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# EDITOR'S LETTER

T

hey say three is the magic number. I sincerely hope it is.

One, because I'm now triple-jabbed and hoping for maximum resilience to help me get on with life after 20 months of COVID-19 concerns.

Two, because *AM* has now succeeded in hosting its trio of core physical events, in-person, in 2021: a bustling AM Awards in September, followed by a scaled-down AM100 dinner and a packed Automotive Management Live car retail expo.

The buzz of a busy venue, a packed schedule of seminars and the opportunity to network face-to-face is something we all still have a keen appetite for, it seems.

And, if meeting up with industry friends and contacts was not enough, glowing feedback from attendees has proven a great tonic for the *AM* and wider Bauer B2B team.

An AM Live conference report will feature in your January edition of *AM*.

As you read this magazine, *AM* will have already officially counted down the AM100 as part of a webinar – hosted with partners BDO. This can be accessed online, to view on-demand. Your in-depth AM100 supplement also accompanies this magazine.

But, while we'll continue to bring you all your automotive retail sector news and insight in a range of formats – including the new AM News Show Podcast – it is great to have the feeling that social interaction is finally back on the calendar.

Let's hope it's here to stay.



## OUR WRITING TEAM



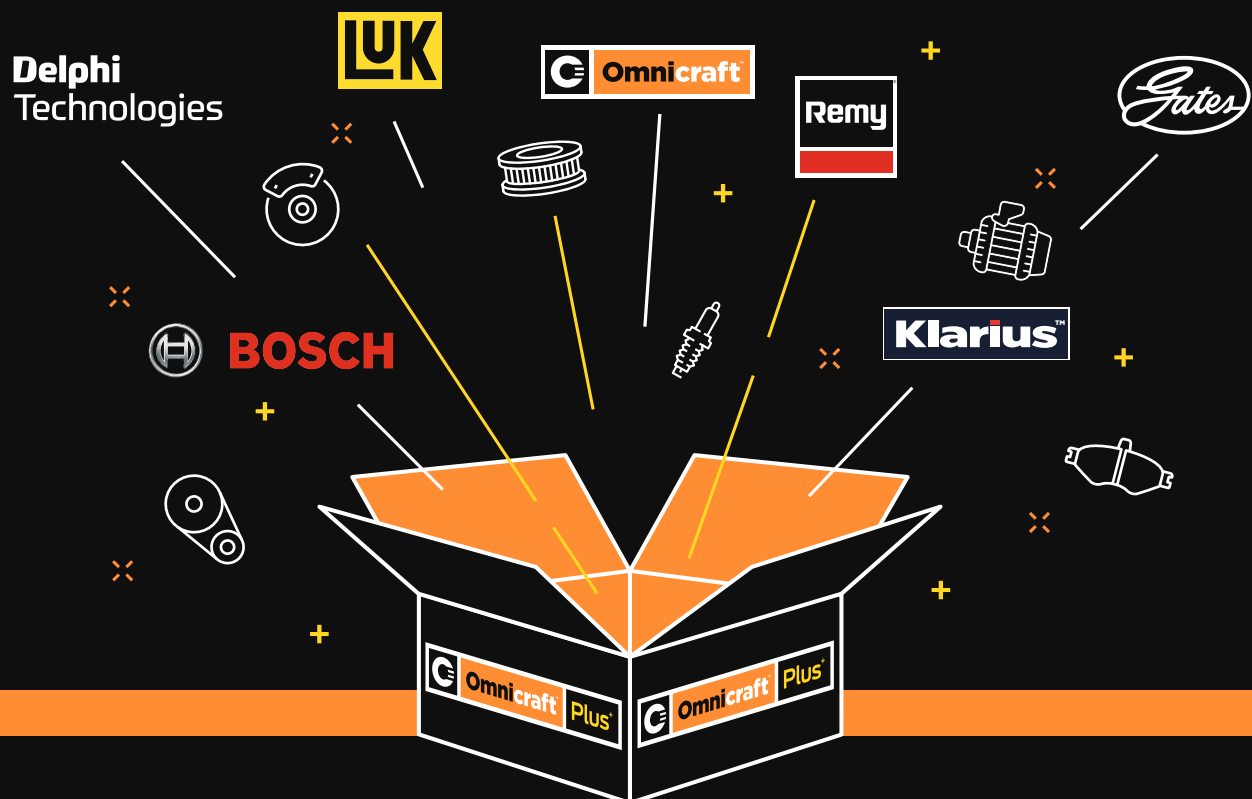
**Tim Rose**  
Editor



**Tom Sharpe**  
News and  
features editor

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# CONTENTS

# 50

Kia EV6



## UP FRONT

- 6 News insight
- 8 News digest
- 10 Market intelligence
- 15 Opinions

## TALENT

- 55 People on the move
- 56 Eight questions to...  
Andrew Stuart, head of  
sales at MG Motor UK

## SHOWROOM

- 47 Long-term report
- 50 Kia EV6

## INSIGHT

- 16 Face to face: Inspiring  
Automotive Women 2021  
AM helps to select and celebrate some  
of the most inspirational women in the  
field of automotive

- 18 5 minutes with... Carl Sault

AM chats to Petronas Lubricants International's UK market manager who describes the best year in the company's history and explains why 'the opposite could have been the case'

## SPOTLIGHT: USED CARS

- 20 Rocketing used car  
values set to continue  
Combination of uncertainty about new car  
supply and strong consumer confidence should  
help to stop prices 'dropping off a cliff'
- 24 Should you buy any car?  
More dealers are coming around to thinking that  
buying direct from the consumer is a winning way  
to replenish used car stock
- 28 Place profit ahead of  
quick stock turn  
Dealers need to look long and hard at their strategy  
towards used cars; 'priced for a quick sale' may no  
longer be the right solution



- 52 AM Dealer  
Recommended  
2021

A look at some top  
suppliers who get the  
vote from dealers for  
their quality service

# OEMs URGED TO ACT TO HELP RESOLVE STAFFING CRISIS

If manufacturers bring forward planned cuts to franchised networks that would create a supply of employees to fill growing list of retail vacancies – for the surviving dealers

**M**arshall Motor Holdings chief executive Daksh Gupta has called for OEMs to accelerate cuts to their franchised networks as part of efforts to solve the retail sector's staffing crisis.

Spelling out his controversial view, Gupta told *AM* that reducing the number of dealerships across the UK was a sure-fire way to slow a staffing crisis resulting from wage inflation and a shortage of candidates to fill the sector's growing list of vacancies.

But BDO's head of motor retail Steve Le Bas, said: "Consolidation is one answer, and I guess that will happen, but it will only benefit some – helping the big car retail groups get bigger."

Office for National Statistics (ONS) data shows that UK job vacancies rose to a new record of 1,172,000 – an increase of 388,000 from the pre-pandemic level in Quarter 1 (Jan-to-Mar) 2020 – during the period from August to October 2021 as the unemployment rate decreased from 4.7% to 4.3% in Q3.

The three-month average for seasonally-adjusted total pay ended September at 5.8%, meanwhile.

That's down 3.3ppts on June's high of 8.5% but – excluding the summer peak – remains the highest level of growth since 2007.

While car retail is not the only sector feeling the strain of finding

staff, business leaders told *AM* they were battling outdated views of the sector and a legacy of under-utilised apprenticeships as they head into an employment crisis that the Institute for the Motor Industry (IMI) warned may not peak until 2026.

Gupta told *AM* "we are in staffing crisis right now", adding: "OEMs need to look at what's happening in the marketplace and follow through with their plans to rationalise their networks, and fast, in my view."

"If you can action those closures there will be people available in the market."

"I don't think there'd be job losses and it would relieve some of the pressure with staff shortages – relieve pressure on their networks."

Gupta told *AM* that his AM100 PLC would normally run with 140 to 150 vacancies – just under 3%.

"Right now, we have 350 across all job roles," he added.

## Salary survey

BDO's Motor Salary Survey revealed vehicle technicians were the biggest wage increase winners in 2021 as the sector's average pay rose 5% to £41,817 (2020: £39,755).

Its data suggested that overall staffing levels had remained consistent from 2020 to 2021, despite responses which varied from a fall of 20% through to increases of up to 25%.

"Last year, over half of dealers were expecting to have fewer



STEVE LA BAS, BDO

people in the business going forwards, but the responses this year suggest this expectation has now fallen to just a third," it said.

Le Bas said that, while the furlough scheme had allowed many retailers to retain staff, car retail's staffing challenges have escalated in the wake of resulting lifestyle changes and the ongoing effects of Brexit.

"In automotive, there has always been a battle for manpower and technicians and now it's being fought harder than ever," he said.

Le Bas said the widespread staff shortages causing wage inflation in car retail have not been helped by the departure of around 600,000 foreign workers from the UK as a result of Brexit.

But he added that many have left for other reasons. "Our feedback suggests that, for the most part, those that have left car retail businesses have done so because they have left the sector," he said.

"They've decided 'I don't want to be a technician anymore, I'll go off and be an Amazon or Uber driver'."

**“IN AUTOMOTIVE, THERE HAS ALWAYS BEEN A BATTLE FOR MANPOWER AND TECHNICIANS AND NOW IT'S BEING FOUGHT HARDER THAN EVER**

"Businesses are being asked if they could make the aftersales roles less stressful. Yes, people are happy to work hard for 40 hours a week, but what they would like to be taken away is that target, target, target scenario."

Nigel Hurley, chief executive of Sytner's CarShop used car super-market division, is currently on the look-out for 100 employees after its headcount grew from 1,400 to more than 1,600 in the past year.

He said the increased focus on used car sales in a market starved of new car supply – and the need to invest more in reconditioning as dealers accommodate older stock – had increased demand for technicians and car preparation staff.

"When we came back with a bang after the COVID lockdown last year, all the vacancies we'd had previously came back overnight," he said.

"We've opened five stores in the past 12 months and we've needed to fill a lot of roles."

"It's been a battle, but you cannot always



**“OEMs NEED TO LOOK AT WHAT'S HAPPENING IN THE MARKETPLACE AND FOLLOW THROUGH WITH THEIR PLANS TO RATIONALISE THEIR NETWORKS, AND FAST, IN MY VIEW**

DAKSH GUPTA, MARSHALL MOTOR HOLDINGS





pay more to retain people and get them through the door.

"In recent months, we've been looking hard at our wage structure, incentives, flexible working and how we manage our teams to motivate and lead them better at every level."

#### Cash solutions

Gupta highlighted that even a business with one of the sector's strongest reputations as a good employer was feeling the impact of rising salaries.

"One of our technicians was recently offered a 25% salary increase and a £10,000 joining incentive by another business," said Gupta.

"We were able to have a conversation and offer him a bit more – and he did stay – but it was nothing like that offer.

"Buying people financially isn't the answer. What you can pay in today's labour rates compared with tomorrow's average invoice value is something people have to consider very carefully."

The IMI has warned that there will be a shortfall of almost 36,000 EV-trained technicians by 2030 if retraining isn't addressed urgently, suggesting that the skills shortage will not reach its peak until 2026 – placing huge pressure on recruitment.

Steve Nash, IMI chief executive, said: "As of 2020, there were 15,400 qualified TechSafe technicians in the UK.

"That number represents just 6.5% of the UK automotive sector and was already giving us cause for concern. Our new analysis paints an even more challenging picture."

The IMI is repeating its plea for the Government to commit funding to support EV skills training, suggesting £15m would help towards training up to 75,000 technicians.

Nash said: "Whether it's looking at incentives to retrain the existing workforce, or ensuring that school-leavers and people changing the direction of their career are excited about the prospects of working in such a fast-moving sector, there needs to be a mind-shift in how to fix the widening skills gap."

#### Young recruits

Gavin White, managing director of recruitment agency AutoTech Recruit, said his business ventures into schools and colleges to attract new talent to the sector.

He added: "The shortage of technicians which is starting to hit the sector hard is 10 years in the making.

"Brexit and COVID have played a part, with lots of workers heading home, but the truth is that there has been massive under-investment in apprenticeships.

"It's a crisis that we watched approach and did next to nothing about."

Robin Luscombe, managing director of Leeds-based Suzuki and MG franchisee Luscombe Motors, was keen to highlight efforts to recruit in his sales department.

Luscombe pointed to the pressure of finding younger recruits in the wake of intense digitalisation.

"Our USP will always be the personal touch and if you want people to deliver that via email or

## NFDA VOICES CONCERNS OVER CONSOLIDATION

The National Franchised Dealers Association (NFDA) has flagged-up the potential outcomes of further consolidation alongside concerns about agency model franchise agreements and increasing OEM control of the customer relationship.

The NFDA revealed its fears in its response to the Competition and Markets Authority (CMA) on "Retained Vertical Agreements Block Exemption Regulation".

"If inter-brand competition is reducing, which it is, then in order to protect consumer welfare, as well as dealer employment and investment, it is crucial that

legislatures and regulators take steps to safeguard competition at the retail level," it said.

The NFDA cited the move to reduce franchised car retail network scale by Vauxhall, Honda, Ford and the withdrawal of Mitsubishi from the UK market.

It added: "Addressing these issues will work towards preserving and enhancing the benefits consumers have experienced historically through strong intra-brand competition. These benefits are at risk as a result of increased OEM focus on cost reduction and profitability."

social media that is something that takes time," he said. "It's not like the days when there'd be a phone call, followed by a visit where the customer would buy a car. You have

to be prepared to respond to enquiries in an evening and nurture a relationship online if necessary."

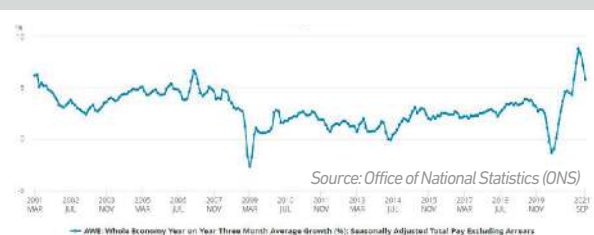
Luscombe is even playing with job titles in a bid to overcome negative stereotypes.

"Nobody wants to be a salesperson anymore, they want to be a digital marketer and that's the job they will be doing for us," he said.

"The demands of the job have changed."

TOM SHARPE

## WHOLE ECONOMY YOY 3 MONTH AVERAGE GROWTH



## FORECAST GAP BETWEEN PREDICTED EVs ON UK ROADS AND TECHSAFE™ TECHNICIANS



ADVERTISING FEATURE

# Used car values continue at record levels

By Stuart Pearson, COO BCA UK



Having passed £10,000 for the first time ever in August, average monthly used car values at BCA climbed again during September to reach an astonishing £11,817. It is the fourth consecutive month BCA

has reported record used car values.

The substantial rise is the largest monthly increase in average car values recorded at BCA and was heavily influenced by the rich mix of stock on offer across BCA's online sales platforms and the impact of a shortage of new product in the market. Year-on-year, average monthly values were up by 41.3%, the highest annual increase recorded.

The current dynamics seen in the used vehicle sector are very much amplified by challenges around new car supply. BCA Valuations continues to report rising values – notably for newer, retail ready stock – that reflect BCA's rich mix of vehicles and an online sales programme built around clear segmentation for our customers.

Both the franchised and independent dealer sectors remain very active in the wholesale market and bidding is competitive across the board.

While the market appears to have stabilised recently for the first time in many months, this is likely to be a result of the motor trade taking stock following a period of intense activity.

In all likelihood, values could strengthen further as we move through the school holiday period and dealers seek to fill their forecourts ahead of the traditional New Year uplift in demand.

With challenges continuing around new vehicle supply, we expect used vehicle values to remain very robust at BCA.



# THIS MONTH'S NEWS HIGH

OCT

15

## PURCHASE OF CARNEXT GIVES 'UNMATCHED SCALE'

Constellation Automotive claims to have reached "unmatched scale" in automotive retail after expanding its sales operations into Europe with the acquisition of CarNext. It said the acquisition would create Europe's largest digital used car marketplace, selling more than 2.5 million cars annually, worth a combined €21bn (£17.8bn).



18

Reputation

Reputation Report  
2021 Automotive  
Industry

## SNOWS TOPS REPUTATION RANKINGS

Snows Motor Group emerged from Reputation's 2021 Auto Report to secure top place in the rankings of UK car retailers by online

reputation – with Hyundai the leading car manufacturer. Snows gained a score of 751 out of 1,000, to finish ahead of Vantage (746), RRG (722), JCT600 (711) and Listers (699).

19

## CAZOO LAUNCHES INTO VAN MARKET WITH £6.5M DEAL

Cazoo agreed the £6.5m acquisition of online commercial vehicles retailer Van365 ahead of its launch into the van market. It later announced the growth of its Customer Centre network to 21 sites with a new facility in Newcastle partnered with Ogilvie Fleet to provide end-of-life vehicle solutions.



21

## INCHCAPE RETAIL SUFFERS £76.4M PRE-TAX LOSS

Inchcape Retail suffered a near tenfold year-on-year decline in profitability as it revealed a £76.4m pre-tax loss in 2020 – despite claiming more than £11m in support from the UK Government's coronavirus job retention scheme (CRJS). A week later the wider Inchcape group upgraded its PBT forecast for 2021 to "at least £29m" after its Q3 revenues increased 10% year-on-year to £1.9bn.

25

## PRODUCTION PAUSED AT EUROPEAN FACTORIES

The impact of the global semiconductor shortage continued to impact car manufacturers with Renault Group, Stellantis, Škoda and Ford all pausing production at European factories. Demian Flowers, IHS Markit automotive financial analyst, said year-to-date production losses had already hit 2021 volume growth by 10ppts, excluding losses yet to be incurred in Q4.





## HEDIN INCREASES SHAREHOLDING IN PENDRAGON

Swedish motor retailer Anders Hedin increased his stake in Pendragon to just more than 25% of voting rights. His investment company, Anders Hedin Invest, now holds more than 350 million shares, making it Pendragon's largest shareholder.



29

NOV

1



## SMR LOSES £600M, SAYS SMMT

The decline on new cars sales caused by the coronavirus pandemic and the semiconductor shortage was estimated to have cost the aftersales sector £600m. Society of Motor Manufacturers and Traders (SMMT) data highlighted a potential £300m service and repair shortfall due to 2021's dip in new car registrations and Gavin Ruddick (pictured), non-executive director of BookMyGarage.com, claimed a similar impact from lost sales in 2020.

## WEAK Q3 AS USED CAR SALES DECLINE

Used car sales declined 6.2% to the UK's weakest Q3 since 2015 as vehicle supply shortages continued to "undermine" the retail sector, the Society of Motor Manufacturers and Traders said. The activity left the sector up 16.4% year-to-date, but still 4% down against same period in 2019.

## SYTNER OPENS GLASGOW FERRARI

Sytner Group began trading from Ferrari's first new UK franchise point in 15 years ahead of the opening of a new Glasgow showroom in Q1 next year. Initially operating from a temporary retail point, the new Graypaul business will sit on a site previously occupied by an Infiniti dealership on Braille Crescent, Renfrew.



9

15



## MBRG SELLS ITS EPSOM DEALERSHIP

Mercedes-Benz Retail Group (MBRG) agreed a deal to sell its Epsom dealership to Sandown Motors. The German brand announced in May that it was

"assessing a potential divestment of Mercedes-Benz Retail Group in the UK" and sold its Hemel Hempstead site to L&L Automotive in July.

17

# CAN YOU HELP MOTOR RETAILERS?

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\* Latest July 2019-June 2020 ABC audited circulation: 11,031

## OCTOBER REGISTRATIONS



# MARKET DOWN BY ALMOST A QUARTER AGAINST 2020

It makes grim reading – October registrations are the lowest recorded for 30 years

**D**epressingly, the UK car market fell in October, even compared with the grim numbers recorded in the same month of 2020. The market was down by 24.6%, recording its lowest October figure since 1991, due to global supply chain issues and what the Society of Motor Manufacturers and Traders (SMMT) described as the “deteriorating economic outlook”. The SMMT has also reduced its

full year forecast to 1.66 million, just 1.9% ahead of the lockdown-disrupted year of 2020.

Among the leading manufacturers, VW tightened its grip on the No 1 spot, with market share at 9.1%. In 2020, we anticipated that VW would probably become market leader this year, but the distance between it and second-placed Ford is a surprise.

Ford is languishing on 7.5%, and is only approximately 3,000 units ahead of Audi, due to huge short-

ages in supply, particularly for the Fiesta (down 38%) and Focus (down 47%). Combined, they account for more than 32,000 lost registrations.

Ford's current market share puts it right in the mix with Audi, BMW and Mercedes-Benz, whose market shares have all approached 7.5% in recent years.

Of the other top 10 manufacturers, easily the best performance this year has come from Hyundai and Kia. Kia, in seventh place, is up by 28.9% year-to-date (YTD) and Hyundai, in ninth place, is up 39.3%. As a group level, Hyundai-Kia is taking 9.8% of the UK market which puts it in third place behind VW Group and Stellantis (PSA/Vauxhall/Fiat).

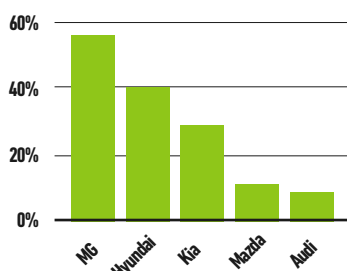
Outside the Top 10, the best performance by far has come from MG, which is up by 56.8%. It now has a market share of 1.8%, and is sandwiched between Citroën and Renault in sales terms.

It will be fascinating to see what MG's strategy will be in 2022: consolidate its new-found market position, or try to carry on growing at breakneck speed?

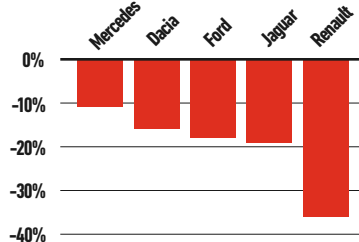
There are plenty of examples of car companies growing faster than their infrastructure can cope with. Even Kia had a period around 2006 when the importer had to temporarily give up on growth to sort itself out.

Normally, AM looks at manufacturers in comparison with each other within the UK market, but we thought it would be worth comparing manufacturers' UK performance with their European performance.

## BEST PERFORMING MAJOR BRANDS\* YTD OCT



## WORST PERFORMING MAJOR BRANDS\* YTD OCT



\* Brands with at least 1.0% market share year-to-date (YTD) October 2021



## SPONSOR'S COMMENT



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

I have to admit I'm finding it difficult to believe that the end of the year is close and Christmas is almost upon us! I'm still trying to figure out if 2021 has passed in a blink or felt like forever.

The FCA rules governing discretionary commission models and disclosures feels like an age ago, whereas the ongoing demands from COVID feel like an enduring theme.

Regardless, the end of the year is always a time for reflection and thinking about what comes next. And I want to use this month's column to say a big 'thank you' to my team for everything they have achieved in these incredibly challenging times. I'm particularly pleased with the external recognition that we have received.

We are incredibly proud to have won the AM Dealer Recommended Finance Provider Category for 2021 as this award is voted for by readers – our customers. Unsurprisingly, it's the award we value the most.

Also at the annual Motor Finance Europe Awards 2021 we were recognised in the 'Best Pandemic Response' and 'Green Initiative' categories.

The award for 'Best Pandemic Response' was specifically focused on all of our efforts to keep the UK and its essential workers mobile and supported financially throughout the pandemic, while our 'Green Initiative' award looked at the proactive work underway to assist customers in their transition from conventionally-fuelled to alternatively-fuelled vehicles.

All of these awards reflect a huge amount of focus and hard work over the past year.

So what comes next? Well please be reassured we have a full schedule of initiatives and developments well underway for 2022 – all focused on delivering outstanding service and support to our dealers and customers. Plenty of opportunity for more great Black Horse teamwork.

This gives a wider perspective, and indicates which manufacturers have UK-specific issues, and which ones have deeper strategic problems. The table shows a comparison between UK market share and market share in the rest of Europe. Europe here is defined as 26 EU countries plus three EFTA markets (Norway, Iceland and Switzerland). Due to the fact that Europe-wide figures take time to collate, all numbers are for YTD September, not YTD October.

There are a couple of factors to take into account when looking at the numbers.

First, manufacturers naturally tend to perform better in their "home" market – either where their brand is thought of as a domestic manufacturer, or where they have a big manufacturing presence. Hence Mini does better in the UK than in EU/EFTA, and Seat does worse (having a big share of its domestic Spanish market helps its EU/EFTA market share). Secondly, premium brands do better in the UK, which is hardly a surprise: the UK has always been a very strong market for such cars.

What is the variance caused by what you might call "home advantage"? Looking down the list of volume manufacturers suggests that a variance of 30%-40% is to be expected. That suggests that VW's performance in the UK is not out of line with its overall European performance – a slightly uncomfortable thought for its UK competitors.

### BIGGEST PROBLEMS

The major UK player that seems to have the biggest strategic problem is Ford. We think of Ford as British, but it actually moved its European HQ from the UK to Germany in 1998 in a futile attempt to persuade Germans that Ford is a properly German brand. Ford's market share in the rest of Europe is the smallest of any major group with a European production facility – and barely more than half of Hyundai-Kia's figure. With no further US production of small/medium cars to share costs with, does Ford Europe have a future with its own passenger car platforms, or will it simply take VW platforms in return for supplying VW with van platforms?

The other manufacturer that looks under severe threat is Honda. The make is doing poorly in the UK, but catastrophically in the rest of Europe. The UK accounted for almost half of all sales in Europe (52,000), with registrations averaging 1,000 per market across EU/EFTA so far this year. Given global Honda production of approximately three million YTD, that suggests approximately 1.75% of them are being sold in Europe. Can it really be worth Honda's while having a Europe-wide infrastructure to add such a small proportion to its global total? Honda's European sales are actually below those of Mitsubishi, and Mitsubishi is pulling out of Europe.

Looking at the figures more positively, which

brand appears to have the most room to grow in the UK? The answer would seem to be Dacia. Its EU/EFTA sales do not reflect much home advantage, as its home market is Romania, which is too small to make much difference.

There is a major mismatch between what Dacia achieves in other European markets and what it achieves in the UK, traditionally a market that likes value brands (such as Lada, Proton and pre-VW Škoda).

Conversely, which UK manufacturer has the most work to do in the rest of Europe? One might say Jaguar with its 0.2% market share, but JLR is planning a reduction in Jaguar volume, not an expansion. In fact, it is Nissan, which has 27% of its total European sales in the UK.

It achieves only 1.9% share in EU/EFTA, compared with Toyota, which achieves 6.5%. If Sunderland is going to return to the glory days of making more than 500,000 cars per year, it is going to have to sell a lot more cars to mainland Europe.

DAVID FRANCIS

UK PERFORMANCE COMPARED WITH REST OF EUROPE		
Manufacturer	UK YTD Share	EU/EFTA YTD Share
VOLKSWAGEN	9.21%	12.22%
FORD	7.54%	4.36%
AUDI	7.30%	5.18%
BMW	7.09%	5.92%
TOYOTA	6.31%	6.46%
MERCEDES-BENZ	5.94%	5.43%
KIA	5.63%	4.22%
VAUXHALL/OPEL	5.49%	4.18%
HYUNDAI	4.02%	4.45%
NISSAN	3.97%	1.88%
ŠKODA	3.53%	5.75%
PEUGEOT	3.51%	6.90%
LAND ROVER	3.50%	0.63%
SEAT †	2.86%	3.90%
VOLVO	2.77%	2.45%
MINI	2.34%	1.31%
CITROËN	1.97%	4.38%
RENAULT	1.75%	6.51%
HONDA	1.71%	0.40%
MAZDA	1.66%	1.38%
FIAT	1.37%	4.85%
JAGUAR	1.18%	0.21%
DACIA	1.01%	3.85%

† Includes Cupra. Brands with more than 1.0% share in UK  
All figures year-to-date (YTD) September 2021

## NEW CAR REGISTRATIONS

# Fleet slump pulls down October figures by 25%

A 41% slump in fleet and business sales pulled October new car registrations down by 25% compared with 2020, to 106,265 units, as supply chain issues continue to disrupt availability. In contrast, private registrations dipped by just 3%.

However, electric cars continue to be the bright spot in an otherwise gloomy picture. Battery electric vehicles (BEVs) sales grew by 73% compared with last year, accounting for 15% of all new car sales in October.

Uptake rates have accelerated so rapidly that more plug-in electric cars will join Britain's roads in 2021 than during the whole of the last decade, according to the latest forecast from the Society of Motor Manufacturers and Traders (SMMT).

It forecasts that registrations of zero-emission capable cars (BEV, PHEV and hybrid) will hit 287,000 units this year – around one-in-six new cars. BEV registrations are expected to overtake diesel by the end of 2022.

Mike Hawes, SMMT chief executive, said: "Massive investment by industry as well as long standing Government incentives have seen us go from just 188 new plug-in cars in 2010, to almost 300,000 in 2021."

However, to achieve net zero targets, those rates must continue to accelerate, he added.

"This requires ongoing incentives to help consumers make the switch and significant investment in public charging infrastructure," Hawes said.

Registrations are now up 2.76% YTD at 1,422,879. A warning note has been struck by Deloitte whose consumer confidence index fell for the first time.

Jamie Hamilton, automotive director and head of EVs at Deloitte, said: "Compared with Q2, fewer consumers now intend to buy a new car in the coming three months, suggesting that any pent-up demand built up over the last year may start to fall away."

## 1 KIA

Up by 22% in October and almost 29% YTD, Kia (like stablemate Hyundai) is enjoying a strong 2021 with every model contributing to its increase. The Niro was the UK's sixth best seller in October.

## 2 MG

MG is a brand on the rise. YTD, registrations are up 56%, thanks to robust performances by its electric product, notably MG5 and MG ZS (pictured).



Marque	October					Year-to-date				
	2021	% market share	2020	% market share	% change	2021	% market share	2020	% market share	% change
Volkswagen	9,052	8.52	11,939	8.47	-24.18	130,338	9.16	122,607	8.86	6.31
BMW	7,778	7.32	10,827	7.68	-28.16	101,139	7.11	95,438	6.89	5.97
Kia	7,436	7.00	6,090	4.32	22.10	81,532	5.73	63,245	4.57	28.91
Mercedes-Benz	6,856	6.45	10,888	7.72	-37.03	85,108	5.98	95,581	6.90	-10.96
Audi	6,841	6.44	11,453	8.13	-40.27	102,948	7.24	91,888	6.64	12.04
Ford	6,829	6.43	12,946	9.19	-47.25	106,085	7.46	130,729	9.44	-18.85
Vauxhall	6,099	5.74	8,293	5.88	-26.46	78,340	5.51	80,329	5.80	-2.48
Hyundai	5,447	5.13	4,051	2.87	34.46	58,378	4.10	41,898	3.03	39.33
Toyota	5,122	4.82	7,944	5.64	-35.52	88,250	6.20	81,011	5.85	8.94
Peugeot	5,106	4.80	5,311	3.77	-3.86	51,369	3.61	47,186	3.41	8.86
Nissan	4,887	4.60	5,305	3.76	-7.88	57,152	4.02	59,210	4.28	-3.48
Volvo	4,606	4.33	5,665	4.02	-18.69	41,027	2.88	37,849	2.73	8.40
Mini	4,289	4.04	4,210	2.99	1.88	35,141	2.47	38,036	2.75	-7.61
Seat	2,487	2.34	3,544	2.51	-29.83	40,099	2.82	38,542	2.78	4.04
MG	2,339	2.20	1,892	1.34	23.63	25,290	1.78	16,128	1.16	56.81
Citroën	2,290	2.15	2,330	1.65	-1.72	26,552	1.87	24,437	1.76	8.65
Škoda	2,290	2.15	5,693	4.04	-59.78	48,805	3.43	49,421	3.57	-1.25
Renault	2,123	2.00	3,093	2.19	-31.36	25,101	1.76	38,219	2.76	-34.32
Porsche	1,650	1.55	1,235	0.88	33.60	9,686	0.68	9,888	0.71	-2.04
Honda	1,629	1.53	2,107	1.49	-22.69	24,177	1.70	24,565	1.77	-1.58
Land Rover	1,610	1.52	4,755	3.37	-66.14	47,685	3.35	49,595	3.58	-3.85
Mazda	1,322	1.24	1,548	1.10	-14.60	23,225	1.63	20,344	1.47	14.16
Dacia	1,318	1.24	1,252	0.89	5.27	14,585	1.03	17,686	1.28	-17.53
Fiat	1,318	1.24	1,616	1.15	-18.44	17,377	1.22	17,361	1.25	0.09
Suzuki	1,274	1.20	1,246	0.88	2.25	19,189	1.35	17,755	1.28	8.08
Cupra	753	0.71	0	0.00	0.00	6,181	0.43	0	0.00	0.00
Lexus	672	0.63	956	0.68	-29.71	12,696	0.89	12,297	0.89	3.24
Polestar	658	0.62	207	0.15	217.87	3,083	0.22	459	0.03	571.68
Jaguar	605	0.57	1,801	1.28	-66.41	16,195	1.14	20,163	1.46	-19.68
Jeep	274	0.26	458	0.32	-40.17	4,113	0.29	3,806	0.27	8.07
Other British	175	0.16	172	0.12	1.74	1,942	0.14	1,615	0.12	20.25
SsangYong	152	0.14	87	0.06	74.71	1,276	0.09	1,375	0.10	-7.20
smart	148	0.14	159	0.11	-6.92	1,242	0.09	1,189	0.09	4.46
Alfa Romeo	146	0.14	142	0.10	2.82	1,300	0.09	1,675	0.12	-22.39
Other imports	142	0.13	511	0.36	-72.21	23,482	1.65	18,578	1.34	26.40
Subaru	130	0.12	99	0.07	31.31	1,766	0.12	771	0.06	129.05
Abarth	114	0.11	227	0.16	-49.78	2,135	0.15	2,078	0.15	2.74
DS	100	0.09	195	0.14	-48.72	1,826	0.13	1,963	0.14	-6.98
Bentley	92	0.09	114	0.08	-19.30	1,064	0.07	1,124	0.08	-5.34
Maserati	81	0.08	46	0.03	76.09	619	0.04	482	0.03	28.42
Alpine	19	0.02	6	0.00	216.67	163	0.01	89	0.01	83.15
Genesis	6	0.01	0	0.00	0.00	93	0.01	0	0.00	0.00
Mitsubishi	0	0.00	532	0.38	0.00	5,125	0.36	7,989	0.58	-35.85
<b>Total</b>	<b>106,265</b>		<b>140,945</b>		<b>-24.61</b>	<b>1,422,879</b>		<b>1,384,601</b>		<b>2.76</b>



# Whatever's next, let's do it together

When the world changes quickly, it can feel hard to know what your next move is. That's why our Account Managers take the time to really understand your business. With their knowledge of customer service and innovative solutions, they can help you simplify finance and keep your business moving forward.

Get up-to-date business support at  
**[blackhorse.co.uk/dealer/resource-hub](https://blackhorse.co.uk/dealer/resource-hub)**

**blackhorse**





## FINANCE OFFERS

# Supply shortage reduces desire to offer discounts

**D**iscounts on new car retail offers have dropped slightly by 1.9% quarter-on-quarter to £1,672 on average in Q4, according to the latest AM data.

This should come as no big surprise. Car manufacturers are in a market significantly constrained by supply shortfalls, so there is no need to boost demand with further deposit contributions.

Notable in its absence was the lack of offers for the Fiesta on Ford's website in Q4.

It's usually one of the most popular models on sale in the UK and this loss again hints at the wider semiconductor shortages that have forced production shutdowns, including at Ford's Fiesta production site in Cologne, Germany.

The drop in discounting on new car finance offers continues the trend seen in Q3, which saw average discounts drop by a much larger margin of 18%.

The average monthly payment actually increased slightly too, by 3% to £378 a month, which reflects the lack of need for manufacturers to chase customers right now when many new vehicles will face supply issues into 2022.

Balloon payments have increased by 14% to £15,569 for any customer looking to settle their finance and own their new car, while the number of 0% offers has also dropped significantly by nearly 20% to just 43.

The number of offers priced at, or below, the monthly payment average dropped by 16% from 165 to 139 in Q4, continuing the trend seen in Q3.

## DEALS STILL ON THE TABLE

This is clearly not a 'push' market, but there are still offers on the table in Q4 and many strong ones at that.

Hyundai continues to dominate the affordability charts with models like the i10, Bayon, i20 and Kona all appearing in the lowest monthly payment top 10 and lowest monthly payment offers at 0%.

Its Bayon mild-hybrid is a stand-out vehicle this month, with a relatively low deposit of £6,100 and then monthly payments of £133 over three years.

The MG ZS EV remains one of the most affordable electric vehicles in the UK right now, making it into the top 10 for lowest deposit and then monthly payments at just £269.

## AVERAGES Q4 2021 (% show quarter-on-quarter change)

Average deposit: **£7,144 +22%**

Average monthly payment: **£378 +3%**

Average balloon payment: **£15,569 14%+**

Average deposit contribution: **£1,672 -1.9%**

Average term: **43**

Number of 0% offers: **46 -19.3%**

**139** offers priced at the average monthly level or below

## TOP FINANCE DEALS FOR RETAIL BUYERS

Model	Finance type	Deposit	Term	Monthly payment	Final payment	APR	Offer ends
Top 10 models by lowest monthly payments							
Toyota Aygo 5 Door Hatchback x-trend 1.0 Petrol Pure White (Solid Paint)	PCP	£4,569.50	42	£129.00	£4,702.50	0.00%	14/12/2021
Hyundai i10 SE Connect 1.0 MPI 67PS Petrol	PCP	£4,300.00	36	£132.34	£5,754.72	5%	31/12/2021
Hyundai Bayon SE Connect 1.0 Petrol T-GDI 48 Volt Mild Hybrid 100PS	PCP	£6,100.00	36	£133.25	£9,398.16	0.00%	31/12/2021
Hyundai i20 SE Connect 1.0 T-GDI 100PS 48 Volt Hybrid Petrol	PCP	£5,700.00	36	£136.40	£8,189.76	0.00%	31/12/2021
MG3 Excite 1.5 VTI-tech	PCP	£1,341.00	48	£149.00	£4,002.00	0%	31/12/2021
Suzuki Ignis 1.2 Dualjet Hybrid SZ3	PCP	£2,479.12	48	£149.00	£4,921.00	5.90%	31/12/2021
Dacia Sandero Essential TCE 100 Bi-Fuel	PCP	£151.00	48	£151.00	£4,869.00	5.90%	30/11/2021
Suzuki Swift 1.2 Dualjet SZ	PCP	£2,183.37	48	£159.00	£4,754.00	5.90%	31/12/2021
Dacia Sandero Stepway	PCP	£172.00	48	£172.00	£5,569.00	5.90%	30/11/2021
Hyundai Kona Hybrid SE Connect Hybrid 1.6 GDi 141PS	PCP	£7,200.00	36	£172.06	£10,716.12	4.90%	31/12/2021
Top 10 0% offers at lowest monthly payment							
Toyota Aygo 5 Door Hatchback x-trend 1.0 Petrol Pure White (Solid Paint)	PCP	£4,569.50	42	£129.00	£4,702.50	0.00%	14/12/2021
Hyundai Bayon SE Connect 1.0 Petrol T-GDI 48 Volt Mild Hybrid 100PS	PCP	£6,100.00	36	£133.25	£9,398.16	0.00%	31/12/2021
Hyundai i20 SE Connect 1.0 T-GDI 100PS 48 Volt Hybrid Petrol	PCP	£5,700.00	36	£136.40	£8,189.76	0.00%	31/12/2021
MG3 Excite 1.5 VTI-tech	PCP	£1,341.00	48	£149.00	£4,002.00	0%	31/12/2021
Renault Clio Play Tce 90	PCP	£4,201.00	24	£179.00	£7,653.00	0.00%	30/11/2021
MG ZS Exclusive 1.5 VTI-tech	PCP	£1,825.00	48	£189.00	£7,398.00	0.00%	31/12/2021
Toyota Yaris Hatchback Design 1.5 Petrol Hybrid Platinum White (Pearlescent Paint)	PCP	£4,996.00	42	£189.00	£9,405.00	0.00%	14/12/2021
Renault Clio Iconic E-Tech Hybrid 140 Auto	PCP	£4,838.00	24	£199.00	£11,436.00	0.00%	30/11/2021
Nissan Micra IG-T 92 Manual Acenta	PCP	£1,911.92	36	£199.00	£6,484.08	0.00%	16/12/2021
Škoda Fabia Hatch Colour Edition 1.0 TSI 95PS	PCP	£1,404.50	48	£199.00	£5,737.50	0%	06/01/2022
Top 10 models by lowest deposit							
Dacia Sandero Essential TCE 100 Bi-Fuel	PCP	£151.00	48	£151.00	£4,869.00	5.90%	30/11/2021
Dacia Sandero Stepway	PCP	£172.00	48	£172.00	£5,569.00	5.90%	30/11/2021
Dacia Duster Essential TCE 100 Bi-Fuel 4x2	PCP	£203.00	48	£203.00	£6,503.00	5.90%	30/11/2021
SsangYong Tivoli Ultimate 1.5 Petrol	PCP	£711.14	48	£299.00	£6,810.00	2.90%	31/12/2021
MG ZS EV Excite	PCP	£750.00	48	£269.00	£9,565.65	0.00%	31/12/2021
Peugeot 108 Active 1.0L 72 5DR	PCP	£959.58	48	£173.00	£4,275.00	5%	31/12/2021
Fiat 500 1.0 DolceVita Mild HybridMY21	PCP	£1,275.00	48	£199.00	£5,248.00	4.90%	31/12/2021
MG3 Excite 1.5 VTI-tech	PCP	£1,341.00	48	£149.00	£4,002.00	0%	31/12/2021
Škoda Fabia Hatch Colour Edition 1.0 TSI 95PS	PCP	£1,404.50	48	£199.00	£5,737.50	0%	06/01/2022
Peugeot 2008 Active Premium 1.2L Puretech 100 S&S	PCP	£1,426.77	48	£269.00	£9,750.00	4.90%	31/12/2021
Top 10 by highest deposit contribution							
BMW 745e M Sport	PCP	£8,309.00	48	£759.00	£23,409.90	2.90%	31/12/2021
Audi A8 Black Edition 50 TDI quattro 286PS	PCP	£18,575.97	48	£849.00	£20,147.60	7%	
BMW 840i Gran Coupe	PCP	£8,489.00	48	£669.00	£25,666.90	2.90%	31/12/2021
Audi TT Roadster S line 40 TFSI 197PS S tronic	PCP	£8,360.08	48	£399.00	£14,688.90	6.60%	
Audi TT Coupe S line 40 TFSI 197PS S tronic	PCP	£7,540.77	48	£369.00	£14,631.90	6.40%	
Volvo S90 T8 R-Design Plug-in hybrid All-Wheel Drive Automatic (metallic paint included)	PCP	£21,401.25	48	£579.00	£21,401.25	3.90%	31/12/2021
Audi A7 Sportback S line 40 TDI 204PS S tronic	PCP	£11,893.94	48	£489.00	£18,124.10	6.50%	
Audi Q4 Sportback Sport 35 e-tron 170PS Automatic	PCP	£6,076.00	48	£489.00	£19,472.15	6.20%	
Vauxhall Vivaro Life Edition L 1.5 (120PS) Diesel Turbo	PCP	£5,753.06	48	£349.00	£11,912.00	3.90%	31/12/2021
Audi A6 S line 40 TFSI 204 PS S tronic	PCP	£8,682.11	48	£419.00	£17,039.20	6.60%	

It means most customers could conceivably get into an EV without price being a major barrier to entry.

The only other EV that makes it into the top 10 tables is the Audi Q4 Sportback e-tron, which has one of the biggest deposit contributions available in Q4, with a £6,000 drop in price, in addition to any Government grant funding.

The Vauxhall Vivaro Life also stands out as a model

attracting sizable discounting in Q4 with £5,250 off.

BMW's 745e plug-in hybrid also raises eyebrows this quarter with a whopping £20,800 discount.

**TOM SEYMOUR**



## SEARCH FOR FINANCE OFFERS

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



# VIEWPOINT



## 'SORRY, WE ARE VERY BUSY AT THE MOMENT'

**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



Sometimes the obvious isn't so obvious. I was reading AM Online and spotted the headline promoting the AM webinar on Building Dealership Reputation. It said in reference to trading during the pandemic that 'reputation is proving the difference between success and failure'. My initial reaction was that surely that is obvious, if you have a good reputation then you are likely to do better than if you have a bad one. But that reaction misses the point.

Does the reputation that you had before the pandemic still hold true 18 months later?

During the pandemic some reputations, whether personal or business, have grown in stature while others have declined. The pandemic gave a major boost to online car retailers, and it will be interesting to see the type of reputation they have over the next few months, with limited used car availability and rising prices.

Marketing is – and has always been – a cerebral battle whether it is digital, through legacy channels, or face-to-face. What people think about you influences how they behave towards you.

In my opinion, accessibility is now one of the biggest competitive factors in building reputation in the marketplace. If customers can't have easy access to you or your business, they will go elsewhere.

During the pandemic being online gave accessibility when face-to-face interaction wasn't available, but this has to be done well if it is to replace

other forms of interaction.

Having bought a car this September the service I had from the dealer was brilliant. I was kept informed at every step; they were accessible for me.

The manufacturer, by comparison, was more problematic. Everything had to be done online which, in theory, is fine except that the online process was impenetrable. I wanted to buy insurance, but the system took me in a loop which I couldn't get out of, so I purchased elsewhere. It might have helped if I could have spoken to someone on the phone, but that presented another challenge.

I suspect that I am not the only one to have phoned a business and been told that 'they are very busy at the moment' and that unless I want to waste the rest of my life hanging on, I should ring back when they are less busy or when they have got adequate staff to speak to customers.

Reputations can be lost not necessarily by what you do, but by what you don't do.

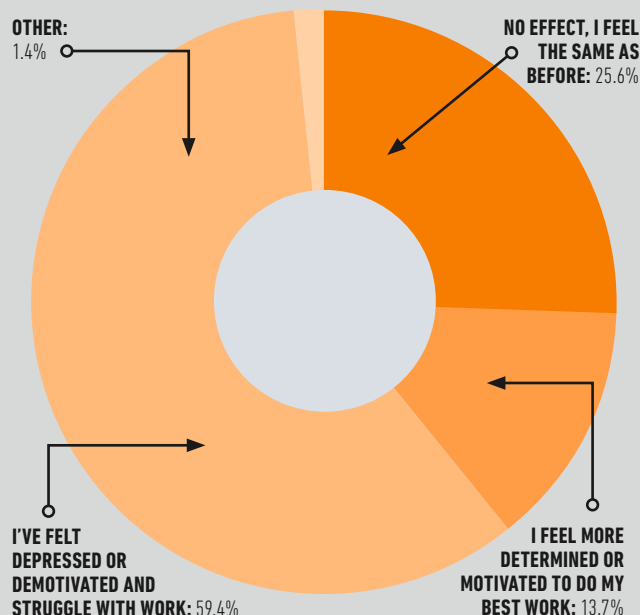
In the work of the IMI Taskforce on Diversity and Inclusion, making websites accessible to people with visible and non-visible disabilities is becoming a major issue, especially when coupled with the challenge of getting through to businesses by phone because 'sorry, we are too busy'.

The pandemic has affected how customers see our businesses; being accessible in whatever channel they choose to operate will either enhance or destroy reputations.

**"ACCESSIBILITY IS ONE OF THE BIGGEST COMPETITIVE FACTORS IN BUILDING REPUTATION IN THE MARKETPLACE"**

# AM POLL

## HOW HAS THE PANDEMIC AFFECTED YOUR ATTITUDE OR MENTAL HEALTH?



More than half of motor retail's workforce has been left with mental scars by the coronavirus pandemic. AM's latest poll about mental health received the highest participation of any we've done since mid-2019, and it reveals that a struggle to find motivation and fears about reduced personal income have become particularly common in this sector since the pandemic started.

Yet there are some who've gained even more determination. One voter stated: "COVID has reminded me there are two choices: Get up or lie down. I am lucky to have good health and I'm taking more exercise to keep it that way. I'm fortunate to have kept my job, COVID has brought change which brings with it opportunity, I am more enthused than ever to deliver my best."

Such views were few and far between, nevertheless. Another voter stated: "Lockdown and furlough made me realise how little what I did mattered. Now I'm back in work I'm not motivated to do anything."

And those in mourning may reconsider their priorities. "COVID has created a huge amount of stress to both me and my family, especially as we lost a young family member to the illness and this has left us totally devastated," said one dealership worker.

## NEXT MONTH: WHAT IS YOUR TAKE ON THE CAR RETAIL SECTOR'S ONGOING VEHICLE SUPPLY SHORTAGES?

- 1) It's a disaster, we're struggling
- 2) We're riding the storm
- 3) Business continues to be profitable
- 4) Less push, strong margins. What's not to like?

**VOTE NOW AT [AM-ONLINE.COM/POLLS](https://am-online.com/polls)**

## INSPIRING AUTOMOTIVE WOMEN 2021

## 'PIONEERS OF POSITIVE CHANGE'

AM joins the judging panel for this year's Inspiring Automotive Women listing and here we celebrate some of those who lead by example. **Tim Rose** reports



Angela Shepherd



Catherine Moseley



Sibelle Reina



DeAnna Avis

**M**otor retailer executives featured heavily in the 2021 Inspiring Automotive Women (IAW) listing, produced by the Automotive 30% Club and reviewed by a panel of judges which, this year, included *AM*.

In total, 30 females working in the motor industry at a variety of levels received the accolade this year for their passion for business, leadership and for championing gender diversity and inclusion in the sector. Six were picked out for special recognition awards.

Angela Shepherd, chief executive of Mercedes-Benz Retail Group, was presented with the Inclusive Leader Award.

Shepherd is one of just two females in the driving seat of an AM100 dealer group.

She says she was shocked at first as she was unaware she'd been secretly nominated by senior colleagues for the IAW listing.

"I'm really grateful for them doing that...I feel very lucky to have their support and I really hope that's a vote of confidence that we're really starting to move things forward in the business," she adds.

Since becoming chief executive in 2019

, Shepherd has championed the group's values and encouraged initiatives that highlight diversity and inclusion and gender equality in the business.

She arrived at Mercedes-Benz Retail Group to quickly learn from the senior team that they felt its people-orientated culture had somehow been "diluted" over time.

"I think you can only really start to create that culture if you think very broadly about inclusion and diversity, so that's really what we set out to do from day one," she says.

Critical was finding the right way to communicate that to a workforce of around 1,350 people who work in various disciplines and locations and to encourage them to give honest feedback. The aim was also to show that the company would do something about that feedback.

Shepherd is a proponent of "recognising people for the great work they do, and making them feel a really important part of the company", and has ensured the business does thank people for going above and beyond.

Shepherd's advice for encouraging inclusivity includes putting it on the board's agenda, finding advocates within the business

who can multiply the reach of that agenda, and having robust succession planning, with mentoring and secondments for people keen to learn and progress.

Sibelle Reina, Volkswagen Group UK's group customer insight manager, was named the Diversity Champion of the Year.

A key member of VW Group's Cultural Diversity Employee Network and of the Driven Women group, Reina helps to drive the diversity agenda and mentors women in the company.

"She is passionate about everyone having the opportunity to develop," said her IAW citation, adding that involvement in programmes such as Learning At Work Week emphasises her commitment to people.

Outside the company, she has mentored teenage girls and encouraged them to consider the automotive industry. Reina says one of her key messages is "do things scared" because when people are outside their comfort zone they are learning and moving forward. "You just have to do it scared so you're not scared again," she adds.

Reina said digitalisation of motor retail will mean a desire to hire a more diverse workforce compared with other sectors.



# ALL OF YOU TRULY FABULOUS WOMEN DESERVE OUR HEARTFELT APPRECIATION FOR YOUR OUTSTANDING CONTRIBUTION TO MAKING OUR INDUSTRY MORE VIBRANT, EXCITING, WARM, COLLABORATIVE AND SUCCESSFUL

JULIA MUIR, AUTOMOTIVE 30% CLUB

The HR Director Game Changer Award was presented to Catherine Moseley, chief people officer at Motorpoint, for the action she has taken in innovative HR practices to remove barriers and bias and improve diverse female representation. Since joining Motorpoint four years ago, Moseley has overseen a transformation to a culture that is people-centric, underpinned by values and aligned to a vision.

She established an inclusion committee, and created a dedicated role which supports equity, diversity and inclusion plans.

This "pioneer for positive change" is driving results – representation of women in Motorpoint's upper quartile has risen from 5% to 19%.

Moseley said groups mustn't underestimate the small things that help improve diversity and lead to larger changes, plus the leadership team must examine the business and its policies and processes with a critical eye, and listen to their teams to identify barriers and showcase role models.

Jade Price, a Jardine Motors Group apprentice vehicle technician, won Trailblazer of the Year. Having first worked as a service advisor, Price switched to retrain as an apprentice technician and is determined to show that women can belong in roles that were traditionally viewed as a man's.

Her role in the team has helped create a positive, inclusive environment, and her support of the Automotive 30% Club has led her to speak at schools and company events. In future, she aims to bring young females into the workshop to help inspire them and influence perceptions. She already posts about work on Instagram to inspire other women.

"Times are so different now, places are more accepting and, if anything, lots (of companies) show pride that they have a woman on the team now," said Price.

DeAnna Avis, national customer experience lead at Solus Accident Repair, the bodyshop group owned by Aviva, received the overall Inspiring Automotive Woman of the Year Award.

A Mexican-American, Avis founded the Solus Balance Community which aims to encourage and inform colleagues on all matters related to reaching gender parity. It is the first such group within the bodyshop sector heavily dominated by men.

"We are working to appeal to more women and show the career progression that is possible," she says.

Since being recruited in 2015 from outside the automotive industry, her development of Solus's customer experience – which won the 2019 UK Customer Experience Awards – was followed by work on its people and culture.

She has coached many colleagues and inspires others to thrive and achieve their own career goals, and says her success is due largely to having "lots of gumption, being willing to ask and get involved".

This year's Rising Star Award recipient was Lucy Yiasoumi, social media executive at Auto Trader UK, in recognition of being a driving force behind Auto Trader's disability and neurodiversity network, a cheerleader of women around her and an incredible female role model.

Julia Muir, founder of the Automotive 30% Club, says: "All of you truly fabulous women deserve our heartfelt appreciation for your outstanding contribution to making our industry more vibrant, exciting, warm, collaborative and successful."

"Congratulations to you all."

## OTHER INSPIRING WOMEN IN AUTOMOTIVE

Name	Job title	Company
Farzana Kosar	head of pricing, FP&A and business insight	Auto Trader UK
Sarah Munnery	principal marketing manager	Auto Trader UK
Lindsey Tough	systems engineer	Bentley Motors
Tracy Grist	account manager	Close Brothers Motor Finance
Alison Fisher	HR director international	Cox Automotive
Sarnjit Kaur	HR director Europe	Cox Automotive
Maria Whittington	product director	Dealer Auction
Clare Beynon	talent acquisition marketing manager	Enterprise Holdings
Amanda Mogan-Wilson	head of communications & engagement	Jardine Motors Group
Clare Wright	group HR director	Jardine Motors Group
Claire Davis	marketing programmes specialist	Kia UK
Carole Merry	franchise director	Marshall Motor Group
Chantelle Ward	marketing manager	Marshall Motor Group
Emma Wilson	head of learning & development	Motorpoint
Hannah Litt	head of resourcing & inclusion	Motorpoint
Venessa Chin	customer service manager	Motorpoint
Dora Boganyi	senior manager auto futures	Toyota GB
Marie Barry	senior manager, academy strategic projects	Toyota GB
Clare Bennett	aftersales manager	TrustFord
Heather Bennett	dealership secretary	TrustFord
Jo Castle	workshop controller	TrustFord
Sarah Knighting	group marketing manager	TrustFord
Siobhan Mckenzie	commercial vehicle business manager	TrustFord
Amanda Krebs	customer services centre development manager	Volkswagen Group UK
Boglarka Klima	governance, risk and compliance specialist	Volkswagen Group UK

## ABOUT THE INSPIRING AUTOMOTIVE WOMEN AWARDS

The Inspiring Automotive Women Awards were designed to help recognise and celebrate the women of the Industry who are taking action to encourage other women to join and progress within the sector. Any individual can nominate a woman from within the Automotive 30% Club patron and member companies irrespective of role or seniority, on the basis that they have personally been inspired by them.

The Automotive 30% Club (automotive-30club.co.uk) is a voluntary network of leaders from automotive manufacturing, retailing, and supplier companies.

Founded by Julia Muir, the network has the purpose of achieving a better gender balance within the industry, with the aim of filling at least 30% of key leadership positions in member organisations with diverse women by 2030.





# MINUTES WITH...

Carl Sault, UK market manager,  
Petronas Lubricants International



## How would you describe the past year in your role?

Eventful and successful. Eventful, due to a remodelled supply chain as well as, of course, Brexit and COVID-19. However, the silver-lining to those circumstantial clouds has been the success of a refocused, customer-centric team that's clear on where and who Petronas Lubricants International (PLI) wants to target. We have a legacy customer base with OEM partners, but also a great opportunity in wider marketing, including commercial vehicle lubricants and passenger car oils. We are emphasising our catering to these markets through workshops with distributors.

## What have been your key achievements over the past year at PLI?

I've led on a number of projects that have given me a broader understanding of business in general. Although I am a commercial individual at heart, I can view the business from different aspects. For example, marketing, supply-chain and so on – I now have a more balanced view.

## Which of these achievements are you most proud of?

The development of my leadership skills and bringing change are the achievements I am most proud of. PLI UK has had the best year in its history in 2021, when the opposite could have been the case. The team members are now focused on the customer and their role. Of course, there is still plenty of work to do and the

expectation is to continue this journey over the next three years. Changing the mindset of our team and inspiring them to focus on rewarding growth with customers has meant PLI is having the right conversations with the right people. This approach has led to results such as our sales in a leading UK retailer increasing by 30% since last year. I'm incredibly proud of our team for that.

## Can you outline any differences to PLI as a company from when you first joined to now?

One major shift for PLI has been our focus on building good customer relationships and making tough decisions. We've still managed to negotiate deals at the height of COVID-19, retaining customers, the key to PLI's success. By adapting to the situations we've all faced, as well as meeting challenges head on, the customer is now positioned centrally to everything we do. We strongly believe this is the fundamental difference that will generate great results.

## Can you describe some of the main challenges during the first 12 months of your tenure? How did you overcome these?

By using platforms such as Teams to build relationships and close deals, we were able to overcome some of the challenges. As a management group, we set up a strong team that gathers, virtually, weekly to discuss issues and how we will resolve them. The supply chain issues of 2021 have put logistical pressure on Petronas by halting supply of the raw materials essential for our business. We've managed to overcome this through operational collaboration, ensuring we continue to meet customer needs.

## Which life experiences or events influenced who you are, your leadership style and the skills you bring to PLI?

Leaders should lead by example, getting involved and being shoulder-to-shoulder with the team. I focus on looking at where

I can help improve the team, pushing them to do things differently when necessary. We introduced a sales pipeline process in 2021 so the team is focused on growth areas and customers. This also allows team members to thrive in their environment. How can they have an impact? They can help to set the vision. It's crucial for individuals to see how they can contribute to the wider picture at Petronas.

## What drives you?

I will have been an employee at Petronas for five years in January and, as a company that's constantly evolving, if you don't embrace change, it's a hard journey. Having said this, properly understanding why we are changing has been key to my career. In turn, articulating that to the team helps to ensure people are proactive in their role.

## Looking forward, what are your goals for the future in the UK?

PLI has built a five-year plan, setting big targets to build presence in the workshops sector, as well as working more closely with distributors. Petronas aims to grow the business, with fleet and industrial sectors as clear targets. I hope to develop the team more over the next two years, growing in head count while maintaining the core business. To do this, we need the right resources in the right places to enable growth in target market areas.

## What do you think are biggest challenges this industry will face over the next 12 months?

I believe the challenges will continue to evolve. It will be critical to manage pricing and the year to come will focus mainly on defending our current position. Competition will be even stronger as things settle to a new normal. It will be less about unpredictable market conditions and more about competitor activity. So, the real challenge for the next 12 months is to differentiate PLI from those competitors.

“PLI UK HAS  
HAD THE BEST  
YEAR IN ITS  
HISTORY IN 2021, WHEN  
THE OPPOSITE COULD  
HAVE BEEN THE CASE

CARL SAULT, PLI

## FACT FILE

HEADQUARTERS:  
ST ALBANS

STAFF:  
30



# SPOTLIGHT:

## USED CARS

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# Why used cars are taking centre stage



**INCREASED VALUES TO CONTINUE**  
UNCERTAINTY ABOUT NEW CAR SUPPLY AND  
STRONG CUSTOMER CONFIDENCE SHOULD  
STOP PRICES 'DROPPING OFF A CLIFF'

PAGES 20-21

**SHOULD YOU BUY ANY CAR?**  
MORE DEALERS ARE COMING AROUND  
TO THINKING THAT BUYING DIRECT IS A  
WINNING WAY TO REPLENISH STOCK

PAGES 24-25

**PLACE PROFIT AHEAD OF QUICK TURN**  
DEALERS NEED TO LOOK LONG AND HARD AT  
STRATEGY; 'PRICED FOR A QUICK SALE' MAY  
NO LONGER BE THE SOLUTION

PAGES 28-29



# U

sed car prices remain at all-time highs, with little sign of abating in the near term.

October marked the 19th consecutive month of growth, with statistics from Auto Trader showing prices increasing a record 25.6% on a year-on-year and like-for-like basis.

It not only marks the single largest monthly jump, up from 21.4% in September, but such is the recent acceleration that the average price of a second-hand car has increased nearly £3,000 in just five months, rocketing from £13,973 in May to £16,878 in October.

The question remains how long can this used car market price proliferation continue?

Many retailers are clearly concerned about a potential market crash. If they buy when values are high and the bottom then falls out of the market, retailers could suddenly be left holding a lot of over-priced stock.

Given the strength of demand and pricing, supply remains the key challenge for the coming months for both new and used markets.

It's this uncertainty around new car supply, as well as strong consumer confidence, that means used car values are unlikely to fall off a cliff any time soon.

Martin Potter, Aston Barclay group managing director, says: "We did see a little seasonal

softening in October, but there have still been quite considerable increases in prices.

"In every single sector, the prices have still been quite jaw-dropping in percentage and value terms."

Aston Barclay has seen values increase by 40% or more in every sector since January 2021.

Potter adds: "Retailers have had to be brave and pay what is perceived as a lot of money for used stock, but that's been driven by the situation with supply and demand."

He is confident there will not be a flood of used car stock into the market for some time, which will keep demand outstripping supply.

He says: "The new car supply situation is not going to change any time soon and most manufacturers are saying production won't be back to 100% until Q3 2022.

"To anyone not buying at the moment because they're panicking that values are going to fall off a cliff, I would say be brave and continue to buy."

Jon Mitchell, Autorola's group sales director, which owns used car market data company Indicata, advised dealers to not panic sell and hold onto stock until January, when retail demand is expected to pick-up quickly after the Christmas break.

The used stock bought in the lead-up to Christmas is likely to gain in price as values increase in the New Year.

He says: "From a cashflow perspective holding stock might make things a bit tight for smaller dealers, so some of the dealer groups

with scale may be the big winners as they are able to acquire more stock from the smaller players that can't afford to hold inventory until January.

"The customers we're talking to are all going to be actively buying in December. There is no reason for used values to drop because it isn't like car manufacturers have some spare semi-conductors hiding under the sofa.

"The used car market will continue to perform strongly until at least Q4 2022."

Feedback from retailers to Potter has also been that they will all be continuing to buy stock "right until the death" up to Christmas to prepare for strong demand in the New Year.

James Pollard, director of Sell Your Car at Carwow, said that while there has been some softening, he also doesn't predict a dramatic deterioration in used values until new car supply issues start to ease.

### CASTING A WIDER NET

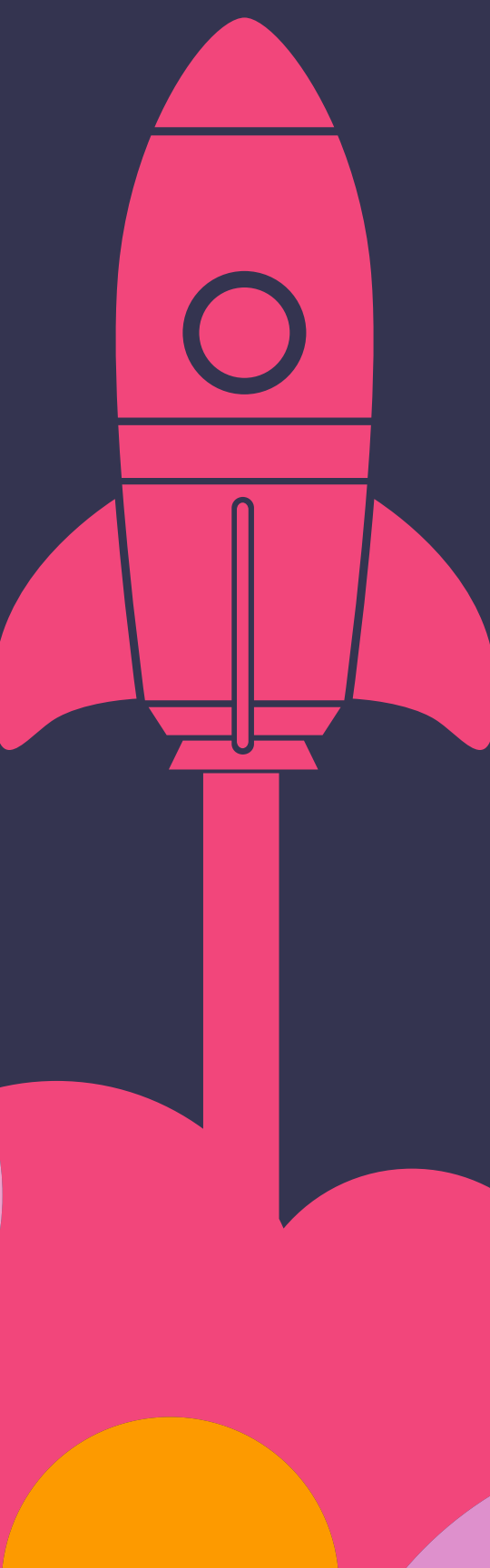
However, Pollard said any slowing of demand or shrinking of values puts the economics of stock acquisition even more squarely into focus.

Carwow has created its own stock sourcing service Autoi where dealers can access used stock directly from users, with around 1,000 used cars listed on the platform each day.

Pollard says: "Thanks to new digital means of sourcing stock, there are fewer geographic or logistical barriers to getting hold of the right cars."

# Rocketing used car values set to continue

Combination of uncertainty about new car supply and strong customer confidence should help to stop prices 'dropping off a cliff'



This is reflected in Carwow's data. Dealer offers placed through Autoi from Carwow are, on average, more than 75 miles away from the customer.

Dealers are placing more offers on cars which are more than 250 miles away than those within 10 miles of their dealership.

Pollard says: "With more affordable deliveries and online buying platforms, buyers can shift their thinking from making the most of off-brand part-ex stock, or those available at the nearest auction house, to focusing on the vehicles they really want in order to boost sales, servicing and maintenance revenues."

Sarah Marley, sales and marketing director at digital wholesale marketplace Dealer Auction, says retailers must think more broadly when it comes to sourcing stock.

Dealer Auction parent company, Auto Trader, has its own stock proposition that gives dealers access to more than 30,000 vehicles sourced directly from consumers.

In addition to private stock advertised on Auto Trader, vehicles acquired from part-exchanges through its Guaranteed Part-Exchange product and from private sales made through its consumer-facing Instant Cash Offer, dealers can get access to vehicles that historically were retained in the C2C market or absorbed by car-buying services.

These vehicles are now exclusively listed on the Dealer Auction platform, bringing more stock back to dealers.

Marley says the business has diversified its stock sources from just traditional part exchanges to help boost stock back to dealers. She says dealers need to do the same.

She adds: "Retailers need to re-evaluate their stocking policies, overlay local demand data and use more accessible digital channels to source stock. They also need to consider alternative channels. There are approximately 600,000 vehicles listed privately on Auto Trader in a normal year.

"I appreciate it can be time-consuming to source vehicles individually, but through our collaboration with Auto Trader, we are already

beginning to consolidate this stock in a trade environment, making it super easy for dealers to access significantly more vehicles."

#### MARGINS AND DATA

Retailers have had to review how they approach pricing to ensure they are keeping in step with rising prices.

Marley says it is crucial dealers buy smarter and use the real-time data at their disposal to help steer with pricing and margins.

She says: "There may be a desire to fill the forecourt, feeling that getting those spaces filled is the best option, but with good margin still to be had, dealers need to ensure they are still making the right choices. Use real time data and insight to drive these decisions, make every vehicle work harder for you, volumes may be less, but profits can still be strong."

Potter says the dynamics of the market pre-COVID had often become "a race to the bottom", with those pricing at the lowest level vying for the top traffic on online classifieds websites.

However, this mindset has changed, particularly as prices have gone haywire.

Potter says: "Dealers have access to tools to help them determine the best price for the sweet spot on price. But you need a combination of data and getting back to the pure business basic economics.

"If you have paid a certain amount at wholesale, it stands you at a certain value and the retail price of the car is whatever you need it to be to make your margin."

Potter says businesses have had to have a look at themselves to control what the retail price is.

He adds: "Customers are pretty much paying what is on the window and that has helped with retaining profits.

"So retailers might be doing less volume, but they've managed to keep a healthy profit margin in the cars they are selling.

"We're in quite a mature used car marketplace in the UK with a lot of savvy entrepreneurs that can react to a changing market. I think most retailers have been able to do that."

**TOM SEYMOUR**

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# It's all about the stock you want, not the stock you've got

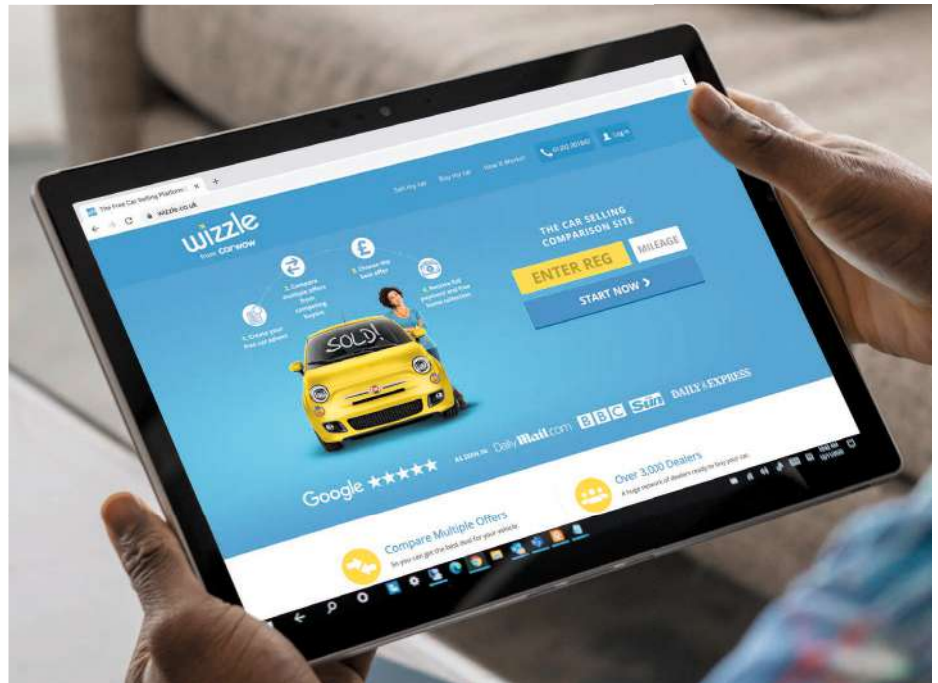
Sell Your Car service gives partners direct access to carwow's 9m customers

Having heard loud and clear the challenges partners were facing in meeting the demand for fresh used stock, in June 2021 carwow acquired Wizzle and launched its new 'Sell Your Car' service which allows dealers to buy used vehicles directly from carwow's nine million UK customers.

By using Sell Your Car, (currently through the Autoi from carwow platform) dealers can bid on a plethora of stock that best matches their customer requirements while maintaining full control over margins and their forecourts profile.

Not only is this a change in habit from slower, more expensive physical auctions, but it enables dealers to shift their mindset from 'what part-exchanges do I have to sell?' to 'what used stock do I want to sell and generate the most profit from?'

It's important to bear in mind the current and potential reach of Sell Your Car. There are nine million UK users of the carwow platform, and the company's YouTube channel now has 6.4 million subscribers. These are highly engaged



customer prospects who are actively changing cars. In September, just a few months after launch, it surpassed 7,000 live listings – comparable with the volumes you might expect to find from leading auction houses.

Sell Your Car has been further integrated into the carwow experience and has been growing at an unprecedented rate. Thanks to the reach of the carwow brand, more than 900 fresh cars are added to the site each day, which are being bought by the biggest names on the market including eight of the AM top 10 dealership groups.

Market-leading fees have been one element of carwow's success.

James Pollard, director of Sell Your Car at carwow, explains: "We've sought new ways to help our partners solve key business challenges; in this case, sourcing high-quality stock in a cost-effective way.

"We have ensured that Sell Your Car offers dealers the lowest buying fees on

the market, and we've received an overwhelmingly positive response.

"Many of our partners are embracing carwow Sell Your Car as an alternative to traditional auction houses, with many partners already saying that carwow has quickly established itself as a primary source of used car stock."

carwow Sell Your Car also offers trade-to-trade possibilities.

"We're now opening the platform to fleet owners, providing a fast and cost-effective alternative to existing remarketing channels. Our platform offers the possibility to have vehicles listed, collected and paid for in a matter of days, rather than weeks," concludes Pollard.

**Case study:** While Autoi from carwow is the most popular with BMW sellers, the biggest sale to a dealer was this Ferrari F8 Spider (pictured left) which went for a cool £246,000 with the owner committing to list the rest of their "toys" using the carwow platform.



# Should you buy any car?

More dealers are coming around to thinking that buying direct from the consumer is a winning way to replenish used car stock

**W**ith used car stock in high demand and values rising, dealers have become more creative at getting stock – including buying direct from consumers – although most cite their own customer base as the best source.

South coast-based Hendy Group generates a 'vast quantity' of leads via its website valuation tool, but advertising costs make it unrealistic to compete with the nationals to buy direct from consumers. However, recognising the need to react to the potential used car stock shortage earlier in the year, the group launched a two-pronged approach.

Used car sales director Simon Palmer says the priority is "first to renew if possible, but second to buy the customer's car if they were considering not renewing or considering a brand we didn't hold".

"This has been particularly beneficial for our Jaguar Land Rover businesses where customers have taken advantage," he says.

"We have also withdrawn from buying from many of the traditional sources. We have put less reliance on these channels and really focused on private purchases. We have been able to pick up well-priced stock while the seller has been able to deal with a dealer group which is not trying to get a reduction in the price and has handled the transaction and funds transfer much quicker than they thought possible."

Currently of the 2,666 used cars in Hendy's stock, 17% has been obtained from private sellers. Another 4.5% has come from its own customer database with the customer not renewing. The group also had 52 cars whereby the customer has renewed but permitted Hendy's to buy the car from them early while they await the replacement.

The group has developed a slick process using its own logistics team or a third party to collect, confirm identity, address and ownership, and appraise the vehicle. Provided all documentation matches, the transfer of funds is immediate.

Palmer says: "Mainly, we are buying from customers who are not ours and do not live in our geographical region."

Clive Brook Volvo has sites in Bradford and Huddersfield and managing director Clive Brook has always marketed 'we buy your car' with around 25-30% of its used car stock sourced from its customers. However, less than 10% are direct buys.

Brook says: "First of all, we aim to buy our cars from our customers in a transaction. Most customers expect a level of depreciation, especially currently when we are experiencing three or four months or even longer delay on delivery of their new car. Some customers will want to have their car valued at the time but, more often than not, they are keen to get the deal done. That has worked significantly well for us. It's not that customers are not attuned, they do appreciate generally cars go down in value, but we just have this period where cars have gone up, but that's to our advantage."

#### ADDITIONAL COSTS OR FEES

This is especially true because since every other source of used car purchasing attracts additional costs or fees. "It can take a £10k car closer to £11k," Brook says.

He adds: "We have always communicated very clearly and regularly that we will buy your car. It is not something new for us. We would definitely want to buy more cars from our customers."

However, Brook is concerned the ability to buy vehicles from customers, either directly or in part-exchange, will continue to diminish as new ownership models emerge. He says: "We are concerned that sales channels available to new car customers are making it more difficult because customers are less likely to own the car at the end of the contract."

"When it comes to disposal, it is managed centrally rather than giving us the opportunity. While we are supportive of the subscription model and emerging channels, we are also very aware that it's reducing the retailers' ability to control the acquisition of some of those cars later in their lives."

Vauxhall, MG and Citroën dealer group Drive Motor



**WE HAVE ALWAYS COMMUNICATED VERY CLEARLY AND REGULARLY THAT WE WILL BUY YOUR CAR. IT IS NOT SOMETHING NEW FOR US. WE WOULD DEFINITELY WANT TO BUY MORE CARS FROM OUR CUSTOMERS**

CLIVE BROOK, VOLVO





Retail is offering customers competitor-beating prices if they sell or part-exchange their car.

Joint managing director Rob Keenan says: "We've increased our online used car valuation prices and contacted our database to offer customers the opportunity to sell their cars to us for more than what's being offered by standard car purchasing sites."

Along with a 'we want your car' SMS campaign, targeted at existing and previous customers, to encourage part-exchanges, valuations offered to new car buyers were £1,000 more than We Buy Any Car for their old vehicle, generating a good response, Keenan says.

#### 'PLEASANT SURPRISE'

He adds: "With the used car prices being so heavily inflated, owners can often get around the same, if not more, now than what they paid for their car, and are usually pleasantly surprised with their valuation."

Drive has put plans in place to deal with the logistics of sourcing a higher number of vehicles from private customers, some of whom are not close to the company's 18 UK dealerships. Meanwhile, longer lead times for new cars have not proved to be a big issue as by the time the customer's new car is delivered. In fact, their part exchange value will have risen, so their wait time has proved lucrative.

The group's used car buyer, Keith Higgott, says: "However, I do believe this could be an issue going forward in the new year because we are expecting used prices to fall when the electronic chip shortage affecting new car production is resolved."

Inchcape's newly added 'Sell Your Car' function on its website has had an overwhelming amount of traffic since launch.

One of Inchcape's used car managers Gary Brown, based in Derby, says: "It's a little too early to put a figure on the split of these cars next to the cars we self-generate through our manufacturer partner sites, but we are seeing more and more traffic through the site and are excited to watch this grow as another avenue to obtain quality stock."

"We have a sophisticated research tool to help us obtain the best value for both our customers selling their cars and for our future or returning customers to buy these cars, and this has helped manage the great prices we are able to offer."

He adds: "Buying cars like this does give us a real opportunity to help a customer while helping our business for future customers. This is just another string to our bow. We appreciate we are in an ever-changing world, so we must continue to evolve to make sure we stay at the forefront of our market areas."

#### SOFTER MARKETING NUDGE

Jemca Car Group believes its own direct from consumer buying operation delivers higher levels of trust from customers, improved knowledge of the vehicle and is more cost-effective than utilising national 'we buy any car' operations. The group has a long history of marketing to its customers to buy their vehicles to stock its forecourts and, while volumes sourced in this way account for around just 5% of its total stock, the cost of marketing to customers together with the fact that vehicles are generally high quality, makes it worthwhile.

**WITH THE USED CAR PRICES BEING SO HEAVILY INFLATED, OWNERS CAN OFTEN GET AROUND THE SAME, IF NOT MORE, NOW THAN WHAT THEY PAID FOR THEIR CAR**

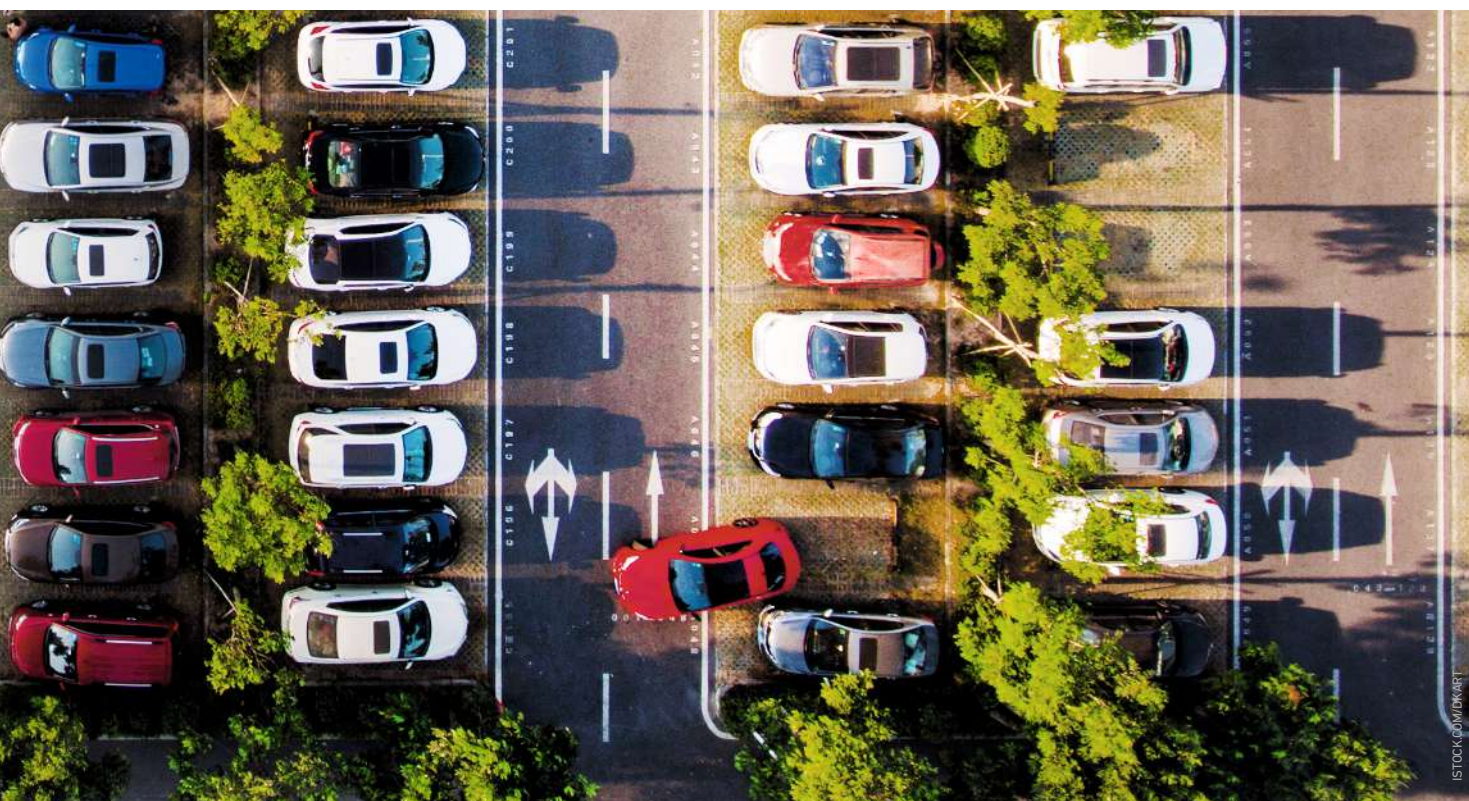


ROB KEENAN, DRIVE MOTOR RETAIL

Paul Meller, market area general manager overseeing Lexus Reading and Jemca Toyota Bracknell, says: "The response we do receive is a mix of people who want to sell a car they no longer need, such as a couple who may have recently retired and may only need one car instead of two. COVID has meant car usage has changed. More people have cars they're not getting use of working from home, so they are happy to cash out and take advantage of the strong used car prices."

"There are no drawbacks, just benefits. We would like to source even more vehicles this way, it's a far cheaper option than purchasing through the auctions and via the manufacturer."

DEBBIE KIRLEW







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## DEMAND FOR USED EVS AND HYBRID CARS CONTINUES TO INCREASE IN OCTOBER

**The latest used car data from Aston Barclay shows that prices of EVs and hybrids are rising faster than ever as more consumers switch to a low or zero emission car.**

Electric vehicles made a dramatic price leap from Q3 to the end of October, despite overall sales volumes remaining relatively low. At the end of Q3 the average price for an EV was £22,354 and this has already grown by 21% to £28,219 by the end of October.

Following suit, hybrids are also up by 12%, which is in line with the percentage price rise in the EV and ULEZ sector, with the high ongoing demand showing the market's continued interest in low or zero emissions used cars.

The sharp increases in prices could be seen from the end of last year. The average price of an EV in Q4 of 2020 was just over £16,000, at the end of October the average price stood at £28,219.

Prices across the petrol and diesel market are also on the rise, increasing 21% and 12% respectively, with the price of petrol having doubled since the start of 2017.

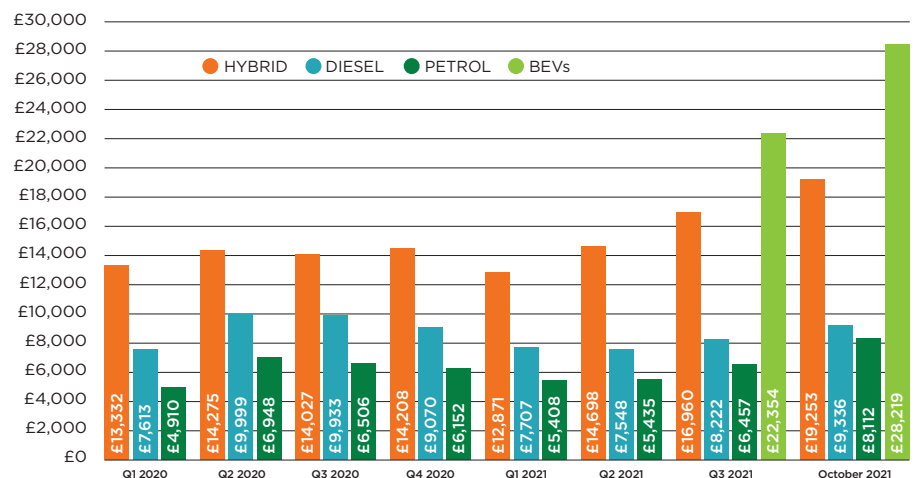
The unforeseen combination of the pandemic followed by the semiconductor shortage have had a huge impact on the used car market, which is forcing dealers to consider a greater range of stock than ever before to keep their forecourts busy. Dealers are also having to compete on every single car and van they buy with some models receiving bids from up to 20-30 individual buyers, which is a large contributor to the rising prices across the board.

The consensus is that new car production levels will not return to

some form of normality until 2023, and when it returns, OEMs will have to deal with a major backlog of new car orders. The simple market dynamics of demand exceeding supply looks set continue and prices should remain at a consistently high level.

In the meantime, dealers should not shy away from regularly revaluating their prices on used cars in stock, as the market is moving daily and vendors should continue to invest in upgrading cars through refurb to take maximum advantage of the buoyant market.

### OVERALL MARKET FUEL TYPES



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# Place profit ahead of quick stock turn

Dealers need to look long and hard at strategy; 'priced for a quick sale' may no longer be solution

**A** rapid rate of stock turn has traditionally been a sure-fire way for car dealerships to generate profit and maximise their forecourt space.

In recent years, as used car values declined month-on-month, motor retailers have been focused on moving them on as soon as possible and pricing them accordingly.

But now there is a shortage of quality new and used cars in the UK, exacerbated by the COVID-19 pandemic and a global semiconductor shortage. This is reflected in data from Indicata which shows that used car stock levels were down 9.4% year-on-year during September. So, dealers are having to rethink their strategy.

To protect their bottom line, given the current vehicle supply crisis showing no sign of abating, many retailers are changing tack and pricing for maximum profit rather than speed of sale.

Others are taking a different approach as they seek to shift expensive stock and buy replacements at a better price.

AM spoke with a number of motor retailers and sector experts to find out their experience.

Motor industry expert Mike Jones says that stock turn has slowed over the past six months as dealers have held onto their vehicles for longer to make sure they are getting the right price. Others have been actively snapping up used car stock, even if that has meant they have had to pay over the odds for it and then wait for the market pricing to catch up.

"As a result, there has been a significant increase in average used car margins this year," says Jones. "Retailers are also expanding the type of vehicle they hold, with a move away from nearly new stock to genuine used cars."

Jonathan Gravell, managing director of Gravells, says the biggest challenge for retailers right now is replacing stock while maintaining the right vehicle mix. Therefore, he believes that those who focus solely on making a quick profit are missing a significant opportunity to improve their margin in the long-term.

"Dealers need to give the customer the best possible choice of vehicle available," says Gravell. "Those that are underpricing or quickly disposing of their stock because of funding restrictions are missing a trick. While it may be cash-efficient for those purely focused on quick stock turn, it's by no means margin-efficient."

"Of particular value is three-to-five-year-old stock, where there's a big shortage. There has also been a big increase in demand for hybrid vehicles as people look to become greener."

## LOOK BEYOND INITIAL COST

Cox Automotive insight and strategy director Philip Nothard says that in the current challenging market, where stock is harder to find and more expensive to procure, it's key that dealers look beyond simply the vehicle's initial acquisition cost when considering their stock turn strategy. On top of that, they have to factor in its cost base and unit

charges such as valeting and marketing, he says.

"It's one thing acquiring stock, but quite another to move it on quickly with a good margin," says Nothard. "We know there is demand for vehicles, but the available stock does not always match the demand profile. Dealers still have to earn every sale."

Nothard says that in the initial stages of trade values rising this year, there was a lag in the retail environment, caused by stock values remaining at earlier guide prices. However, over time, that gap has closed, with retailers soon aligning their price increases to match those in the wholesale market, he adds.

**“DEALERS ARE ALSO MORE ACTIVELY SOURCING CARS FROM CUSTOMERS, ESPECIALLY SINCE OWNERS HAVE BECOME MORE AWARE OF THE APPRECIATING ASSETS SITTING ON THEIR DRIVEWAYS**

**PHILL JONES, EBAY**





ISTOCK.COM/STURTI

"Stock volumes are still challenging, but dealers have adapted and most are managing to maintain sufficient stock levels," says Nothard. "For the past few months, the message we have received from dealers is that, while turnover has been down, gross margins and revenues have increased. This indicates that many are maximising their profitability opportunities."

Despite days-to-sell a vehicle reaching a low of 33.4 days in October compared with the ASE Global Industry benchmark of 45, inventories have actually increased 9% month-on-month to an average of 40.4 units, according to the latest eBay Motors Group Market View analysis. At the same time, average prices have peaked at a new high of £13,598.

Nothard says the data indicates dealers are focusing on profit, rather than moving stock on fast for quick wins. He adds that this was hardly surprising given it's taking them longer and costing more to replenish stock from the wholesale market.

"The message to dealers has always been to ensure they are not busy fools and this continues to be the case today," says Nothard.

"With supply constraints expected to continue for some time, maximising return on investment will be vital if dealers are to successfully navigate these challenges."

Given the days-to-sell and increased margins being reported, Nothard says that all indications are that retailers are clear on the supply and demand imbalance. However, he urges caution as the acceleration of used values has started to ease, with any vehicles that have the wrong specification, a missing service or that aren't retail-ready needing to be valued accordingly.

Phill Jones, head of eBay Motors Group, says with the global shortage in new cars expected to continue in the coming months, used cars would remain the focus for buyers and retailers.

#### FLEXIBLE ON STOCK TYPE

However, he warns dealers to be aware of the nuances of supply and demand, and to adopt a flexible strategy on the stock type they hold, while focusing on the fundamentals of maintaining a strong online presence and customer service to drive more profitable sales.

"Dealers are less inclined to trade-out vehicles which previously would have been considered as unwanted stock – because of age, brand and condition – and successfully retailing them," says Jones. "Dealers are also more actively sourcing cars from customers, especially since owners have become more aware of the appreciating assets sitting on their driveways."

"This nimbleness is certainly helping dealers of all sizes to better match supply to demand, resulting in the impressively swift stock turns we saw in October. The unique market conditions mean there are more profit opportunities available to dealers if they are flexible in their approach."

Cliff Deller, MD of Orchid Automotive consultancy and former Inchcape used cars director, takes a different view on stock turn. He believes it enables dealers to move on expensive stock and replace it at a better price.

"Clearly if you have vehicles that you purchased when values were at their peak and subsequently values start to drop, you need to take pricing action to prevent you being left with expensive looking cars," says Deller.

"This is where stock turn becomes important, so you can go back to the market and purchase stock at the new current values."

The current vehicle supply and demand imbalance looks set to carry on for the foreseeable future as the undersupply of used cars continues to result in over-inflated wholesale values and unsustainable retail values. Therefore, moving forward, dealers will have to focus on holding the right stock profile and pricing for a maximum return in order to be successful in this new normal of car buying. **ALEX WRIGHT**

# Does digital really mean quicker turnaround and more profit?

Digital wholesale marketplace Dealer Auction is on a mission to create a digital platform that's smarter, easier and more profitable for everyone. We talk to its Sales and Marketing Director, Sarah Marley, about why the future of remarketing is digital.

## **Q** Would you tell us a bit about Dealer Auction?

**A** We're proud to be the largest digital wholesale marketplace in the UK. Sellers have complete control over how they sell and can instantly advertise vehicles to more than 5,000 active trade buyers. Buyers have access to the stock they need 24/7, with up to 600 auctions ending daily and vehicles from a host of sources – including fleets, manufacturers, auction houses, independent and franchised dealers.

We passionately believe that data is a key driver of success, so we've implemented smart tools, such as instant stock alerts and the Auto Trader Retail Rating, to help both buyers and sellers support their instinct with insight. That's us in a nutshell!

## **Q** How does Dealer Auction's digital platform differ from an online auction?

**A** First, you can list straight from your forecourt. No need to wait around for the vehicles to be collected and processed. In a matter of minutes your vehicles are being advertised to thousands of active trade buyers; you don't need to rely on the right buyer being in the 'virtual' auction hall and paying attention at that exact moment.

This gives you a better chance of a quick turnaround, getting cash back in the bank and making room for more profitable vehicles.

Another aspect that sets us apart from online auction providers – and indeed, other digital ones – is that we provide supply-and-demand data for a retailer's local market. Consumers are willing to pay more/less in different locations, so this insight gives dealers the confidence

to click 'bid', knowing they can shift the stock quickly and profitably. It really is a 'win, win situation' for buyers and sellers!

## **Q** How is the remarketing process made more efficient and, therefore, more profitable by a digital approach?

**A** There's far more to the future of the wholesale sector than simply moving traditional auctions online. Digital is transforming how the whole remarketing ecosystem works – for sellers, they can use data to swiftly identify stock that isn't right for their area and sell it straight from their forecourt, for a profit.

Our buyers fees are significantly lower than traditional auctions, meaning there is more margin in it for everyone and buyers are willing to put more money on the metal. Not to mention the environmental benefit to fewer vehicle movements.

It takes on average 2.7 days to sell a

vehicle on our platform. This means dealers are potentially selling their wholesale vehicles before they would have been collected by a traditional auction centre.

## **Q** Impressive – would you say 'speed to sale' is the key advantage of remarketing via Dealer Auction?

**A** Speed to sale is obviously crucial to making a profit, but that's only part of the picture. Profit comes from being able to advertise your vehicles to a wide pool of engaged trade buyers across the UK. We do the hard work in matching your stock to the right buyer – we've sent more than 10 million alerts so far this year.

## **Q** It's been a remarkable year for used car retailers. How will Dealer Auction grow as a business and develop its offering to car retailers in the months and years to come?

**A** Our ambition is to revolutionise the way in which trade vehicle stock is bought and sold. We're on a mission to keep integrating new sources of stock for our dealers and developing the digital tools to help everyone buy and sell smarter.

We're going to keep evolving our platform. For example, we recently enabled all independent dealers to sell on the platform. It's had a great response, with 300-plus new independent sellers since August. It's really important to us to support the drive to a quicker sale, with low fees and the best possible margin. Especially with the current challenges.

## **Q** Does digital really mean quicker turnaround and more profit?

**A** Yes! Remarketing is evolving, and at Dealer Auction, we're proud to be leading the change.

### COMPANY PROFILE

Dealer Auction is the UK's smartest and busiest automotive digital wholesale marketplace. We give buyers and sellers more choice, better insight and greater margin. Dealer Auction is an independent company, created in 2019 through a joint venture between Cox Automotive and Auto Trader.

**Visit:** [www.dealerauction.co.uk](http://www.dealerauction.co.uk)

**Email:** [info@dealerauction.co.uk](mailto:info@dealerauction.co.uk)

**Telephone:** 0330 128 1250





**“ WE’RE ON A MISSION TO KEEP INTEGRATING  
NEW SOURCES OF STOCK FOR OUR DEALERS  
AND DEVELOPING THE DIGITAL TOOLS TO HELP  
EVERYONE BUY AND SELL SMARTER**

SARAH MARLEY, SALES AND MARKETING DIRECTOR, DEALER AUCTION





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Products can be tailored to requirements of manufacturers and dealers

**Y**our customer has just chosen their perfect car. They're happy to be getting a new set of wheels to take them to and from work, pick up the kids after school and ferry the family dog to the park for its daily walk. You're happy to have closed the sale and because your customer is delighted with their decision. It's a win-win. Smiles all around.

Now is the time to offer options to protect their new pride and joy going forward. Not only will it demonstrate your commitment, but it can also boost the bottom line of any sale and helps to increase retention and satisfaction rates.

The customer receives peace-of-mind that, when they drive away, they're not going to be left out of pocket should the unexpected occur over the following months and years.

## Choosing the right aftersales partner

Warranty, Service Plans, GAP Insurance, MOT Test Cover, Roadside Assistance, Tyre and Alloy Insurance, Cosmetic Repair Insurance – there is a Car Care Plan product to suit all requirements.

Providing a strong aftersales programme can be a key tool for retailers to grow revenue streams. It should be a breeze – not an array of complications and confusion. That's when having a leading provider of award-winning vehicle warranty and asset protection products will ensure a seamless, tailored experience for you and your customers.

Car Care Plan has been building and



maintaining efficient and lasting relationships with the automotive industry's leading manufacturers and retailers for 45 years. With more than a million products registered annually, its extensive aftersales experience and expertise means you and your customers will enjoy dependable products matched with first-class customer service.

## Your bespoke aftersales suite

With all products insured in-house, by Motors Insurance Company Limited, part of Car Care Plan, they can be tailored to the requirements of each manufacturer and dealership Car Care Plan works with.

A full consultation is undertaken with each new client to gain a comprehensive understanding of their needs.

Following the assessment, a relevant, unique product suite can be developed, immediately expanding sales opportunities for your business.

The COVID-19 pandemic has had a significant impact on the way showroom sales processes are conducted. To support retailers with these changes, Car Care Plan has developed an extension to

its customer portal to further assist with aftersales. The new sales platform means that, in their own time, customers can run through the product line, view product videos, study the respective policy documentation, and then finalise their purchase.

## Support you can rely on

Car Care Plan also offers a simple and reliable support process, ensuring retailers receive useful resources to assist with add-on sales, as well as access to a friendly and knowledgeable team of experts should any questions arise.

And an in-house compliance team maintains close contact with the Financial Conduct Authority (FCA) and Prudential Regulatory Authority as well as other industry bodies to ensure they are up-to-date with the latest legislation and regulations.

So, if your business is looking for a reliable aftersales partner, with support services that will help you get the most out of your dealer warranty and insurance products, then visit [www.carcareplan.com](http://www.carcareplan.com) or call 0344 573 8000.



For more information visit [www.carcareplan.com](http://www.carcareplan.com) or call 0344 573 8000



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# The power of partnership

In a rapidly evolving marketplace, you need a financial partner that provides the support and strength to adapt quickly. Giving you the agility to exploit new income streams and opportunities when circumstances change.

Northridge Finance helps you deliver what your customers want. We have enhanced our EV PCP proposition. And we continue to listen, monitor trends and innovate.

To profit from conditions today, the growth in new electric vehicles tomorrow, and be ready whatever the future brings. Power ahead.

For further information, contact our dealer support team:  
**[dealersupport@northridgeuk.com](mailto:dealersupport@northridgeuk.com)**





# Healthy appetite for used cars

**W**hen so much else in the economy seemed at a standstill during 2021, UK used car sales were powering ahead, together with financing. Northridge Finance has seen steady growth through all three quarters and expects a strong finish to the calendar year.

In 2020, as Covid took hold, Q2 transactions were 6.6% higher than 2019's figures, but the pandemic depressed sales in the quarters that followed.

Now the used car market is bouncing back with a very robust recovery. The sector experienced its biggest surge in April, up 307.4% on 2020; a healthy 5.0% above pre-pandemic 2019.

"It's still early to tell where used car prices will level out while the new car supply chain remains disrupted. Our business has seen the average finance amount on used cars rise over 22% compared to a year ago," notes James Dempster, Head of Sales, Northridge Finance.

"Across the market, used car values have risen 18.6% in the last year. Many of our customers have built equity in their trade-in vehicle due to this trend. As a result, we have seen our customers' average deposits on used car financing increase by 30% YOY."

## | ELECTRIC POWER

Used plug-in hybrid vehicles are continuing to increase in popularity through 2021; Q2 saw transactions soar by 351.4%. This represents only 1.3% of the used car market.

Recognising the growing demand for hybrid and electric vehicles, Northridge have enhanced their EV PCP proposition to help customers find a competitive funding solution. Like all Northridge innovations, this is the result of listening to dealer partners; learning what works best for them in a rapidly changing market.

"Our aim has always been to help retailers operate efficiently, profitably and sell more. Above all, have a finance partner you feel confident about no matter what happens," James says.

## | THE SHORTAGES BOOST

One reason for escalating used car sales, James explains: "buying and having a new car delivered in 2021 has been extremely difficult. This has a knock-on effect for the marketplace, driving used car prices to unprecedented levels. Most of the auction houses report record spikes."

The global phenomenon is caused by a shortage in microchips used in new cars. Manufacture stalled as carmakers struggle to get supplies. This is exacerbated by the huge increase in demand for tablets, laptops and phones using the same technologies.

Pent-up demand is expected to bring a sales boost to the new vehicle sector once the supply chain returns to normal.

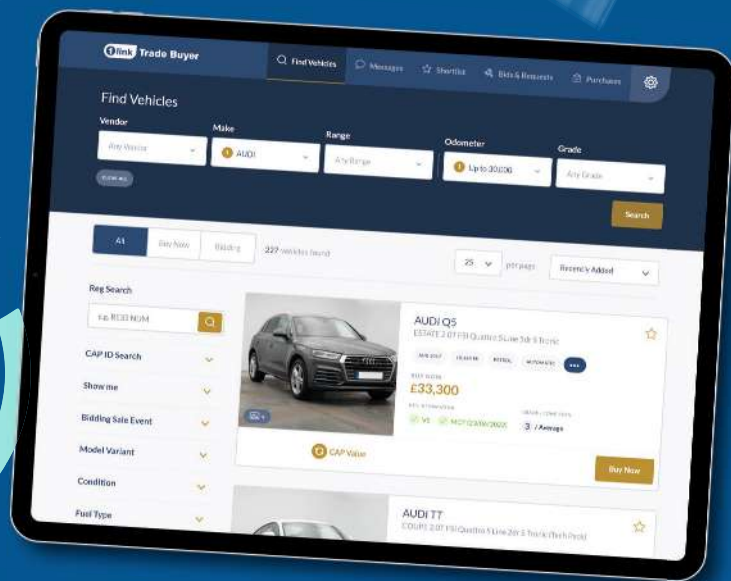
"Whatever 2022 brings, Northridge will continue our dedicated support and service to our used vehicle intermediary partners," James confirms.

Northridge Finance is always ready to offer guidance and expertise to help retailers stay agile, resilient and make the most of the opportunities.

**For further information, contact our dealer support team: [dealersupport@northridgeuk.com](mailto:dealersupport@northridgeuk.com)**



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Source your vehicles and finance your stock – all on one seamlessly integrated platform.

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You'll find stock buying simpler, faster and fuss free.

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# Dealers profiting from seamless funding with V12VF-1link Trade Buyer integration



Dealers are benefitting from a newly-created integration between V12 Vehicle Finance and epyx's 1link Trade Buyer that delivers a seamless online process for selecting and funding car and van stock.

Vehicle retailers simply identify a vehicle they want through the epyx platform and, having connected their existing V12VF account, add it to the borrowing facility and receive instant confirmation just by clicking on a button.

Following the launch of the integration a few weeks ago, the seamless funding option is being used by a rapidly growing number of dealers, such as Colin Woodroffe, co-owner of Southport-based dealer AutoClarity Direct.

He said: "We tried this for the first time recently and it was very straightforward to add a purchase to our V12VF stocking plan - simply one click within 1link Trade Buyer and 'Hey Presto,' it's on. It's super easy to do and as it instantly goes onto the plan there is no need to pay for the car first and then add it later."

1link Trade Buyer is used by a community of more than 3,500 franchise and independent vehicle retailers to buy stock from a number of major fleets including leading car and van leasing companies.

Debbie Fox, commercial director at epyx, explained the appeal of the integration: "The whole ethos of 1link Trade Buyer is to make it as

easy as possible for dealers to find and acquire the stock that they need to make their business a success. Adding an integrated funding option builds on this approach.

"We have chosen to work with V12VF thanks to their track record in the sector and because we believe that they share an overall corporate approach with epyx in terms of

pandemic, bringing added value to our platforms for dealers and other users."

David Nield, managing director at V12VF, added: "This partnership is an excellent way for 1link Trade Buyer users to be able to search for, buy and fund the vehicles they want to retail through a fast and effective online process.



offering customers fast, effective, well-priced online products and services.

"Working together, we have been able to integrate them into our platform in a very clean manner, meaning that the option to buy using their finance is quick, easy and seamless. It's an option from which we are seeing dealers beginning to profit.

"This is also part of a general digitalisation strategy that we have been pursuing in the wake of the

"The relative speed and ease with which we were able to integrate our systems with epyx shows how alike our two companies are in terms of our commitment to creating seamless technological processes that make life simpler for dealers.

"Since our launch in 2019, we have seen rapid growth by being very careful in choosing the companies with which we partner and we believe that this new collaboration will prove to be a valuable new addition to the channels through which we work."

To find out more visit  
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# Vindis Motor Group's Staff Vehicle Costs Redefined by CBS

## The Challenge

With businesses focusing on bottom-line profit and cost savings to recuperate losses from 2020, Vindis was keen to understand how it could operate its company vehicle fleet, and how the CBS Optimiser could deliver cost savings to both the operating and landing costs (more commonly referred to as demo costs). Vindis' Group Sales & Marketing Director, Peter Toop therefore emphasised that the most important aspect of any CBS solution would be to demonstrate a measurable increase in vehicle resale profit for Vindis, in comparison to its current company vehicle arrangements.

Peter stated, that while the buy back and the CAP price of a vehicle is important, it is largely influenced by the current state of the market. Instead, Peter was keen to focus on the landing cost to Vindis, i.e. the return and onward resale of the vehicle, as this is a measurable saving, irrespective of used vehicle market conditions.

In short, Peter asked CBS... 'what does a company vehicle cost the business today, and what would this cost if Vindis selected a different solution for its staff vehicle scheme?'

## The Solution

CBS Regional Manager, Chris Moore collated data using the CBS Optimiser to demonstrate the differences between vehicles in Vindis' average banding scheme compared to an All Employee Scheme (AES) with CBS, and Peter was staggered by the results.

Peter looked at the forensic analysis of the data in detail, and using his commercial intelligence of the market, he soon realised that by changing the way Vindis managed its company car fleet, the business would make savings.

Chris calculated that Vindis could save more than £1.5m\* if all the recommendations were implemented. And, if that isn't enough, any Class 1A National Insurance Contribution (NIC) savings would be in addition to that figure. Chris said of the process:

*"CBS provided an initial Optimiser findings presentation to Peter to share with the other board of directors at Vindis, with the intention of a further opportunity for CBS to present these findings in more detail. However, after conducting an initial presentation, the board were so impressed with the savings, they were happy to proceed immediately."*

Not only does the new CBS solution provide cost savings for the business, it also helps to populate the used car supply chain, which Vindis, and indeed other dealers, are very much in need of at present.

The new solution is being rolled out in a phased and managed approach, with the initial stage firmly underway. The new scheme is proving successful. Employees are happy too, which is evident through Vindis' employee feedback on the CBS scheme that has led to an impressive NPS score of 93.8\*\*

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**We Consult.**  
**We Analyse.**  
**You Save.**

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\*Based on savings achievable through CBS scheme compared to previous average banding arrangement and any increase in vehicle resale opportunity.

\*\*Survey results from 666 CBS employer customers as of June 2021.

Contact CBS today for your consultation

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# Turkey makes major advances in automotive

Turkey is the world's 14th largest  
and Europe's 4th largest  
automotive manufacturer

Advertisement feature by





## Fact file

### **Annual automotive**

#### **exports (total):**

\$30bn/£21.8bn  
(pre-COVID)

### **Annual automotive**

#### **supplier exports:**

\$10bn/7.3bn (pre-COVID)

### **Automotive**

#### **manufacturing**

**employees:** 300,000

### **Key global OEM**

**investors:** Ford, Hyundai,  
Isuzu, MAN, Mercedes-  
Benz, Renault, Stellantis  
and Toyota

### **Design and R&D**

**capacity:** more than  
190 businesses

# Turkey now firmly established as one of Europe's leading automotive manufacturers

Auto sector reaches advanced stage  
in technology and quality certification



**T**he UK Government's free trade agreement reached with Turkey late last year sees it forge new links with an automotive manufacturing nation with impressive potential for growth.

As the home to established car and commercial vehicle (CV) manufacturers, as well as having its own network of high-quality supplier parts producers, Turkey's automotive sector was the world's 14th largest and Europe's fourth largest automotive manufacturer as of the end of 2020.

Baran Çelik, president of the board of the country's Uludağ Automotive Industry Exporters' Association (OIB), is keen to see the relationship between the UK and Turkey prosper – to the mutual benefit of both.

Automotive is one of Turkey's largest areas of focus after decades of development and investment, accounting for around 15% of the country's total exports.

Çelik says: "Turkey's automotive industry has been leading the country's exports for the past 15 years and the sector's annual exports amounted to around \$30bn (£21.8bn) before the pandemic."

Turkey's supplier manufacturing capacity is also considerable, producing parts for some of the world's biggest automotive brands.

#### High standards

Its high production capacity, wide product range and compliance with EU standards means automotive suppliers now accounts for exports of \$10bn (£7.3bn).

Çelik is proud of the standards and efficiency of Turkey's biggest exporting sector. He says: "Today, the Turkish automotive industry, which meets all international quality and safety standards and even exceeds them, is in an extremely strong and competitive position thanks to its value-added production approach.

"Turkey has become a centre of excellence, especially in the production of CVs. By the end of 2020, it had become Europe's second largest CV manufacturer."

The foundations of the Turkish automotive industry date back to the early 1960s, but the sector, which experienced a period of rapid industrialisation and advancement, has transformed from assembly-focused partnerships into a fully-fledged industry with design capability and large-scale production capacity.

**“Baran Çelik is president of Uludağ Automotive Industry Exporters' Association**

## "By the end of 2020, Turkey had become Europe's second largest commercial vehicle manufacturer"

Global OEMs have invested more than \$15bn (£10.9bn) in their operations in Turkey since the turn of the millennium.

"These investments significantly increased the production capacity of these companies and enabled Turkey to climb the ranks to occupy an important place in the global value chain of OEMs," Çelik says.

But Turkey's customs union with the EU, along with its EU candidacy, have also had a significant effect on its growth as a key automotive supplier.

Closer ties with the EU have led to the adoption of EU product and environmental standards and the OIB says most of the Turkish auto companies have gained quality certificates in line with EU directives.

Çelik says: "Today, the Turkish automotive industry has reached an advanced stage in terms of technology and international certification, as it carries out its production predominantly for OEMs operating in Western Europe's advanced economies."

After decades of experience and collaboration which have driven quality and efficiency in Turkish automotive, Çelik says the sector is now looking to build on its strong reputation as a key player in European automotive manufacturing through the development of its own research and development (R&D), design and branding capabilities.

As of 2021, 190 design and R&D centres owned by automotive manufacturers and suppliers are in operation in Turkey.

Underpinning the growth aspirations of Turkey's automotive manufacturing sector are long-term commitments from global car and CV manufacturers who continue to deliver investment to drive capacity and expertise in the sector.

Turkey's established relationships with global OEMs have resulted in investments that extend to a horizon 20-to-25 years away – building a stable foundation for the sector.

Ford, Hyundai, Isuzu, Renault and Stellantis are among the global car giants with a manufacturing presence in Turkey.

In addition, Turkey's Automobile Joint Venture Group (TOGG), a joint venture established in 2018, is developing

its own electric vehicle (EV) range.

Çelik highlights the significance of Turkey's long-term partnerships with overseas business, noting that some have been engaged in automotive manufacturing in the country for more than 50 years, adding: "These global manufacturers have production facilities in dozens of countries and their Turkish factories are among their most successful."

OEMs' ongoing commitment to manufacturing in Turkey reflects their confidence in the quality and value presented by its automotive manufacturing sector, the potential of its domestic market and that presented by newly-forged ties with export partners including the UK.

Çelik added that potential returns from Foreign Direct Investment in its automotive sector remained clear.

#### Young, motivated workforce

He says: "The country is an excellent production centre for the automotive industry with its 60 years of experience, a highly qualified and young workforce, advanced supply chain, geographical and logistical advantages and advanced R&D infrastructure."

Çelik says Turkey has a young population and a domestic market that remains well-positioned for growth in automotive.

He adds: "We have a domestic market that has not yet reached saturation and with a lot of potential and substantial export experience.

"Therefore, companies producing in our country are continuing to expand their investments in Turkey."

Similar to the UK, automotive is a key contributor to Turkey's economy. The sector directly employs 300,000 people and the OIB says ongoing investment has ensured that the country has a young, well-educated and highly-motivated workforce equipped with the skills need to further develop and grow its role in automotive manufacturing.

Turkey is also in an advantageous position in terms of labour costs and a low rate of absenteeism, the OIB says.

Çelik says: "With its highly qualified experts, managers and engineers, the Turkish automotive industry continues its operations benefitting from many years of experience and solid organisational structures in production and export.

"Our industry has proven its resilience to global crises many times. Our qualified and highly motivated workforce has contributed greatly to this success."

# UK and Turkey 'indispensable to each other' in automotive sector

That's the view of the president of Turkey's Automotive Suppliers Association

**W**ith 80% of all components used to build vehicles in Turkey produced domestically, the scope of its automotive manufacturing infrastructure is wide-reaching and all-encompassing.

And after more than 60 years of intense development and investment in a sector which produces cars, commercial vehicles (CVs) and a full-range of automotive parts for global OEMs and home-grown businesses, its Turkish automotive suppliers are ready to leverage the possibilities of the UK/Turkey Free Trade Agreement (FTA).

Albert Saydam, president of the Automotive Suppliers Association of Turkey (TAYSAD), describes automotive parts manufacturing as "one of the significant driving forces of the Turkish economy" and believes the UK can benefit from its exports.

Three months after the UK Government rubber-stamped the agreement in December 2020, Turkey's exports to the UK had increased by 12.7% to reach £2bn.

In March alone, the UK received £700m-worth of Turkish goods, a 33.1% year-on-year increase which made it Turkey's third-biggest market after Germany and the US.

Saydam describes the UK as "one of the principal trading partners of the Turkish automotive sector", adding that the relationship is vital for the Turkish economy.

But he believes the two commercial partners are "indispensable to each other".

"The FTA does not only aim to increase product diversity and quantity. There is a much bigger vision behind this," Saydam says.

"With the signing of this FTA, the two countries have declared they wish to advance in changing the global trade order and that they wish to take part on this stage together. The signing of the agreement within a very short time underlined this aim once again.

"As Turkish automotive suppliers, our expectation from the FTA goes beyond just the mutual growth of conventional trade."

**"Foreign investors and all our stakeholders abroad can use Turkey's existing potential, speed and agility, and ability to do business and turn it into an opportunity"**

## **Collaboration and partnership**

Saydam says new commercial relationships forged between the UK and Turkey will deliver cooperation and partnerships that will leave a mark on new technologies.

He adds: "Foreign investors and all our stakeholders abroad can use Turkey's existing potential, speed, agility, and ability to do business and turn it into an opportunity.

"In the changing concept of mobility, we advocate Turkish supply industrialists to take faster action in transformation by creating collaborations, partnerships and licence agreements with their British counterparts."

TAYSAD – a member of CLEPA (the European Association of Automotive Suppliers), with ISO 9001:2015 and ISO 27001:2013 certification – was established in 1978 by a group of 14 entrepreneurs to be the sole and best qualified representative of the Turkish automotive supply industry, guided by its vision of taking a place in "the global top 10 in terms of design, technology and supply capability".

Its membership of more than 480 automotive parts manufacturers adds value to the national economy of Turkey with \$25bn (£18.2bn) of annual business volume, \$11bn (£8bn) exports, more than 200,000 employees and 179 R&D and design centres.

And, although Saydam suggests that the COVID-19 pandemic has seen a renewed focus on investment in manufacturing in Turkey, 60 of TAYSAD's members have invested in 160-plus facilities in 43 countries.

Turkey's key automotive parts producers have a presence in the US, Mexico, Brazil,

Germany, France, Spain, the UK, Italy, Romania, Slovakia, Hungary, Bulgaria, India, Russia, Ukraine, Tatarstan (Russia), China and South Korea.

## **Turkey's automotive suppliers expertise**

A track record of working with European OEMs, a flexible production capability, a well-educated and enterprising labour force, harmonisation with international quality systems and technical regulations are all central to Turkey's success as a supplier to the automotive industry.

These USPs, and its expertise in exports, have helped create lasting relationships with foreign partners.

The sheer range of products made by TAYSAD members is also noteworthy and boosts the resilience of the automotive parts sector in Turkey.

The gamut of components TAYSAD businesses produce, which underpin Saydam's assertion that "the composition of any vehicle produced in Turkey will be 80% domestically manufactured" includes: complete engines and engine parts; heating and cooling systems; HVAC (heating ventilation and air conditioning) systems; drivetrains; braking systems and braking components; hydraulic and pneumatic components, including vehicle suspension; tyres and rubber components; chassis sections; electrical equipment and lighting systems; batteries; windshields; seats and specially fabricated vehicles.

Turkey's automotive parts manufacturing sector has been both impacted by the COVID-19 pandemic and motivated to invest in making the shift towards electric vehicles (EVs) in recent times.

"Following the pandemic, the questions are being asked about the extent of globalisation of automotive production, and there are moves toward finding resources closer to hand. This is an opportunity for Turkey," Saydam says.

"The Turkish automotive suppliers industry has demonstrated success above and beyond the general economic performance of Turkey.



« Albert Saydam,  
president of the Automotive  
Suppliers Association of Turkey

"We need to build on this success, and that will require new business models, business techniques and approaches. We need to be bolder in our decision-making."

#### Welcome prospect of EVs

Saydam says automotive suppliers industry developments – and, particularly, the rise of EVs – were "a welcome prospect for us all".

Turkey is planning to create its own EV brand. The country's Automobile Joint Venture Group (TOGG), a joint venture established in 2018, unveiled prototypes of SUV and saloon models last year and will aim to make use of 51% home-produced parts when production gets under way.

Saydam says investment in the home-grown EV brand will cause the automotive parts sector to "take stock of all aspects of what we currently offer" as it broadens the scope of its EV offering.

"Ford Otosan's EV project will give us a similar opportunity," he adds.

"The TAYSAD management and our members will take important steps in line with our focus on new technologies and innovation. TAYSAD is seeking to create an environment in Turkey which will be favourable to the development of the technologies required for EVs, and to establish the level of skills and infrastructure needed for our automotive supply industries to develop these technologies.

"The automotive suppliers industries are of critical importance as Turkey goes electric. It is essential that they closely monitor this shift, renew their vision and invest in keeping up with technology.

"TAYSAD has a project to establish an innovation centre which will focus on the transition to electric in order to enable us to explain this transformation more clearly to our members and to the people of Turkey."

News that Turkey's long-established automotive suppliers industry is quickly gearing-up to drive innovation and efficiency in EV parts production is sure to present opportunities for UK automotive to cement its stronger relationship with a key trading partner.



# New era for automotive trade between Turkey and the UK

Securing a free trade agreement means parties can plan for growth

**T**urkey already has one of the strongest trading relationships with the UK automotive industry compared with any market in the world and securing a free trade agreement (FTA) paves the way for future growth.

The UK is Turkey's third largest market for automotive exports, representing a 10% share worth \$2.2bn (£1.6bn) in 2020.

More than 100,000 vehicles made in Turkey reached the UK in 2020, including 67,000 light commercial vehicles (LCVs) and 44,000 passenger cars.

Vehicle manufacturers such as Ford and Hyundai have a big presence in Turkey, producing and assembling popular products like the Transit van family, as well as the i10, i20 and Bayon passenger cars.

Baran Çelik, Uludağ Automotive Industry Exporters' Association (OİB) chairman, says: "The UK is a key export market for us, especially for LCVs and passenger cars. The supplier industry also represents up to \$600m (£435m) by value.

"By securing an FTA with the UK in



January 2021 we have been able to maintain our advantage of duty-free trade.

"There is a long-standing partnership and deep-rooted commercial ties between the automotive industries of the two countries."

Since the FTA came into effect, Turkey's automotive exports to the UK increased by 63% and Çelik is anticipating the market to

once again reach a value of \$3bn (£2.2bn).

Çelik says Turkey is in a strong position to increase exports to the UK, as global OEM factories located in the country are among those that operate with the fewest faults.

He says: "Many of them are listed among the most successful factories of their companies. For this reason, vehicles







produced in Turkey rank high in terms of quality and reliability."

Alessandro Marongiu, senior trade policy manager at the UK's automotive trade body, the Society of Motor Manufacturers and Traders (SMMT), says Turkey sits alongside the EU, the US, China and Japan as one of the biggest trading partners for UK automotive in the world.

He says: "That gives you an idea of the size and importance of the relationship."

Marongiu says the import market is huge, with Turkey representing 2.6% of all UK car exports.

UK-produced vehicles also accounted

for a 3.2% share of the total Turkish automotive market in 2020.

The share of the value of UK-made vehicle engines exported to Turkey grew from 31.3% in 2019 to 35.9% in 2020, worth £800m.

Marongiu added: "The majority of UK exporters can currently benefit from the free trade deal so I think we can be optimistic on the prospects of trade with Turkey given our current position and the growth potential in the market."

Çelik acknowledges that it will be increasingly important for the Turkish automotive manufacturers to keep pace with the transition to electric vehicles (EVs),

particularly as markets like the UK race to zero emissions deadlines for cars and vans in 2030.

Ford has already announced a €2bn (£1.7bn) investment in electric and connected new generation LCVs at its Otosan production site. This will position Turkey as one of the world's leading production centres for new generation LCVs.

Both Turkey's Automobile Joint Venture Group Inc. (TOGG) and Ford Otosan will produce batteries for EVs locally in Turkey.

Çelik says: "This investment will give us an advantage in terms of the development of battery technologies in our automotive industry.

"We also expect to see further investment in digital instrument clusters, camera and sensor technologies, charging equipment and power distribution systems, fuel cells, innovative and light materials, multimedia systems and battery cooling.

"The TOGG's locally manufactured automobile and Ford Otosan's investments will create a great opportunity for us and will encourage our suppliers to become a part of this transformation."

As a result of these investments, Çelik expects Turkey's total global annual automotive exports to increase from \$30bn (£22bn) today, to a market worth \$40bn (£29bn).





# TMMT operates the best auto factory in Europe and Africa

Now its CEO has sights set on being the best in the world

**T**oyota has set its sights on making its Turkish car production the "best in the world" after it was recognised for delivering the highest manufacturing standards in Europe and Africa.

The Turkish automotive sector's reputation for automotive production excellence was cemented when US-based independent research company JD Power's annual rankings placed Toyota Otomotiv Sanayi Türkiye (Toyota Motor Manufacturing Turkey – TMMT) as the best factory in the Europe/Africa region in 2020 – selecting the facility for its Gold Plant Quality Award.

JD Power's Initial Quality Study assessment identified the plant's Toyota C-HR hybrid crossover, which is produced at the site alongside the Corolla, as the finest vehicle in terms of quality of all vehicles manufactured in the region.

Toshihiko Kudo, president and chief executive of Toyota Turkey, recognised the importance of the result not only for Toyota's operations, but as recognition of the expertise and quality delivered by the Turkish automotive sector as a whole.

He says: "This is an important success for Toyota Motor Manufacturing Turkey and also for this country.

"The achievement is significant because it demonstrates the standard that Turkey's automotive sector has attained, and I thank all of our staff and our suppliers for their valuable contributions.

"From here on, our aim will be to consolidate this position by making this production facility the best not just in Europe and Africa, but in the whole world."

TMMT was founded 31 years ago and began production in 1994.



**TMMT president and CEO  
Toshihiko Kudo has big ambitions  
for the company's factory**

In the years since its foundation, the \$2.58 billion (£1.92bn) investment made in the TMMT plant in Sakarya, north-west Turkey, delivered an efficient manufacturing operation which has produced exports totalling more than \$41bn (£30.56bn).

It employs a workforce of 5,500 staff and operates a six-day shift pattern to produce an annual vehicle production output of 280,000 units – exporting 90% of its products to 150 countries across the globe.

As such, TMMT is Turkey's second largest exporter with a total production volume of nearly three million vehicles.

Its output accounts for 33% of the brand's total production in Europe and the UK is the top export destination for the Toyota C-HR hybrid crossover it produces.

Kudo says: "Toyota Motor Manufacturing Turkey is honoured that, through the corporate identity and operations we have

developed over our 31-year history in the automotive sector, we have been recognised as a model company."

Toyota has now built on its Turkish operation's impressive delivery of quality and efficiency in manufacturing with the creation of a Production Engineering and Systems Development Centre.

Officially launched in 2019, the centre houses a workforce tasked with developing safer low-cost technologies for production and maintenance processes and conducting in-depth studies on Industry 4.0, IoT, image processing and automation systems.

Its first steps in robot and IT technologies have produced 100% reliable and fully automated quality control applications using collaborative robot and camera systems, according to Toyota.

The centre has already begun to export the systems developed by its workforce.



**Website:** [www.askturkiye.com/en/sector/turkish-automotive](http://www.askturkiye.com/en/sector/turkish-automotive)

[www.linkedin.com/showcase/turkish-automotive](https://www.linkedin.com/showcase/turkish-automotive)



## CUPRA FORMENTOR E-HYBRID

REPORT  
PROGRESS



### WHY I'M SEEING THE FORMENTOR IN A WHOLE NEW LIGHT

£38,155  
(INCL. £555  
METALLIC PAINT  
OPTION)

1.4-LITRE TURBO-  
CHARGED PETROL/  
ELECTRIC HYBRID.  
204PS

0-62MPH  
7.8 SECS, TOP  
SPEED 127MPH

201.8-  
217.3MPG

29G/KM  
(WLTP)

**T**aste is subjective. Which is handy considering there are 40-odd car brands on offer to new car buyers and more than a dozen different body types to suit their needs.

It's also why I tend to avoid writing about a vehicle's looks in our new car launch reports. Readers can easily determine for themselves from the images we publish whether they find it striking and stylish or brash and gaudy.

My exception is for long-term test reports because living with a car allows you time to discover cosmetic details that aren't so evident at first glance.

The Formentor is a dynamic-looking car, with some sharp lines and a concentrated look to its front end thanks to the foglights tucked away neatly. And I love the full-width light bar at the back, which seems really well integrated.

When you're driving regularly alongside SUVs you realise Cupra is right to add a new label to Formentor's unconventional body type. The 'coupé-SUV' moniker reflects that its ride height and overall profile is only slightly above that of an old-school hatchback.

**THE AMBIENT INTERIOR LIGHTING CAN BE SET TO A NEW COLOUR EASILY – JUST ASK YOUR PASSENGERS WHAT MOOD THEY'RE IN**



This car is a great conversation starter when you're picking up friends. Unlock the car at night time and the puddle lights beneath the door mirrors shine down an illuminated Cupra logo, prompting an immediate 'what's this then?' from the uninitiated.

Then there's the ambient interior lighting, which can be set to a new colour easily through the centre touchscreen – just ask your passengers what mood they're in. Added to the two-tone leather upholstery and soft-touch plastics in the cabin, it all combines to create a classy, refined atmosphere for the occupants.

The longer I live with the Formentor the more I'm convinced that it really is the right car to start putting Cupra on the map. **TIM ROSE**

CURRENT  
MILEAGE

0 4 5 8 2

START  
MILEAGE

0 0 0 5 6

✓ NEAT FEATURES,  
GREAT STEREO

✗ NEEDS ANOTHER  
FRONT CUPHOLDER

### ≡ GUESS THE CAR COMPETITION

THIS MONTH'S WINNER



Richard Hyde,  
head of  
business at  
Wearside Audi  
in Sunderland,  
correctly  
identified the  
Toyota Carina E  
in 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, December 3.





# STEP INTO THE FUTURE of vehicle retailing



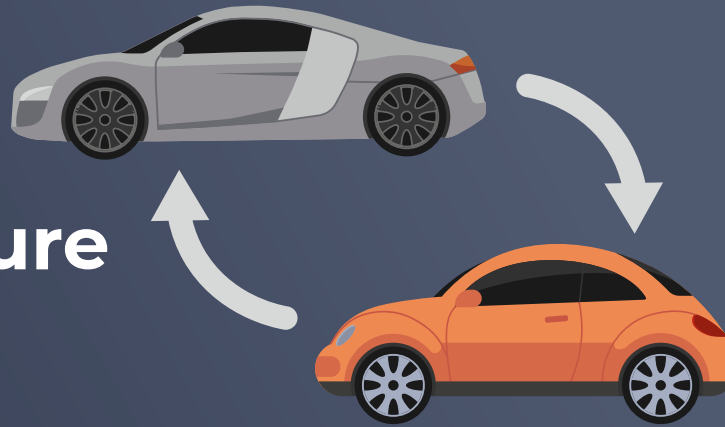
ENGAGE • CONVERT • TRANSACT

iVendi.com  
tellmemore@ivendi.com  
0345 226 0503





# How to fight stock shortages by using technology to capture part exchanges



**F**or most dealers, part exchanges have in recent months become not just part of the sales process that needs to be managed but an important source of used stock while shortages continue with no sign of an end in sight.

More and more retailers are selling part exchanges themselves, whether they fall within their usual profile or not, simply because they know almost all cars and vans can now be sold at a healthy margin and that finding any saleable stock at all could be an issue.

However, many don't fully recognise the ways in which digital tools can be highly effectively used to capture the part exchange in online sales processes, substantially increasing the potential for profit from the overall deal.

At iVendi, we've pioneered an approach that is currently producing strong results for several retailers. It's part of our new and revised Online Orders tool, included in the CONVERT and TRANSACT products that are both elements of the iVendi Connected Retail range, and works by ensuring that an appealing part exchange valuation is fully integrated into the digital journey.

This is an area that we have been evaluating for several years with a wide variety of retailers trialling a variety of different methods, and believe that we have now arrived at a relatively simple but effective technological solution that delivers a good balance of ensuring that the vehicle is sensibly assessed for the dealer but that the price offered to the vendor is also attractive.

Valuations are offered based on standard CAP grades but a wide

degree of flexibility is offered to dealers, who can choose to add or subtract percentages or cash values in several different ways. This means that the valuations you offer can be managed in a proactive manner, with you approach changing almost day-by-day to meet market conditions. In a dynamic pricing situation such as we are currently seeing, this adaptability is essential.

Online Orders is not just enabling successful part exchanges but has also been the subject of a series of enhancements designed to drive digital sales. These include warranty and delivery options, giving users the ability to build their own order when hitting the

"buy" button. The customer can now do everything surrounding the order process online, including accessing a wide range of finance, aftersales product and delivery options offered by the dealer.

It's an update that incorporates much of what we have learnt about customers who want to buy online during the pandemic and we have used those insights to create enhanced and results-orientated functionality. We expect it to become widely used, quite quickly.



**James Tew,**  
CEO, iVendi

**ENGAGE** is designed to help consumers find the right vehicle by rewriting the rules for online car, van and motorcycle search using the natural language adopted by the majority of vehicle buyers.

**CONVERT** facilitates the process of transforming initial online consumer interest in a vehicle into a sale through a range of essential features.

**TRANSACT** develops online consumer interest in a specific vehicle through to a final transaction while managing the complexities of the sales process and includes iVendi's innovative Digital Deal.

## About iVendi

Founded in 2009, iVendi is the market leader in motor retail technology both in the UK and internationally. With a connected, modular product range which engages consumers, converts buyers and manages transactions, iVendi technology interacts with around five million consumers every month and thousands of motor retailers, manufacturers and finance providers. The company is based in Colwyn Bay.

# KIA EV6



The futuristic styling includes flush-fit door handles

**K**ia is no stranger to electric cars, with two successful models – the E-Niro and Soul – already available, but its latest offering is set to take the brand to new heights and compete head-to-head with premium marques.

The EV6 straddles multiple segments, offering hatchback practicality, luxury saloon levels of space and a raised SUV driving

position. With a starting price of £40,945, it sits firmly in the compact executive segment, offering an electric alternative to the likes of the BMW 3 Series.

Its futuristic styling incorporates neat details such as retractable flush-fit door handles and a charging port that's cleverly integrated into the rear tail light cluster.

Inside, the EV6 provides an enhanced digital experience with two conjoined 12-inch

“

ACTING AS A FLAGSHIP EV WHILE OUR ALL-ELECTRIC SALES CONTINUE TO GROW EVERY YEAR, IT'S A STRONG STATEMENT TO SHOW WHAT KIA IS CAPABLE OF  
PAUL PHILPOTT,  
KIA MOTORS UK

displays mounted at the top of the dash. A third digital touch panel integrates all the familiar climate and infotainment controls, along with the all-important volume dial.

The newcomer shares a platform with the recently launched Hyundai Ioniq 5, packing in a 77kWh battery for a WLTP range of at least 300 miles on all variants.

Its impressive range is paired with rapid charging that sees the car replenish its battery from 10% to 80% in 18 minutes using a 350kW charger. A full charge on a 7kW home charger takes around seven hours.

There are two powertrains: a rear-wheel drive (RWD) single motor and a twin-motor all-wheel drive (AWD). The RWD serves up 229PS and provides the greatest range, with a WLTP figure of 328 miles. AWD models, meanwhile, can cover up to 314 miles.

Despite weighing almost two tonnes, the EV6 RWD travels from 0-62mph in around seven seconds, which should be more than adequate for the majority of compact executive buyers. There's a decent surge when you call for more power, thanks to the instant deployment of the motor's 350Nm of torque.

Buyers who want a more thrilling drive can,



Left: Two conjoined 12-inch displays are mounted on the dash



of course, opt for the AWD model. It's noticeably more potent, giving a sports-car rivalling 5.2-second 0-62mph acceleration time.

A flagship GT variant, with an impressive 577PS, will be launched next year.

Compared with its Hyundai sister car, the EV6 has been tuned for better driver engagement. Its suspension is firmer, and Kia's engineers say they have calibrated the chassis to be "a bit more fun".

That doesn't come at the expense of ride comfort though. If you avoid the 20-inch wheels on the range-topping model, the EV6 is smooth and comfortable. Wind noise is well isolated too, with nothing but a little tyre rumble to break the silence.

Drivers can choose from varying levels of power regeneration using steering wheel-mounted paddles. This ranges from a one-pedal-drive setting, which, essentially, brings the car to a halt whenever you lift off the accelerator, to a freewheeling mode. There is also an Auto setting, which can adjust the regeneration mode based on what's happening on the road ahead.

The EV6 comes packed with all the gadgets and features you'd expect from a premium-badged car. Entry-level Air trim includes 19-inch alloy wheels, LED lights, keyless entry, heated front seats and adaptive cruise control.

GT-Line models, start from £43,945 and feature sportier body styling, rear privacy glass, electrically adjustable front seats and faux leather and suede upholstery.

Range-topping GT-Line S (from £48,445) gets 20-inch wheels, a sunroof, 360-degree camera system, ventilated front seats and a 14-speaker Meridian sound system.

So far, the GT Line S, paired with the AWD powertrain, has been the most popular model among those that have placed a deposit, with a price tag of £51,945. Kia expects the GT-Line and GT-line S models to be the biggest sellers.

The brand accepted 1,600 orders for the new model before it was available to test drive, wiping out its supply quota for at least the next year. Kia says it is working hard to secure more stock, but dealers may have to work hard to manage customer expectations as lead times are likely to be an issue for at least the next 12-18 months.

MATT DE PREZ



£40,945  
- £51,945



ELECTRIC



0-62MPH  
5.2 - 7.3 SECONDS;  
TOP SPEED  
114MPH



N/A



UP TO 328  
MILES



0G/KM CO<sub>2</sub>

*Needs lightning  
bolt-on-the-pump  
at work*

**Below: the charging  
point is cleverly  
integrated into the  
rear tail light**



## Q&A



PAUL PHILPOTT,  
PRESIDENT AND  
CEO OF KIA  
MOTORS UK

### How has Kia fared in the UK in 2020 and 2021?

The past 18 months have been very challenging, not only on a business level, but also personally, for so many people. I'm incredibly proud of the achievements of the team here at Kia, as well as our dealer partners that represent us in their local communities. We have all worked together to face huge challenges, despite the unpredictability of the pandemic. I'm pleased to say that Kia ended 2020 with a higher market share in the UK and across Europe – a trend we have seen continue into 2021.

### How important is the EV6 in the UK?

The EV6 is the next stage in our electrification journey, which started here in the UK in 2015 with the first-generation Soul EV. As a product, it plays to the brand's strengths in design and is a culmination of skills and development expertise collected throughout the past few years with the e-Niro in particular. It paves the way for our comprehensive EV line-up in future, and represents everything that our new

brand identity seeks to offer customers. Acting as a flagship EV while our all-electric sales continue to grow every year, it's a strong statement to show what Kia is capable of.

In this sense, there are similarities with the Stinger, which has also been hugely powerful for the development of our brand.

### What sales targets have you set for the EV6 for the UK market?

We don't release sales or production targets for individual models. However, early demand has been unprecedented, with more than 1,600 UK pre-orders for the EV6 taken even before customers have had the chance to drive it.

### How important are fleet sales for the EV6?

With company car drivers incentivised to choose pure electric drivetrains, the EV6 is perfectly positioned to take advantage of the 1% benefit-in-kind taxation that is applicable in the 2021/2022 tax year, rising to 2% next.

The benefits are clear and company car drivers are taking to pure electric drivetrains in their droves.

Almost a fifth of EV6 pre-orders have been made by fleet buyers.

We are perfectly placed with the EV6 to attract customers that want a cutting edge, distinctive, powerful and spacious electric vehicle that will wow their family, friends and colleagues with its superb design.

## KEY RIVALS



BMW 3 series

- ✓ DRIVEABILITY
- ✗ NO ELECTRIC OPTION



Polestar 2

- ✓ FEELS EXCLUSIVE
- ✗ COMPACT INTERIOR



Tesla 3

- ✓ LONG RANGE
- ✗ BLAND LOOKS

## REVIEW RATINGS

AUTO EXPRESS



TOP GEAR



WHAT CAR





# AM dealers recommend their top-rated suppliers

**T**he greatest form of marketing is word of mouth. A business may have excellent products, but, ultimately, recommendations are a measure of outstanding service. The results of AM's annual Dealer Recommended programme, which researches subscribing dealers about the companies they believe offer the best service, are in. Here, we present the recipients:

## WARRANTY



**By Ben Russell,  
Chief Executive Officer, Car Care Plan**

Car Care Plan was founded in 1976 to provide warranty products to the automotive market. In the 45 years since, it has gone from strength to strength to become one of Europe's leading providers of vehicle warranty and motor-related add-on products.

Today, the company registers more than 1.2 million products annually, with active policies in 70-plus countries worldwide managed through five strategically-based offices around the globe.

Our in-house insurer carries an A- rating from credit rating agency AM Best, with further backing from our fellow A- AM Best-rated parent company AmTrust.

Car Care Plan has relationships with more than 20 major manufacturers and in excess of 2,000 group and independent retailers. It has significantly expanded its range, offering core products such as Warranty, Asset Protection, Cosmetic Insurance, Alloy Wheel Insurance and Tyre Insurance, with complimentary additions



**Car Care Plan**

An AmTrust Financial Company

including MOT Test Cover, Roadside Assistance and Service Plans. Each of the insurance products carries a five-star default rating.

## DIGITAL MARKETING



**By Stuart Pearson, COO, BCA UK**

BCA is at the heart of the UK motor industry, with a complete range of vehicle buying and selling services, sophisticated digital remarketing platforms, logistics, storage and vehicle refurbishment.

BCA delivers a fully digital remarketing proposition and continues to enhance and improve its suite of digital products to make it even easier for customers to do business with us.

Frequent enhancements to the BCA website and Buyer app have developed functionality for the digital buyer audience, delivering a more intuitive and user-friendly service.

Post-sale processes have been improved through the MyBCA dashboard and Click and Collect services giving buyers the ability to self-serve and BCA continues to enhance the market-leading range of specialist dealer services, including BCA Partner Finance and BCA Dealer Pro.

Through innovation, quality of service and experience, BCA creates the most efficient, sustainable and profitable



vehicle exchange to meet the growing needs of dealers, putting customers at the heart of our business.

## AFTERSALES FINANCE & CAMPAIGN SERVICE PLANS



**By John O'Donnell, Managing Director, EMaC**

EMaC works in close partnership with vehicle manufacturers and dealerships to help to strengthen their aftersales relationships with customers, creating positive experiences that lead to increased loyalty and greater revenues.

Our portfolio of clients includes 16 leading vehicle manufacturers and thousands of motor retailers, all of whom benefit from EMaC's constantly evolving, technology-led product range to drive customer retention.



We use reliable, highly evolved platforms to integrate our systems with those of our clients.

We offer customer service that is second-to-none and we take responsibility so our clients can focus on their strengths, knowing that their customers are in great hands.

As the leading aftersales partner to the UK automotive industry we drive an aggregated £250 million of aftersales revenue into the UK network annually, through our range of solutions.



## FINANCE

**By Tim Smith, head of Black Horse Motor Finance**

Black Horse is one of the UK's leading vehicle finance providers. Our close relationship with more than 4,500 dealers nationwide means we can offer excellent customer service and personalised finance at locations across the UK.

We pride ourselves on producing clear, transparent product information and documentation that always aims to make finance straightforward for our customers.

The past couple of years have seen big

challenges for our industry. Customer needs and behaviours are rapidly evolving with digital playing an ever-greater role and we've been working closely with our dealers to adapt and build for the future.

We help to ensure our dealers and customers get the right outcome with our innovative systems and industry expertise, providing a better way of doing business together.

**blackhorse** 

## PAINT PROTECTION

**By David Paterson, Managing Director, Supagard**

Founded in 1988 by Brian Quinn and John Orrick, Supagard has grown to become the UK market leader in professionally applied automotive paint and interior protection products.

From our state-of-the-art premises in Glasgow, our reputation has been built through continuous focus on ensuring that Supagard products and service are the best in an ever-changing market.

This has been a major contributing factor to our popularity in the trade, particularly among vehicle manufacturers who have applied their own stringent quality assurance measures before endorsing Supagard.

Our competitive price structure, training and no-quibble lifetime guarantees provide retailers with a strong package and make it easy for them to sell our products and maximise their profits.

Contact Supagard today to find out more about how your business can profit in partnership with the UK's

**Supagard**<sup>®</sup> No 1 in paint, fabric and leather protection.  
Tel: 0141 633 5933  
Email: [info@supagard.com](mailto:info@supagard.com)  
Web: [www.supagard.com](http://www.supagard.com)

## GAP AND RTI

**By Martin Hill MBA, Group Director of Strategic Partnerships at AutoProtect Group**

Thank you to the dealer community for recognising AutoProtect Group as their Recommended Supplier for GAP & RTI for the fifth year in a row!

In line with our GAP/RTI credentials, I want to highlight a crucial opportunity for these products that can help dealers' retention, reputation and profitability – today's record used car values.

With new car shortages set to continue into 2022, the unprecedented used car prices we see today look set to continue.

However, in the next three/four years, when today's buyers are enjoying their car, a price realignment is very feasible. A normalisation in used cars values could place these buyers at greater risk than in typical market conditions in the event of a write-off.

A quality GAP/RTI product, priced fairly, can mitigate the risk of used car price deflation, helping buyers and dealers alike.

In the current market, GAP & RTI products are more relevant than ever.

**auto protect**

Visit us at  
**amonline.com**  
for all the 2022  
dealers we  
recommend





# Our automotive family is struggling. They urgently need your help.

Dear colleague,

Whilst everyone continues to deal with the aftermath of Covid-19, it has been encouraging to see the positive bounce-back enjoyed by our industry this year.

However, we know that many of our automotive family - the people our industry relies on - are struggling. They continue to face life's toughest challenges; challenges we hope we will never have to face ourselves.

**We have seen a staggering 147% increase in the number of people turning to Ben for support this year, and we know there are many more families who are struggling and need our help too.**

People are turning to Ben for support with issues from mental and physical health to poverty, domestic abuse, homelessness and much more. These issues are more urgent and more complex than ever before but with fundraising income still impacted by Covid-19, we are once again facing the prospect of not being able to help everyone.

**That is why we are launching our urgent Christmas Appeal to the industry, asking for your help to ensure Ben never has to decide who we support based on our available funds.**

**To do that we need your help to raise at least another £500,000 this Christmas.**

**Please, email [pledge@ben.org.uk](mailto:pledge@ben.org.uk) now to show your support for our Christmas Appeal.** Your donation will help make a life-changing difference to someone in our automotive family this Christmas, and beyond. What an incredible gift.

Thank you,

Zara Ross,  
Chief Executive

Steve Nash,  
Chairman of Ben Board

**When any member of our  
automotive family is struggling,  
we all rally to support them.**



Ben - Motor and Allied Trades Benevolent Fund. Lynwood Court, Lynwood Village, Rise Road, Ascot, SL5 0FG. A charity registered in England and Wales (no.297877) and Scotland (no.SC039842).



**Support for life**



# TALENT ON THE MOVE



**JAMES BREARLEY,  
INCHCAPE CHIEF  
EXECUTIVE**

Inchcape chief executive James Brearley will leave his post at the end of this year to "take up a new challenge", after completing the implementation of a five-year strategy first revealed in 2017.

He joined the business following a period as a consultant after his departure from Pendragon, where he had been managing director of its Stratstone premium division and Chatfield's Trucks.

George Ashford, currently group chief transformation officer, will take on the CEO role on an interim basis. Ashford has led a number of significant businesses at Inchcape in Europe, Australasia and latterly APAC (Asia-Pacific).

During his time with Inchcape, Brearley implemented a plan focused on overhauling the business's operating structure, digitalising the customer

journey, and maximising its used car opportunity.

In a recent feature with *AM*, Brearley detailed how the group was now establishing a 20-site used car retail division.

Inchcape Group chief executive, Duncan Tait, said: "I am grateful to James for his contribution to Inchcape over the years, and particularly for his work with me in the past year on the development of our new strategy."

Brearley's departure comes just weeks after a High Court judge concluded he appeared prepared to "tell untruths" after dismissing a case that a law firm's negligence prevented him opening a Jaguar Land Rover (JLR) dealership in Wolverhampton following his 2015 departure from Pendragon.

Brearley told *AM* the issue was "a personal matter".



**TRACY ELLAM,  
OPERATIONS  
DIRECTOR AT  
LSH AUTO UK**

Former Mazepoint and ASE director Tracy Ellam has joined LSH Auto UK as operations director.

Ellam joins the Hong Kong-owned AM100 Mercedes-Benz franchised car retail business with more than 25 years' experience in the UK motor retail industry, many spent working with the German premium car brand.

In her new role, Ellam will be responsible for finance, sales administration, CXC and group marketing at LSH Auto.

Most recently she was commercial director of business intelligence and technology specialist Mazepoint.

Before this, she was regional director UKI and Southern Europe of ASE, managing 24 automotive brands and the market offices in Spain, Portugal, France and Italy.

Her previous positions include regional financial controller roles with Mercedes-Benz Retail Group and the Mercedes-Benz divisions of Pendragon and Jardine Motors.



**REBECCA McNEIL,  
FLA CHAIRPERSON**

The Finance and Leasing Association (FLA) has named Close Brothers Motor Finance chief executive Rebecca McNeil as its new chairperson.

McNeil has industry experience spanning senior roles in Barclays as managing director of the asset finance division, chief operating officer for Barclays Business and managing director of product for all business and corporate lending.

In addition, she brings consumer finance experience

from her time at GE Money and AMEX.

McNeil succeeds Richard Jones, who has held the position since 2017.

Jones said: "I'm delighted to be handing over the reins to Rebecca. Her knowledge of FLA markets and her insights on the challenges facing lenders position Rebecca well."

"I wish Rebecca every success in helping the FLA steer through its next chapter, including the challenges and opportunities of Net Zero."

## MOVERS IN BRIEF



**LYNDSLEY KERR, REGIONAL SALES  
MANAGER AT CAR MONEY**

Car Money, the motor finance business owned by Peter Vardy Group, has appointed Lyndsey Kerr as its new Northern Ireland regional sales manager. She has worked for the Agnew Group for more than 15 years and has a wealth of experience in both finance and sales management. Kerr is tasked with expanding the Car Money brand throughout the province. Car Money aims to disrupt the car finance market by applying technology to simplify the process.



**DARREN SINCLAIR, CHIEF  
COMMERCIAL OFFICER AT I VENDI**

iVendi has welcomed former Cox Automotive Europe board member Darren Sinclair as its first chief commercial officer, as it embarks on a plan to triple revenues within three years.

His appointment comes within weeks of the arrival of former Chrysalis-Solmotive co-owner Paul Bennett as iVendi's senior vice-president for international business and banking alliances and Simon Hunt into the newly-created role of head of information security and compliance.



**IAN PLUMMER, NON-EXECUTIVE  
DIRECTOR AT AUTO TRADER**

The Institute of the Motor Industry (IMI) has appointed Ian Plummer, commercial director at Auto Trader Group, and Chris Mason, chief executive officer of FISITA, as non-executive directors. Both have extensive experience in the automotive space. The IMI said the objective was to bring individuals onto the board with first-hand experience of the changing dynamics of automotive.



**STUART CARR, AFTERSALES BUSINESS  
DEVELOPMENT MANAGER AT VW GROUP**

Stuart Carr has joined the Volkswagen Group's aftersales commercial programmes team as its new business development manager. He is expected to play an integral role in managing the relationship between the newly-formed VW Group aftersales commercial programmes division and the wider franchised dealer network.



**PAUL PARKINSON, CHAIRMAN OF THE  
BVRLA LEASING BROKER COMMITTEE**

Paul Parkinson has been named as chairman of the leasing broker committee at the British Vehicle Rental and Leasing Association (BVRLA). The Synergy Car Leasing CEO has been a member of the committee since 2015. He said: "I will work to ensure that our broker members continue to benefit from the work of the committee and the wider BVRLA."

# EIGHT QUESTIONS TO A...

## HEAD OF SALES

Andrew Stuart, head of sales  
at MG Motor UK



### What are the main responsibilities of your role?

My main responsibilities are working with all our partners in the network and the team in Marylebone to ensure the MG brand is represented correctly, improving our customers' experience. I am also here to drive sustainable profitable sales growth for MG Motor UK and for the network by maintaining the right levels of business in all channels of the market. One of my key responsibilities is protecting the residual value of our cars as we continue on our path of growth. It can be all too easy to make decisions that deliver quick growth and market share now but damage the value in our cars which is what we want to avoid.

### What are the most significant challenges ahead in your field of work?

One of the things that is great about this industry is that it is so dynamic and there is always a cocktail of short- and long-term challenges that have to be navigated. Clearly in the short term there is the current economic climate and the shortage of semiconductors leading to short supply of vehicles. Probably the most important challenge is how we adapt to the transition to new drivetrains and the impact that will have on the whole structure of the traditional automotive business. We need to adapt across all areas of the business to ensure we survive and thrive in the environment of the future. It's a hugely exciting time.

### How might these challenges be overcome?

At MG Motor we have experienced incredibly fast growth. We see ourselves at the front of the pack when it comes to the affordable electric vehicle (EV) revolution. We have the highest mix of EVs of any manufacturer selling both ICE (internal combustion engine) and EV. This is a really exciting chapter for the MG brand. So, product is clearly a cornerstone of how we will overcome challenges. But, equally crucial, is having the right dealer partners in the right place, with the right facilities. A strong working relationship with our network is incredibly important in successfully navigating the upcoming challenges and is something very important to us. Great customer service and brand loyalty will help us maintain our business health while evolving as the industry continues to change.

### What attracted you to this area of expertise?

What's not to like? The sales department has it all. There is a great balance between the long-term strategic channel and model planning and the more short-term management of monthly volume and share commitments. On top of that you get to work across the whole business and, most importantly, with our dealer partners and fleet customers.

### What's the most important thing you've learned in your career, and how have you made use of it at your company?

The most important thing that I have learned is never to underestimate the power of a group of people who are aligned, engaged and highly motivated because they can achieve pretty much anything at all.



## QUICK-FIRE QUESTIONS

### What drives you?

Working with different groups of people to overcome challenges and achieve goals whatever they may be.

### What's your favourite app?

I love the ordinance survey app as I like to get out and about in our beautiful British countryside.

### How do you relax?

Good food, good wine and time with the family.

AM

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### THIS MONTH'S QUESTION TO THE AM TEAM:

Which aspect of your work do you find most pleasing or annoying?

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#### ► Out of office

**News and features editor** Tom Sharpe 01733 468343  
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► **Pleasing?** After AM Live, catching-up with contacts old and new face-to-face again. I don't get annoyed (often)

#### PRODUCTION

**Head of publishing** Luke Neal

► **Unpleasant** – last minute problems

**Production editor** David Buckley

► **Pleasing:** writing headlines that make people want to read on; annoying: struggling to create them

**Senior designer** Chris Stringer

► I'm in my happy place when I'm being creative

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