business he has never seen a switch in consumer demand as fast as has just been experienced with diesels.

"In six months, we've gone from being stuck with diesels we couldn't sell, which we've now got out of, to deciding that we would not hold new diesels to stock – they're customer order only. Via the

media, the Government seems wont to say this is the most deadly thing on the planet, and it massively impacted us in Q4 last year."

Dougal Keith, managing director of DM Keith, said while previous models of Skoda generally sold most in diesel, only 20% of the new Karoq SUV purchases were expected to be diesel. He said he was concerned that people used to diesel's driving dynamics and fuel economy may be disappointed and that CO2 levels may also rise, as DM Keith has had even high-mileage drivers asking to change.

Robin Luscombe, the founder of Luscombe Motors, suggested that residual values (RVs) of diesels may remain strong because there will be fewer available in the used car market in the years ahead, and there are customers in rural areas who need them. It was a point echoed by Charles Bell, dealer principal at Bells Crossgar, who said the new regulations for reporting fuel economy may show petrol to be a disappointment, and Will Blackshaw, who said he has seen no change in demand at his dealerships in North Northumberland.

Hilton said Carwow's data shows that interest is growing fast in 'normal' cars with hybrid powertrains, rather than 'wacky' electric vehicles. Consumers see them as their next step, one that's least risky, she said.

Some delegates challenged whether hybrids were the solution, as many operate mostly on the petrol engine due to their limited electric range.



The AM Awards finalists' round table held in Birmingham

In association with

**carwow**

Graeme Potts, managing director of Eden Motor Group, suggested that hybrids were "political emperor's clothes".

"We're 15 years in with electric cars and they have 3.5% of the market, and a good 50% of that is 'political purchases'. If it was right, the market would explode. It's not just range anxiety and ability to charge, because the only argument for electric is the emissions while the car is driving. It's environmentally destructive to run electric cars because you have to generate the electricity to charge them. The environmental and economic argument is flawed. In 15 to 20 years' time, the answer won't be electric cars, it'll be fuel cell technology."

The delegates were concerned that widespread adoption of EVs would chip away at the franchised dealers' business model, because they would not make enough from servicing. Nevertheless, the new technology is leading to warranty work, said Darren Bradford, general manager of Drayton Motors.

## Seeking new sources of profit

Pressure on profits from the decline in new car operations means dealers are looking for sources of profit growth, said Fox, who believes stock management, marketing and sales must improve.

"We have to get our people to understand better what return on capital employed means, and timing – the days of a 90-day car being acceptable are long gone," he said.

He added that dealers don't tend to look at their

## DELEGATES



**CHARLES BELL**  
dealer principal,  
Bells Crossgar



**WILL BLACKSHAW**  
managing  
director,  
Blackshaws  
Garage



**DOUGAL KEITH**  
managing  
director, DM  
Keith



**TONY FOX**  
finance director,  
DM Keith



**ALICIA NUGENT**  
digital marketing  
manager, Day's  
Motor Group



**DARREN BRADFORD**  
general  
manager,  
Drayton  
Motors



**GRAEME POTTS**  
chief  
executive,  
Eden Motor  
Group



**ROBIN LUSCOMBE**  
managing  
director,  
Luscombe  
Motors



**AMARJIT SHOKAR**  
dealer  
principal,  
Romford  
Mazda



**KAREN HILTON**  
head of sales  
operations,  
Carwow



**SAM OLIVER**  
head of  
strategy,  
Carwow

# Stockturn during retail slowdown

By Karen Hilton, commercial director, carwow



The AM Round Table was an excellent opportunity to catch up with major figures in the industry, see how they are getting on and hear opinions on the big debates.

There is no doubt – the industry is working hard. Manufacturers have looked to jump-start 2018 through a series of limited-time offers. This is no surprise given the general retail slowdown, which has seen an oversupply of stock on some forecourts.

With the tidal wave of anti-diesel press being felt in the showrooms, the effect of this oversupply of stock is magnified, particularly in the world of diesel. No matter the level of qualification a dealer provides, customers have clearly been turned off diesels. Adding to the problem is the fact that manufacturers are unable to respond as quickly as required. You simply cannot put a halt to diesel production overnight.

Savvy dealers are therefore taking advantage of all routes to market for stock that, through no fault of their own, has become less desirable since it was ordered.

In reaction to hearing the real-world problems the industry is dealing with, we launched the 'carwow car now event' in February. This involved an entire week focused on extra marketing of stock to customers, free of charge for dealer partners. If anyone has any questions about this event, please get in touch: [bryony.snelling@carwow.co.uk](mailto:bryony.snelling@carwow.co.uk).

It's clear that reacting swiftly to the current problems the industry is facing is key and is something that should be done by all of those who can.

**carwow**



**“IN SIX MONTHS, WE’VE GONE FROM BEING STUCK WITH DIESELS WE COULDN’T SELL... TO DECIDING WE WOULD NOT HOLD NEW DIESELS TO STOCK**

**TONY FOX, DM KEITH**

business from customers’ eyes, and they need to do so to evolve their used car operations. Online, consumers browse by affordability and features, but forecourts tend to be organised by range and sticker price. Hilton agreed that consumers are more brand-agnostic and look to independent online sources for guidance and choice.

Direct sales will lead to a reduction in the number of sales points, said Bell, but dealers will still be needed. Luscombe and Potts both suggested consumer habits will come full circle, with more consumers coming to get expert advice from local dealers who are truly focused on customer service.

“The biggest change the internet will bring to the motor trade is the way that the customer wants to be dealt with. Customers won’t put up with being put through a process,” said Luscombe.

He said people want to buy from people, but the customer experience has to be right.

Dealers spoke of measures they have taken to improve the experience for online car buyers.

Keith said DM Keith’s trade car site operates a text reservation service. Customers can text the business, and receive a call back from the dealership to take a refundable £50 holding deposit for 24 hours until they come to view the car.

“It becomes a human interaction, that’s the point. Within minutes of sending the text they’re getting a call to book their appointment to see the car, as opposed to a Paypal transaction,” he said.

Bradford outlined how Drayton Motors has built a standalone website to promote add-on products to distance sales customers. The move followed a drop-off in finance and insurance, where the customer pays a deposit and the sales executives were not proposing F&I.

The website, which includes videos about the products on offer, including FCA compliance elements, has been built into the back-end of Drayton’s distance sales process. A sales manager cannot print an order form until the customer has clicked through a web link and confirmed that they have watched the videos and understands the products, said Bradford. It led to a 26% annual rise in F&I for distance sales.

Alicia Nugent, digital marketing manager, Day’s Motor Group, said when it started Facebook marketing it focused on a 40-mile radius of its businesses, but now it does it nationwide, and attracts enough extra enquiries to make it cost-effective. It uses a carousel of cars suited to the target profile, with the aim of bringing the customer to the website. **TIM ROSE**



## EIGHT QUESTIONS TO...

# AN APPRENTICE RECRUITMENT MANAGER

Arnold Clark's Suzanne Sherry on why she still gets a kick out of seeing her recruits develop



### What are the main responsibilities of your role?

**SHERRY:** I manage a team of people who are responsible for recruiting up to 300 apprentices for the Arnold Clark Group across the UK. To facilitate this, we run testing sessions, go out and talk to schools and organise careers events. We have to stay in touch with as many organisations that work with young people as we can. It is about making sure that people have as much information as possible to make informed career choices.

### What are the most significant challenges ahead in your field of work?

**SHERRY:** I still don't think there is enough awareness about apprenticeships and their benefits. Many young people may feel they have already decided that they are going to go to university without considering all the options available.

People think apprenticeships are all about trades, like being a builder, a joiner, or a mechanic. They don't understand the diverse roles available. We have parts advisers, customer service advisers, business admin and IT help desk roles, as well as the more 'traditional' apprenticeships, such as vehicle technicians, spray painters and body repairers. We even have graduate apprenticeships with software developers.

There is also a lack of knowledge about the processes. People know when they have to apply for college or university, but the message isn't getting out about when to apply for apprenticeships.

### How might these challenges be overcome?

**SHERRY:** We've invested a huge amount this year with the launch of our interactive apprentice vehicle. We are taking this van out to schools and events. Inside, it showcases the different types of apprenticeships that we do in a fun and interactive way. It's a more engaging way to speak to young people and raise their interest rather than standing behind a table with some leaflets.

### What attracted you to this area of expertise?

**SHERRY:** I come from a background of 18 years working in a bank. After that, I came into an administration role at Arnold Clark. There was a discussion about the business having someone who would liaise with the schools.

We had offered work experience to young people in the past, but there wasn't a proper business model. When I was approached about the role, I was absolutely up for the challenge. I liked the fact that it was starting afresh and I was able to create the processes. After 10 months, I was asked to manage the apprenticeship recruitment side of it, too. It was a natural progression for me. If we have people in work experience, we want to progress them into an apprenticeship.

### What's the most important thing you've learned in your career, and how have you made use of it?

**SHERRY:** You need to have a passion for helping young people into jobs. I love the fact that you sit down to interview somebody who doesn't know a lot about the subject, but we can give them the tips they need to get through the recruitment process. I want that young person to come in and tell me their story and I want to see their journey. Some of them are coming into apprenticeships at just 16 years old and it's a big, life-changing situation for them. I can reassure them and their parents that, as an employer, we are here to nurture them. Our vision is to keep them in our business. If we take in an apprentice, we want to retain them in our business after they qualify. **MATT DE PREZ**

## QUICK-FIRE QUESTIONS

### What drives you?

Turning up at branches and meeting the people I have recruited and seeing them develop.

### What's your favourite app?

LinkedIn is the one I look at every morning and every night. It's vital from a networking point of view.

### How do you relax?

There's nothing I like more than spending time with my family. I've got a seven-year-old daughter at home, so spending time with her is my favourite thing to do.

# AM

AM, Media House, Lynch Wood, Peterborough PE2 6EA  
Email: [AM@bauermedia.co.uk](mailto:AM@bauermedia.co.uk)

### THIS MONTH'S QUESTION TO THE AM TEAM:

What three figures from history would you invite to dinner?

### EDITORIAL

**Editor-in-chief** Stephen Briers 01733 468024  
[stephen.briers@bauermedia.co.uk](mailto:stephen.briers@bauermedia.co.uk)

► **Isambard Kingdom Brunel, Ferenc Puskás, Lou Reed**

**Editor** Tim Rose 01733 468266  
[tim.rose@bauermedia.co.uk](mailto:tim.rose@bauermedia.co.uk)

► **Freddie Mercury, Sandra Bullock, Col David Stirling**

**News and features editor** Tom Sharpe 01733 468343  
[tom.sharpe@bauermedia.co.uk](mailto:tom.sharpe@bauermedia.co.uk)

► **Billy Connolly, Muhammad Ali, David Bowie**

**Head of digital/associate editor** Jeremy Bennett 01733 468261  
[jeremy.bennett@bauermedia.co.uk](mailto:jeremy.bennett@bauermedia.co.uk)

► **Jesus, Muhammad and Stephen Fry**

**Web producer** Elizabeth Howlett 01733 468655  
[Elizabeth.Howlett@bauermedia.co.uk](mailto:Elizabeth.Howlett@bauermedia.co.uk)

► **Randy Rhoads, Jack the Ripper and Christopher Marlowe**

### PRODUCTION

**Head of publishing** Luke Neal 01733 468262

► **Michael Jackson, Jesus Christ, Charlie Chaplin**

**Production editor** Finbarr O'Reilly 01733 468267

► **Kurt Vonnegut, Sitting Bull, Joan of Arc**

**Senior designer** Erika Small 01733 468312

► **Anne Frank, Stephen Hawking, Neil Armstrong**

### CONTRIBUTORS

Matt De Prez, David Francis, Debbie Kirlaw, Jim Saker, Tom Seymour, Alex Wright

### ADVERTISING

**Commercial director**

Sarah Crown 01733 366466

**Group advertisement manager**

Sheryl Graham 01733 366467

**Head of project management**

Leanne Patterson 01733 468332

**Project managers**

Kerry Unwin 01733 468578

Chelsie Tate 01733 468338

Niamh Walker 01733 468327

**Account managers**

Sara Donald 01733 366474

Kelly Crown 01733 366364

Kate Atkinson 01733 366473

**Recruitment enquiries** 01733 366473

### EVENTS

**Event director** Chris Lester

**Event manager** Sandra Evitt 01733 468123

**Event manager** Louise Baylis 01733 468325

**Senior event planner** Kate Howard 01733 468146

**Event planner** Nicola Baxter 01733 468289

**Event administrator** Paige Phillips 01733 395133

### PUBLISHING

**Managing director** Tim Lucas

**Office manager** Jane Hill 01733 468319

**Group managing director** Rob Munro-Hall

**Chief executive officer** Paul Keenan

### Subscriptions

01635 588494. Annual UK subscription £99, two years £168, three years £238. Overseas one year/12 issues £149, two years £253, three years £358.

AM is published 12 times a year by Bauer Consumer Media Ltd, registered address Media House, Peterborough Business Park, Lynch Wood, Peterborough, PE2 6EA. Registered no.: 01176085. No part of the magazine may be reproduced in any form in whole or in part, without prior permission of the publisher. All material published remains the copyright of Bauer Consumer Media Ltd. We reserve the right to edit letters, copy or images submitted to the magazine without further consent. The submission of material to Bauer Media whether unsolicited or requested, is taken as permission to publish in the magazine, including any licensed editions throughout the world. Any fees paid in the UK include remuneration for any use in any other licensed editions. We cannot accept any responsibility for unsolicited manuscripts, images or materials lost or damaged in the post. Whilst every reasonable care is taken to ensure accuracy, the publisher is not responsible for any errors or omissions nor do we accept any liability for any loss or damage, howsoever caused, resulting from the use of the magazine. **Printing:** PCP

**Complaints:** Bauer Consumer Media Limited is a member of the Independent Press Standards Organisation ([www.ipso.co.uk](http://www.ipso.co.uk)) and endeavours to respond to and resolve your concerns quickly. Our Editorial Complaints Policy (including full details of how to contact us about editorial complaints and IPSO's contact details) can be found at [www.bauermediacomplaints.co.uk](http://www.bauermediacomplaints.co.uk). Our email address for editorial complaints covered by the Editorial Complaints Policy is [complaints@bauermedia.co.uk](mailto:complaints@bauermedia.co.uk).



The text paper used in this publication is 100% recycled, produced from post-consumer waste.



# More flexibility from a different kind of lender

**Startline is a different kind of lender. Many of the UK's largest and most forward-thinking dealer groups place us alongside their established lenders to add flexibility to their lending panel.**

Using a unique mix of technology, financial acumen and human skills, we can often approve around **one in three** applicants who have been previously declined, while still offering sensible rates and highly attractive terms.

We call ourselves a **flexible lender** because we deliver service standards and products comparable to a conventional prime lender but simply work harder to meet the needs of customers and dealers.

In a changing world where economic conditions are increasingly tough and fewer used car buyers fit into a tidy box, Startline's approach could **help you maximise your sales potential.**



**startline**  
MOTOR FINANCE

## Wouldn't your lending panel benefit from our flexibility?



Your customer, your rate - our highly competitive terms mean you can offer the customer equally competitive rates.



Direct access to underwriting staff - sometimes, getting the best outcome for the customer involves dialogue and we are always available to talk.



Fast decisions, fast payouts - with responses while the customer is still in the showroom.



Technology and people - we work hard to find and employ the best of both in order to deliver compliant, people-based finance that really works.



[enquiries@startlinemotorfinance.com](mailto:enquiries@startlinemotorfinance.com)

[www.startlinemotorfinance.com](http://www.startlinemotorfinance.com)

# SELL CARS FASTER.

Modix solutions can help you  
**generate more enquiries**

Search Marketing | Digital Forecourt | Imagery Solutions  
Stock Management | Dealership Support

Contact us today and start selling more cars

Modix.co.uk | 0333 444 0351