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RENAULT UK / P11

Manufacturer mulls shift to 'hub & spoke' network

SUBARU UK / P38

Distributor may terminate a quarter of sites

DIVERSITY / P43

Make your future talent searches more inclusive

A man with a short beard and shaved head, wearing a dark suit jacket over a light blue button-down shirt, is sitting on a bright yellow armchair. He has his hands clasped in his lap and is looking directly at the camera. He is wearing a watch on his left wrist and a patterned pocket square in his jacket. The background is a modern office interior with large windows and a green plant in a white pot.

'I BELIEVE IN TAKING RISKS'

ANTON KHAN -
SW CAR SUPERMARKET
/ P24

**Automotive
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LIVE**

SHOW PREVIEW / P56

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EDITOR'S LETTER

Just hours before this issue of *AM* went to press, I heard some frank views on Brexit from Mr Johnson.

No, *AM* wasn't privy to a phone call from Number 10. It was Peter Johnson, the current chairman of the Retail Motor Industry Federation and former chairman of Marshall Motor Holdings and chief executive and chairman of Inchcape.

He described the likely consequences of a 'hard Brexit' as "dire" for the industry and consumers.

Johnson repeated his appeal to get a deal done and quickly, and said the continued delays have been unacceptable. The adverse effects of uncertainty are businesses holding back on investments, he said, and more consumers holding back on spending.

His view corresponds with those of many dealers and manufacturers I've chatted with this month. Trading has gotten tougher.

But in tough times, managers must pick out the positives and keep their teams motivated. It's hard to do when budgets have tightened and costs are being scrutinised, but you must celebrate the little wins and recognise good performance. Then whatever emerges from the current turmoil can be tackled resolutely by a full team effort.



MEET THE TEAM



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Motor retailers are increasingly making progress on diversity and inclusion, but a lot remains to be done

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ARNOLD CLARK TOPS ONLINE AUDIT OF UK MOTOR RETAILERS

Faster load times, better SEO and functioning ecommerce are key to motor retailers' success online, says first full analysis of UK dealer groups and car manufacturers

Arnold Clark has emerged as the most 'digitally mature' of the UK's 25 biggest franchised dealer groups, according to the results of the motor retail sector's first digital audit.

To assess car retailers' digital marketing prowess, Manchester-based digital marketing and consultancy specialist Kagool analysed 10 areas: mobile optimisation; customer service; content; email marketing; search marketing; social media; website speed; ecommerce; video; and utility.

Arnold Clark topped the census with a score of 71.3%, followed by Peugeot (70.3%) Stoneacre (69.5%) and Citroën (67.8%). The PSA Group brand websites, Peugeot and Citroën, were included due to their links to Robins And Day Retail.

“SOON, DIGITAL NATIVES WILL DOMINATE IN BUYING POWER... TO COMPETE, AUTOMOTIVE DEALERSHIPS MUST CONSIDER HOW TO MAKE THEIR PRODUCTS ACCESSIBLE, AFFORDABLE AND FRONT OF MIND TO THIS AUDIENCE

CRAIG JOHNSON, KAGOO



Earlier this year, Eddie Hawthorne, Arnold Clark's chief executive, told *AM* that the retailer now employs almost 100 software and website developers as part of a large digital department based at its Glasgow headquarters.

He said the move to being more digital-savvy had been ongoing for more than five years and demanded a change of working environment and recruitment to attract the right talent to the business, but added it had allowed it to be "master of our own destiny".

Stoneacre said it has sought to empower its individual dealer locations to engage with customers on social media via the centrally managed Sprout Social platform.

Charlotte Stevens, one of the Thorne-based group's two social media managers, told *AM* that traffic to Stoneacre's websites from Facebook in Q1 alone had reached 92% of the level for 2018 as a whole and had increased by more than 1,000% year-on-year.

Lead generation from the social media site grew by 3,300% for the group, meanwhile, delivering 90,000 aggregated followers across its 66 branches on Facebook.

Stevens said: "This gives us a higher fans per branch value than 13 out of 16 of the companies ranked higher than Stoneacre in the AM100."

NEED FOR SPEED

Kagool's report cited Google market research, stating that 98% of smartphone owners say they use their mobile to search for information and, of those who buy products online, 40% do so via a mobile phone.

Mobile readiness appears to have been addressed by the vast majority of dealer group websites, with 88% of the 25 scoring full marks for mobile optimisation.

✓ CAR MANUFACTURER WEBSITE DIGITAL MATURITY RANKINGS

POSITION	BRAND	SCORE%	SALES POSITION
1	Honda	82	17
2	Mini	81.5	14
3	BMW	77.5	5
4	Toyota	74.8	8
5	Porsche	74	26
6	Vauxhall	73.5	3
7	Ford	73.3	1
8	Volkswagen	73.3	2
9	Peugeot	72	11
10	Mercedes-Benz	71.3	4
11	Nissan	71	7
12	Land Rover	70	12
13	Volvo	69.5	19
14	Citroën	69.5	19
15	Renault	68	16
16	Alfa Romeo	66.3	33
17	Audi	65.5	24
18	Dacia	65.3	6
19	Škoda	64.5	13
20	Seat	64.3	15

Vertu Motors, TrustFord and Listers Group were the only retail groups to miss out on a top score.

Kagool scored Cambria Automobiles' website top (9.5/10) for speed, with a loading time of just 0.5 seconds.

A further five groups (Harwoods, Stoneacre, Listers, Group 1 Automotive and Arnold Clark) tied in second place with a score of 8.5-out-of-10.

Kagool's report found that just six of the dealership websites analysed loaded within 1.5 seconds, within the 'two-second threshold' cited

recently as a maximum acceptable loading time by John Mueller, Google's webmaster trends analyst.

"Impatient audiences are likely to continue their customer journey on a competitor's site", said Kagool's report.

EMBRACE ECOMMERCE

Kagool's analysis urged car retailers to move fast to join the race to better meet customers' urge to buy online.

It said: "Overall, the top UK automotive dealerships we looked at didn't show signs that ecom-



DEALER DIGITAL MATURITY RANKINGS

POSITION	DEALER	SCORE %	AM100 RANKING (2018)	POSITION	DEALER	SCORE %	AM100 RANKING (2018)
1	Arnold Clark Automobiles	71.3	4	14	Harwoods	57.5	2
2	Peugeot (Robins & Day)	70.3	14	15	Jardine Motors Group	56.8	8
3	Stoneacre	69.5	17	16	Listers Group	55.5	13
4	Citroën (Robins & Day)	67.8	14	17	TrustFord	55	10
5	JCT600	63.3	12	18	Motorline	53.8	24
6	Lookers	61.8	3	19	Swansway Group	52	18
7	Group 1 Automotive	61.2	9	20	Rybrook Holdings	50.5	21
8	John Clark Motor Group	61	16	21	Greenhous Group	48.8	15
9	Renault Retail Group	60.5	20	22	Mercedes-Benz Retail Group	46.3	11
10	Park's Motor Group	60.3	19	23	Cambria Automobiles	45.3	23
11	Marshall Motor Holdings	60	7	24	Allen Ford Group (Supergroup)	44	22
12	Inchcape Retail	59.8	5	25	Pendragon	41	2
13	Sytner Group	58.8	1	26	Vertu Motors	33.3	6

merce was a considered feature of their digital strategy.

"Automotive audiences want to engage digitally, yet big industry names like Arnold Clark and Lookers are still signposting their website visitors to contact them in-store."

The report stated that millennials would account for 40% of the automotive market by 2020, "giving them undeniable buying power".

"This majority segment are digital natives, which will influence how automotive dealerships must communicate and sell their products.

"Dealerships must reassess their approach now or risk falling behind and becoming out of touch."

COMMON SHORTCOMINGS

Kagool's head of digital marketing strategy, Craig Johnson, said while some of the automotive companies

tested in its first Automotive Dealerships Digital Census had performed "relatively well", there were clear opportunities for improvement.

Among the key areas identified for car retailers to improve their online presence is a better understanding of search-based marketing, including content that prioritises search engine optimisation (SEO).

Using key search terms and answering car buyers' common online search questions on a frequently asked questions (FAQs) element of the website can boost results in this area, along with an investment in pay per click advertising (PPC).

Sytner, Arnold Clark and Lookers were the best performers in this area, according to Kagool, but 23% of the dealerships researched were not investing in PPC at all.

It said: "The 21 organisations that are utilising paid advertising gain an average of 82,900 additional visits to their websites monthly."

Other areas where retailers came up short were in the online provision of utilities, such as online service booking or a customer portal requiring a log-in.

Just Lookers, Inchcape and Group 1 embraced this concept, which Kagool said created opportunities for users to return to "review their saved searches and other documents and then convert to a sale".

Email marketing was another commonly identified shortcoming.

Kagool said email produces 174% more conversions than social media, on average, with 58% of millennials stating email as their preferred way for companies to contact them.

However, 69% of the top 25 UK

automotive dealerships are ignoring the benefits of email marketing completely, it said, with eight scoring just five-out-of-10 for their use of the medium.

Reiterating its warning about the changing demographics of the car market, Kagool said: "Soon, digital natives will dominate in buying power and it is crucial dealerships know who they are marketing to. This audience has grown up with subscription services, budgets and a wealth of information from a quick Google search.

"To compete, automotive dealerships must consider how to make their products accessible, affordable and front-of-mind to this audience now." **TOM SHARPE**

■ To access Kagool's Automotive Dealerships Digital Census, visit <https://info.bekagool.com/automotive-dealerships>

OEM CENSUS

Honda was the top-placed manufacturer brand in Kagool's study.

It achieved an overall 'digital maturity' score of 82% and was followed by Mini (81.5%), BMW (77.5%) and Toyota (74.8%).

Surprisingly, one of the areas in which manufacturer brands fell

down was in 'content', with just Vauxhall, Toyota, Honda, Volvo, Porsche and Bentley deemed to have enough engaging material on their products to warrant a 10.

Kagool said: "55% of marketers say blog content creation is a top priority for their inbound

marketing. However, this is overlooked by a lot of the top 40 UK automotive brands."

Meanwhile, when ranked in terms of their ecommerce offering, Peugeot, Land Rover, Mini, Dacia and Mitsubishi emerged as top contenders, each scoring the

maximum marks available.

The census said just 5% of the 40 brands were selling direct to customers, but added that its scoring methodology also valued the provision of "additional products or aftercare services to build a better view of their consumers".

MOTOR RETAILERS 'ARE MORE TRUSTED THAN THEY THINK'

Large majority of car-buyers have confidence in dealer's point-of-sale finance products, but online change is coming, finds Startline Motor Finance study

A large proportion of consumers still rely on dealers to help them get finance to purchase their car, and research suggests they want to continue doing so.

Despite the growing variety of sources available to consumers for their car funding, including personal contract hire (PCH) from leasing companies and bank loans, most buyers are confident that they are getting the right finance product for their needs at the dealership.

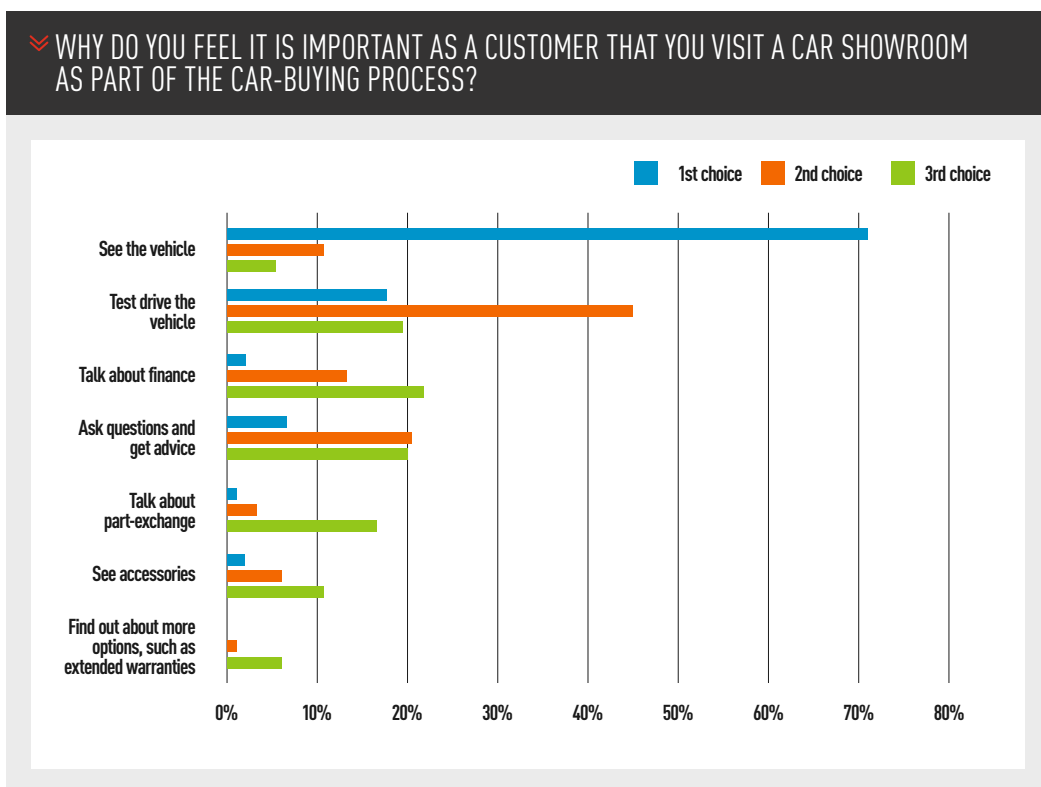
Only one in 10 lacks confidence that the dealer they are buying from will recommend the ideal finance product for their personal needs, contradicting many of the negative press headlines of the past 24 months relating to dealers' sales of motor finance.

"The industry beats itself up a bit about its perceived reputation, particularly around used car sales," said Paul Burgess, the chief executive of Startline Motor Finance.

"We think the industry has seen a lot of change over the last few years and I believe regulation has brought a greater degree of scrutiny of what businesses are doing. Technology has helped, and some of the old practices have been driven out.

"There appears to be a disparity between how the industry sometimes feels it is perceived and the degree of trust that the consumer shows in the real world. They clearly have a high level of confidence in the advice that they will be offered."

Startline Motor Finance has commissioned APD Research to conduct a three-phase study into UK attitudes to vehicle funding. AM has been granted exclusive access to the findings of the first two phases – in-depth qualitative interviews with motor retail senior executives, and a survey of 300 car buyers – and the final phase, the findings of a



quantitative survey of dealers, will be revealed by Startline at Automotive Management Live on November 7 at Birmingham NEC.

The consumer study found that 72.3% of potential buyers still look to dealers for information when they're in the market for a used car, with the carmaker the second choice at 55.7%.

Burgess said there is a perception among many consumers that it is easier to arrange finance while they are buying the car, and they are willing to pay a little bit more to get the transaction done conveniently.

"PCP and the monthly payment mentality or behavioural shift just makes the process much more streamlined in the customer's mind," he said.

Asked whether the FCA may require dealers to encourage consumers to shop around from the point of sale, Burgess said this would be a step too far, and many dealers tend to trade with a panel of lenders with fixed APRs to ensure they are giving customers fair outcomes.

But he does believe that dealers have some way to go to streamline their own online customer journey. Startline's research showed more than two thirds of consumers would be confident in arranging their motor finance online, and 88% still want dealer involvement in doing so.

THE QUALITATIVE FINDINGS

Franchised and independent dealers believe the motor industry has had a poor reputation, the study found, but

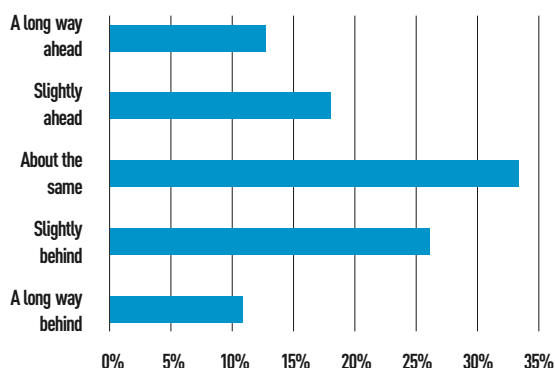
this is improving, partly due to FCA regulation. Dealers suggested that large, regulated industries such as retail banking and pension provision were seen to be more professional in their approach to customer service than motor retailers.

"Many motor dealers don't make sure finance packages are correct for the customer, but I would say that's improving," said a senior manager at one franchised dealership. Interviewees said too many dealers do the bare minimum for compliance and consider regulation an imposition.

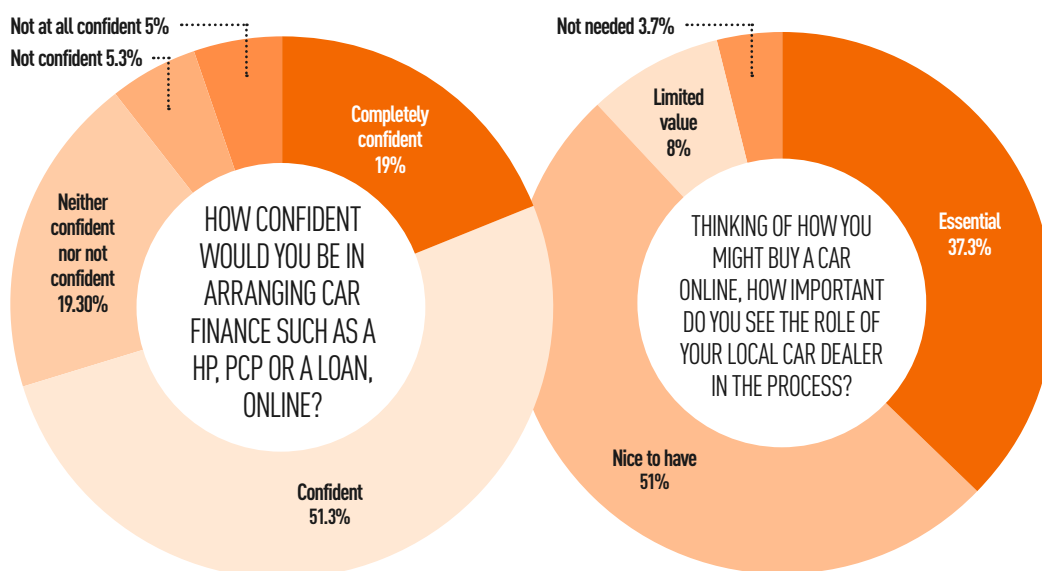
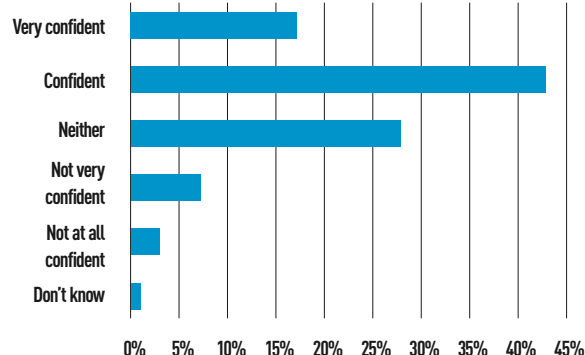
Regarding compliance from their current lenders, franchised dealers believe these are now better organised and have committed resources to meeting compliance



WHERE DO YOU FEEL THAT THE CAR FINANCE INDUSTRY CURRENTLY LIES IN COMPARISON WITH THE BEST ONLINE RETAIL EXPERIENCES?



IF YOU ARE OFFERED A FINANCE PACKAGE BY A CAR DEALER OR ONLINE SOURCE, HOW CONFIDENT WOULD YOU BE THAT IT MATCHED YOUR PERSONAL NEEDS?



requirements, but there is concern that customers can be put off by the detail and formality of the process. Independents felt there was too much focus on compliance, and resented those rivals that were "cutting corners".

The online brokers interviewed believe they service their customers better than other areas of the motor finance sector because they have designed customer relationship management and compliance into their processes without the hindrance of legacy systems and outdated practices.

The study confirmed that a typical finance panel for franchised and independent dealers consists of a handful of prime lenders plus one or two near-prime lenders to respond

quickly should a customer be rejected by a prime lender. Independents also worked with sub-prime lenders.

Being customer-focused and prepared to meet individual needs was regarded as important by most of the franchised dealers. Some suggested that visible consumer credit scores, akin to the motor finance model in the USA, would benefit the dealer in proposing finance most appropriately.

Other tools seen as critical were products with flexible payment periods and consistent rates, and near-prime lenders with PCP products and good acceptance rates.

The influence of technology on consumers' decisions was viewed

negatively by many dealers. In allowing consumers to shop around and begin their purchase online, franchised dealers felt it negated the showroom visit, and they expect more future online developments that may increase cost or affect

profits. "It costs us a fortune – we need to have a presence on various platforms as well as the internet, and we invest in pay-per-click and social media and clever digital marketing," said one dealer.

Another said: "Finance rates have suffered because of competition from online, direct lenders including banks." Independent dealers were nostalgic for the days of walk-in customers, and felt email enquiries could often be time-wasters.

Most dealers said they believed only a very small proportion of current customers would be willing to click and buy online, unless online offers become stronger. Few retailers enable it at present, instead providing online finance offers that replicate their physical sites. Yet most plan to develop the facility over the coming years, and all believe full online order purchase and delivery is coming.

Online brokers were keen to move to fully digital processes, in contrast. But they complained they were forced to move at a pace dictated by the regulator. **TIM ROSE**

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Full findings of the research will be available from Startline Motor Finance at Automotive Management Live on November 7. Visit them on stand B6.

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FRENCH BRANDS PLANNING NETWORK SHAKE-UPS

Renault insists it will keep dealer numbers in 'hub and spoke' restructure as Citroën predicts market slump of up to 25% will lead to multi-franchise sites



Vincent Tourette,
managing director,
Renault UK: 'The idea
is that each territory is
given to a partner'



Karl Howkins,
managing director,
Citroën UK, believes
new car and van sales
in the UK will fall by
10%-25%

Renault UK is considering plans to restructure its dealer network in a 'hub and spoke' model to better meet the needs of its customers, managing director Vincent Tourette has told *AM*.

This would see the country divided into 60 to 65 territories and Renault working with a partner in each one to tailor the network to their needs.

The French brand has insisted that it is not looking to reduce the size of its 144-site network, however.

News of its plan came as Citroën has told its UK dealers that their future lies in sharing sites with other car brands if they are to survive.

In a frank discussion with *AM*, Citroën UK managing director Karl Howkins said he fears the country is heading for recession and hard Brexit, and the carmaker's scenario modelling suggests new car and van sales in the UK will fall by at least 10% and possibly as much as 25%.

That would send the current total industry annual volume of about 2.68 million cars and vans down to

just more than 2m units, similar to its annual level during 2008's recession.

Howkins said 2019 has already been "a hell of a year" for the industry and he does anticipate dealer failures across the industry.

There are already vulnerable sites in the Citroën dealer network. Average return on sales for the whole network is just 0.1% and half of the dealerships are at breakeven or are loss-making. The top quartile is making about 2% return on sales.

For many struggling sites, structural costs or headcount are too high for the revenues they are able to achieve, he said.

"For our dealers to be successful, you have to be multi-franchised," said Howkins.

Citroën has already relaxed some demonstrator requirements and has reduced minimum showroom size to three cars for some locations.

At Renault, Tourette said its market area strategy would bring it in line with manufacturers such as BMW/Mini and Mercedes-Benz, which already operate a similar 'hub and spoke' system in parts of the country.

Tourette said: "The idea is that each territory is given to a partner and this partner will, together with us, optimise the coverage in this area."

"This gives scale to our partners in the long term and different formats in terms of better adapting to the needs of the area – the needs in London are not the same as those in Scotland, for example."

"If you are buying a car, you are prepared to drive a bit, but you need to have servicing facilities closer to your home or workplace."

"Also, the usual dealership with all activities and bricks and mortar costs a lot, so we are working on having something more agile and less costly for servicing, but closer to the customer and better in meeting their needs."

Tourette said Renault doesn't want to reduce its number of sites because it did that in 2012, and thinks its current network size is "there or thereabouts". In 2012, it removed a third of its then 190-strong dealer network, which was struggling to make money as Renault's sales declined. Half of its dealers were loss-

making, and sales fell to almost 50,000 units.

Tourette added: "What we want to do is better adapt our offer and services to the needs of our customers."

At Citroën, Howkins conceded that NFDA scores show dealer morale is low, but said this is understandable when they are not making much money.

Many dealers must raise their game, he said. He said he was frustrated by visiting dealerships where ringing phones were not answered, and customers were not looked after properly. Some dealers are not maximising their opportunities from used car sales either, he added.

"I want dealers to survive," said Howkins. But he does foresee the Citroën UK network "contracting naturally".

"We've been through worse. We will get through it again. We've got to be agile, quick and make sure the business is in good shape in terms of finances and products," he said.

TIM ROSE & ANDREW RYAN



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ADVERTISING FEATURE

Create compelling content to match search criteria

By Carol Fairchild, commercial director, CitNOW



Relevance and quality, rather than price, are now driving consumer vehicle search, making digital assets more important than ever.

In August, Auto Trader changed its algorithm to display the most relevant matches first. No longer is the lowest-priced vehicle displayed on top – instead, the list is determined by the search criteria, bringing it more in line with the wider retail sector. The new sort order will also prioritise high-quality, asset-rich listings.

Relying much more heavily on vehicle content, the onus is on retailers to provide as much information as possible, including a full description, detailed spec, high quality imagery and video walkarounds. With these improvements, search is easier and more compelling for the car buyer and they are more likely to see high-quality ads and vehicles that best reflect their wish list. Auto Trader found leads delivered to retailers using this approach rose 10%*.

This new relevance-led search, however, puts retailers under added pressure to create and upload asset-rich, complete listings quicker than ever. If not, they risk not being able to compete with the considerably more detailed ads with high-quality assets that fully match the car buyer's criteria – thus falling down the rankings.

Overcoming the hurdle of simultaneously displaying a vehicle on the physical and digital forecourt is CitNOW Web. Integrated with a wide range of sales and classified web platforms, including Auto Trader, retailers can capture and upload a vehicle's digital assets within two hours while meeting both manufacturer and dealer image guidelines. The latest features of the Web app include all-new integrations and soon-to-be-released automatic background replacement – giving dealerships the ability to replace image backgrounds with a clean, consistent backdrop in seconds.

Visitors to Automotive Management Live can find out more at CitNOW's stand, C14, and discover ways to bring the physical and digital showroom closer in alignment at its masterclass session.

*<https://trade.autotrader.co.uk/search-improvements/>



THIS MONTH'S NEWS HIGH

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PENDRAGON TO SHUT 22 CAR STORE SUPERMARKETS

Pendragon announced plans to close 22 of its Car Store used car supermarkets and one vehicle preparation centre after detailing a £32.2 million underlying pre-tax loss in its H1 2019 financial results. Share prices dipped to their lowest level this decade (9p) as the group reported its plans, which may result in 1,300 job losses, according to AM sources.



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WILLIAMS GROUP OPENS BMW/MINI/JLR MANCHESTER SITE

Williams Group claimed to have brought together "blue chip" brands BMW/Mini and Jaguar Land Rover (JLR) for the first time ever with the opening of its new £41m flagship car dealerships located directly adjacent to Manchester's Intu Trafford Centre. The group said the 14.5-acre site "met exacting requirements for a prominent location".

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VARDY: 50% OF SALES ONLINE BY 2023

Peter Vardy expects to complete 50% of its car sales online by 2023 after crediting a focus on used car sales and aftersales for profit growth in 2018. The group reported that its earnings before interest, taxes, depreciation and amortisation (EBITDA) reached £10.75m last year.



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VW DISMISSES EXECS' ALLEGED MARKET MANIPULATION

Volkswagen Group said allegations that chief executive Herbert Diess and chairman Dieter Pötsch were guilty of market manipulation were "groundless". The senior executives were formally charged in Brunswick, Lower Saxony, on September 24, over allegations they intentionally failed to inform investors early enough about the dieselgate emissions scandal. Former group chief executive Martin Winterkorn was also charged.

ANCASTER TAKES ON BLUEWATER HYUNDAI FRANCHISE

Ancaster Group is taking on the franchise for Hyundai Motor UK's former Rockar-operated store at Bluewater Shopping just over a month after Motorline announced its withdrawal citing viability concerns. Ancaster Group managing director, Stephen Wood, said: "We have a long-term business plan that features Hyundai as a key contributor to our ongoing growth."





CARWOW CROWDFUND HITS £2M IN LESS THAN AN HOUR

Carwow achieved its £2m crowdfunding target less than 60 minutes after opening the 28-day offer allowing customers and car retail partners to claim a stake in its future. Investors showed enthusiasm for the online business just days after its 2018 financial results revealed a 201% rise in pre-tax losses to £15.9m as revenues rose 28.1% to £19.6m (2017: £15.3m).

IMPERIAL CARS OPENS BRISTOL PDI CENTRE

Imperial Cars' new 10.3-acre car preparation centre opened with the aim of readying 3,500 used vehicles for sale each month. The independent group said it had experienced "exponential growth" and suggested the opening of the new preparation centre, in Royal Portbury Docks, Bristol, demonstrated it is showing "no signs of stopping".



INCHCAPE PULLS OUT OF CHINESE MARKET

Inchcape announced its withdrawal from the Chinese car retail market with the sale of its Lexus, Porsche and Mercedes-Benz dealerships in the country. The move is part of a 16-site disposal operation, including dealerships in Australia and the UK, which should generate more than £150m. It also sold Inchcape Fleet Solutions to Toyota for £100 million.



INSPIRING AUTOMOTIVE WOMEN AWARDS 2019 – THE WINNERS

The motor retail sector's top female employees were recognised at the UK Automotive 30% Club's Inspiring Automotive Women Awards 2019. Employees from Burrows Motor Company, Jardine Motors Group, JCT600, Marshall Motor Holdings and TrustFord were among the winners – see am-online.com/InspiringAutomotiveWomen2019 for full list. ■ Read AM's diversity-themed feature section starting on P43.

SYTNER, ARNOLD CLARK AND VERTU POST 2018 GROWTH

Sytner Group and Vertu Motors followed Arnold's Clark's positive 2018 financial results announcement. Arnold Clark reported a 6.5% pre-tax profit increase and 7.9% turnover growth for the year as Sytner reported a 7% increase in turnover and 14.2% rise in pre-tax profit. Vertu's turnover increased 5.6% as pre-tax profits rose 4.9%. ■ AM will publish full statutory figures for the AM100 in December.

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ADVERTISING FEATURE

Use augmented reality to make next-level videos

By Iain Nickalls, director, eDynamix



In a short space of time, video has become commonplace in the dealer world. Customers now expect to receive a video of their vehicle as part of the health check process. The video will normally include a technician pointing to and discussing any issues that have been identified and will be accompanied by a list of concerns for the customer to refer to.

These videos can often be confusing to many customers due to lack of understanding of what is being highlighted to them, even if the camera is pointing directly at the concern and the technician is eloquently explaining it.

Building on the recent release of AutoCue, which scripts the technician's introduction on screen, eDynamix have taken the simple video concept and enhanced this with augmented reality to create a more immersive and self-explanatory visual experience for the customer through Augmented Concerns.

Concerns identified during the health check can be dropped onto videos to highlight the issue to a customer, what it relates to and what state it is in. Augmented Concerns will be visible as a technician walks around the vehicle and remain attached to the item as the video pans away.

Augmented Concerns don't remove the need for technicians to adequately explain an issue, they only enhance what is being highlighted through visualisation, creating a better and clearer understanding for the customer.

Augmented Reality is now very much part of the everyday lives of millions of people around the world and by including AR in customer videos it not only provides a richer and more intuitive experience, but it means that you are planning for the expectant millennials who will soon be buying and servicing their vehicles more frequently with you.

■ Call us on 0845 413 0000, visit edynamix.com, or email enquiries@edynamix.com



NEW CAR REGISTRATIONS

A-CLASS GIVES MERCEDES A STELLAR SEPTEMBER

But Ford falters after Focus and Fiesta sales slump, while WLTP issues rumble on for VW

For most of this year, we have been saying that monthly falls of a couple of per cent are not too serious. It may seem perverse therefore, to greet a rise of 1.3% in September registrations with a warning that this figure is more worrying.

The underlying issue is that September 2018 was a terrible month for car registrations because so many models were in short supply due to the WLTP emissions tests. Comparing September 2019 to September 2017 gives a better perspective on the true situation – registrations were down 19.5%, which is a serious fall in anybody's language.

At a manufacturer level, Ford had a mixed September. Its market share was down to 9.5% for the month, and 10.1% YTD. However, VW had a terrible September, with a market share of just 5.7%, so Ford did increase the gap between first- and second-placed manufacturers.

Not that Ford can feel anything other than concerned – the Fiesta is down 18.7% YTD, while the new Focus is being outsold YTD by the old Golf and is fewer than 2,000 units ahead of the Mercedes A-Class. Slightly surprisingly, the one Ford that is doing well is the Ecosport, which is up 14.1% YTD and is only just behind the segment-leading Vauxhall Mokka. That presents an interesting problem for the new Ford Puma crossover, which is about the same size – can it add significant numbers to Ford's total sales rather than just cannibalising sales of the Ecosport?

In third place, Mercedes had a stellar September (helped perhaps by the shortage of Audis – see below), hitting 8.9% market share for the month, and 7.5% YTD. Mercedes now has an advantage of about 8,000 units over BMW YTD, which should be enough to ensure that Mercedes finishes 2019 as the UK's largest premium brand for the second successive year. In 2018, Mercedes finished 200 units ahead of its arch-rival, so the three-pointed-star is the brand with momentum. The main contributor to this success is the new A-Class, which is up 36.1%, equating to an increase of more than 11,000 units.

In contrast, BMW is struggling slightly (at least by their exceptionally high standards). A market share YTD of 7.1% is still excellent, but registrations have



fallen by 3.2% over the past year, which is slightly worse than the overall market. BMW must be hoping that the new 3 Series/4 Series and a new version of the A-Class-rivalling 1 Series can give the marque a boost next year. However, the once all-important 3 Series/4 Series product lines now only account for 26% of total BMW sales, so their ability to move the dial is not what it once was.

Between Mercedes and BMW comes Vauxhall, which fell to 8% for September and 7.4% YTD. Vauxhall will say it is waiting for the new Corsa to lead a recovery. While it is true that a new supermini is an important car for Vauxhall, the days when a big-selling supermini could dramatically change a company's market share are probably over. Today, crossovers are such an important part of the market that the new Corsa is unlikely to transform Vauxhall's sales figures.

In sixth place, Audi had a very bad month (3.7%), just like parent VW, so one has to assume that VW Group is still suffering from WLTP-related issues.

The rest of the Top 10 is made up of the four large Asian brands tightly bunched together. There is only

one percentage point separating YTD share of seventh-placed Toyota, on 4.7%, and 10th-placed Hyundai, on 3.7%.

The feelings of each of those brands about their current sales are probably somewhat mixed. Toyota will be relieved that it has resumed its place as the leading Asian brand, in line with its position in most markets. However, it will be concerned that the new-model momentum will soon be with Nissan, thanks to the next-generation Juke and Qashqai. In Formula 1 terms, Toyota has made its pit stop and has a small lead, but Nissan is about to get new tyres that are expected to lap a lot faster.

Kia is probably the happiest company of the four at present. It is outselling both Nissan and its own parent, Hyundai – that must be making for some interesting conversations back at Hyundai-Kia HQ in South Korea. Nissan must be worried that its forthcoming new models will not make enough progress to enable it to get back to the 6%-plus market share it enjoyed until 2018 – the competition has become a lot tougher in the crossover space since then.

SPONSOR'S COMMENT



By Richard Jones,
managing director,
Black Horse

I commented last month that September was likely to be an interesting month and it did not let us down. SMMT

figures released at the start of October looked positive, with a 1.3% year-on-year increase for the month of September.

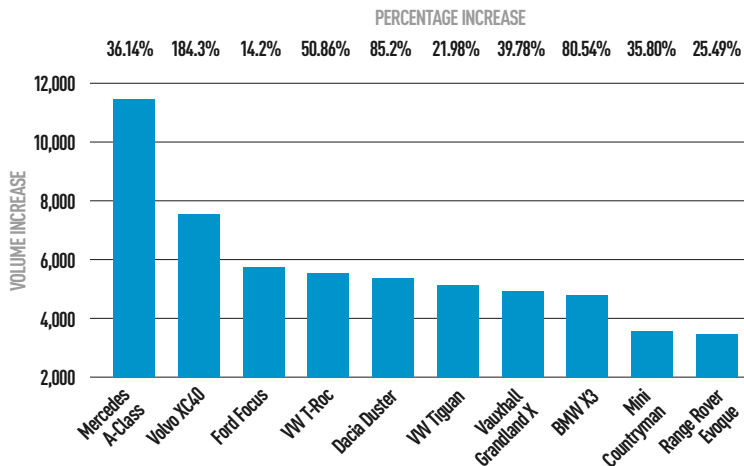
However, this needs to be read in the context of September 2018 being more than 20% down on the prior year as a result of the implementation of WLTP. Registrations in September 2019 were broadly in line with those experienced in September 2008-2011, and 25% below levels achieved in 2015-16. Uncertainty around Brexit is customers' main concern and it is significantly impacting upon car sales. Additionally, September van registrations were almost 25% down on the same month last year, indicating a significant slowdown in the corporate markets also.

There has, however, been good news too, as we have seen growth in all electric vehicle (EV) and alternative fuel vehicle (AFV) registrations. They now account for 8.7% of registrations YTD, up from 6.2% this time last year. It is great to see customers taking up cleaner energy options, and within the automotive industry we have a powerful role to further support the Government's "Net Zero" agenda. An interesting area for focus is the renewed role fleets could play in driving EV adoption and, in doing so, reversing company car fleet decline over time as EVs scale up.

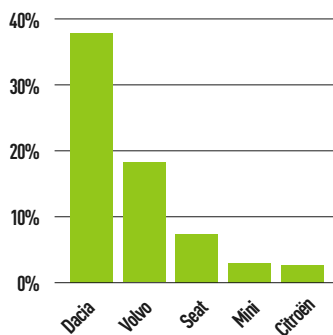
Within the personal space, it is about education – we find many customers remain confused or have range anxiety, which is hindering their decision-making processes. Over the coming years, we will see vast changes as the Government improves the necessary infrastructure, and we can help to alleviate myths and provide reassurance to customers.

As announced in September, Glasgow will host a United Nations climate change summit next year, known as COP26. Our industry has a pivotal role in supporting the UK to be at the forefront of climate change discussion and I am excited about the opportunities that are in store for us.

MODELS WITH THE LARGEST REGISTRATIONS INCREASE YTD



FASTEST-GROWING MAJOR BRANDS* YTD SEPTEMBER

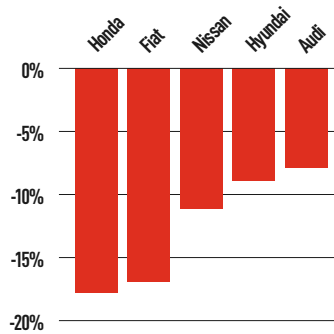


Hyundai will also have mixed feelings: a generation ago, 3.7% market share would have seemed like a dream, but share has slipped from 4% YTD 2018, and Hyundai is a company that expects constantly rising market share.

Among the mid-table brands, the biggest winners have again been Volvo (up 18.2% YTD) and Seat (up 8.9%). Unsurprisingly, the growth is down to new crossovers – the Volvo XC40 has added more than 7,000 units YTD, and now outsells the Audi Q3 and BMW's X1 and X2, while the Arona, Ateca and Tarraco are all doing very well for Seat.

Speaking of crossovers and SUVs, Land Rover slightly increased share from 3.2% to 3.3% thanks to the new Evoque, which comfort-

FASTEST-FALLING MAJOR BRANDS* YTD SEPTEMBER



* Brands with at least 1.0% market share

ably leads its segment from the Mercedes GLA. However, the Discovery is down again (-22.4%) and YTD is only 226 units ahead of the Range Rover. If it falls any further, it will become Land Rover's slowest-selling model – not great for what used to be the marque's heartland model.

What happens in the rest of the year is completely out of the hands of the car industry. As we go to press, it is anyone's guess as to what will happen with Brexit. All we know is that the reputable Institute for Fiscal Studies is warning that a hard Brexit would see the annual UK budget deficit hit an eye-watering £100 billion within 18 months. That would certainly not encourage confidence among car-buyers.

DAVID FRANCIS

NEW CAR REGISTRATIONS

September rise was below expectations

September's new car market was up just 1.3% year on year, despite expectations of significant growth over the WLTP-induced slump of new car deliveries in September 2018.

The Society of Motor Manufacturers and Traders (SMMT) said this was in "stark contrast" to other major European markets that grew by double-digit percentages. UK consumers are having to contend with more expensive new cars, due to foreign exchange issues, and dealers report challenges in converting PCP customers into new models without significant payment hikes.

Growth was driven by the fleet sector, which was up 8.6%. Meanwhile, private demand remained stable, up 0.1%, while business registrations declined by 44.8%.

1 VAUXHALL

Outsold by two premium brands, it ended September with 1,444 fewer sales (5% down). But its Corsa, on run out as it is due to be replaced at the end of the year, became the UK's best seller in September, with 11,921 registrations.



2 KIA

The South Korean brand made a marginal gain, with 87 more cars sold. The Sportage SUV accounted for 5,860 of the 16,386 total registrations.

3 NISSAN

Even requiring dealers to register extra service courtesy cars, AM understands, is not pulling Nissan into the black. An 18% drop left it with 13,745 registrations. Of those, 7,944 were Qashqais, which made the crossover the fifth most popular new car in September.



Marque	September					Year-to-date				
	2019	% market share	2018	% market share	% change	2019	% market share	2018	% market share	% change
Ford	32,522	9.47	33,326	9.84	-2.41	188,124	10.10	206,103	10.79	-8.72
Mercedes-Benz	30,398	8.86	30,161	8.90	0.79	140,484	7.54	137,766	7.21	1.97
BMW	27,834	8.11	27,940	8.25	-0.38	131,906	7.08	136,312	7.13	-3.23
1 Vauxhall	27,403	7.98	28,847	8.51	-5.01	137,229	7.37	143,656	7.52	-4.47
Volkswagen	19,632	5.72	16,283	4.81	20.57	157,040	8.43	157,685	8.25	-0.41
Toyota	17,858	5.20	19,091	5.63	-6.46	86,881	4.67	85,742	4.49	1.33
2 Kia	16,386	4.77	16,299	4.81	0.53	80,185	4.31	78,726	4.12	1.85
Hyundai	14,418	4.20	16,102	4.75	-10.46	68,669	3.69	75,798	3.97	-9.41
3 Nissan	13,745	4.00	16,827	4.97	-18.32	75,007	4.03	85,200	4.46	-11.96
Land Rover	12,791	3.73	12,827	3.79	-0.28	60,713	3.26	60,304	3.16	0.68
Audi	12,741	3.71	13,797	4.07	-7.65	113,254	6.08	124,101	6.49	-8.74
Mini	12,691	3.70	10,082	2.98	25.88	50,743	2.72	49,425	2.59	2.67
Renault	11,814	3.44	10,074	2.97	17.27	47,986	2.58	49,777	2.61	-3.60
Peugeot	10,918	3.18	11,070	3.27	-1.37	64,536	3.47	65,586	3.43	-1.60
Škoda	9,202	2.68	7,390	2.18	24.52	58,570	3.15	58,105	3.04	0.80
Volvo	8,803	2.56	8,461	2.50	4.04	44,348	2.38	37,506	1.96	18.24
Seat	8,216	2.39	5,281	1.56	55.58	54,995	2.95	50,490	2.64	8.92
Mazda	7,600	2.21	6,704	1.98	13.37	33,324	1.79	32,696	1.71	1.92
Citroën	6,863	2.00	7,991	2.36	-14.12	42,518	2.28	41,455	2.17	2.56
Jaguar	6,052	1.76	7,047	2.08	-14.12	29,364	1.58	28,675	1.50	2.40
Honda	5,535	1.61	7,271	2.15	-23.88	36,176	1.94	44,176	2.31	-18.11
Fiat	4,765	1.39	5,851	1.73	-18.56	24,870	1.34	29,182	1.53	-14.78
Dacia	4,300	1.25	2,470	0.73	74.09	25,344	1.36	18,264	0.96	38.76
Lexus	3,852	1.12	2,686	0.79	43.41	12,826	0.69	10,648	0.56	20.45
Suzuki	3,812	1.11	3,031	0.89	25.77	29,731	1.60	32,350	1.69	-8.10
Mitsubishi	2,017	0.59	3,233	0.95	-37.61	13,521	0.73	15,658	0.82	-13.65
Porsche	1,792	0.52	654	0.19	174.01	10,000	0.54	10,633	0.56	-5.95
MG	1,363	0.40	1,010	0.30	34.95	9,352	0.50	6,695	0.35	39.69
Jeep	779	0.23	867	0.26	-10.15	4,878	0.26	4,899	0.26	-0.43
Abarth	662	0.19	987	0.29	-32.93	2,888	0.16	4,518	0.24	-36.08
DS	556	0.16	416	0.12	33.65	2,842	0.15	4,616	0.24	-38.43
Subaru	526	0.15	829	0.24	-36.55	2,044	0.11	2,668	0.14	-23.39
Alfa Romeo	500	0.15	474	0.14	5.49	2,805	0.15	3,427	0.18	-18.15
SsangYong	395	0.12	461	0.14	-14.32	1,646	0.09	2,280	0.12	-27.81
Bentley	153	0.04	52	0.02	194.23	1,215	0.07	1,291	0.07	-5.89
Smart	126	0.04	1,583	0.47	-92.04	3,868	0.21	6,226	0.33	-37.87
Maserati	95	0.03	130	0.04	-26.92	760	0.04	1,026	0.05	-25.93
Lotus	34	0.01	37	0.01	-8.11	196	0.01	200	0.01	-2.00
Alpine	11	0.00	5	0.00	120.00	137	0.01	125	0.01	9.60
Infiniti	11	0.00	42	0.01	-73.81	286	0.02	665	0.03	-56.99
Chevrolet	7	0.00	1	0.00	600.00	62	0.00	30	0.00	106.67
Other British	404	0.12	362	0.11	11.60	2,178	0.12	2,290	0.12	-4.89
Other imports	3,673	1.07	782	0.23	369.69	8,770	0.47	3,845	0.20	128.09
Total	343,255		338,834		1.30	1,862,271		1,910,820		-2.54

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FINANCE OFFERS

Value brands' finance deals deliver big gains

Now the September numbers are in, there is a clear picture that value brands are flourishing this year.

MG and Dacia, which have posted nearly 40% growth year-to-date in registrations, both regularly feature in AM's round-ups of most affordable offers.

As one of the most affordable electric vehicle crossovers on the market – at just £279 a month with under £3,000 for a deposit – the ZS EV will help drive volumes for MG.

This is the sort of price that could convert nearly new used car customers to try an EV for the first time and MG is supporting the dealer network with a £3,000 deposit contribution on its ZS EV in Q4 to get things off to a strong start.

The internal combustion engine version of the ZS also gets deposit support with £1,000 to help take the monthly payments down to £179 over four years.

MG's representative examples online for the smaller MG3 highlight low deposit and low monthly payment options, pushing the price down to under £100 a month, or still a relatively low £169 a month if you don't have a part-exchange or don't want to put down several thousand pounds on a deposit.

MG3 customers can also take advantage of 0% APR in Q4, something new for this quarter compared with the past three months.

It's a small vehicle line-up for MG, but the messaging is clear online and it's easy for customers to see where they stand.

Unlike Porsche. It would have been good to look at how Porsche is underpinning its 174% increase in registrations success with its finance offers in September, but the representative examples are nowhere to be found online. Perhaps if you have to ask, you can't afford the monthly payments for new models such as the Taycan EV?

At the other end of the value chain, Dacia is storming ahead into Q4, much as it did in Q3, with a high APR of 6.9% across the board.

The approach doesn't appear to be hurting volumes as it has gone from 0.9% market share to 1.4% so far this year.

The Sandero Access is still on offer at £99 a month, but the deposit levels for that model and across the range have all been bumped up by a few hundred pounds each to make the balloon payments more affordable compared with Q3. But no model in Dacia's line-up breaks the £200 a month barrier.

It's not only value brands that have seen success in a challenging market this year, with Lexus also increasing its numbers by 20.4% YTD.

Its strategy on finance in Q4 is quite similar to Q3, with similar APRs. Its lowest rates were reserved

TOP FINANCE DEALS FOR RETAIL BUYERS

Model	Finance type	Deposit	Term	Monthly payment	Final payment	APR	Offer ends
MG							
MG3 Excite 1.5 DOHC VTI-tech	PCP	£3,459	48	£99	£3,283	0%	31/12/2019
MG3 Excite 1.5 DOHC VTI-tech	PCP	£169	48	£169	£3,283	0%	31/12/2019
ZS Excite 1.5 DOHC VTI-tech	PCP	£1,096.22	48	£179	£5,800	5.9%	31/12/2019
ZS EV Excite	PCP	£2,838.75	48	£279	£8,743	4.9%	31/12/2019
Dacia							
Sandero Access Sce 75	PCP	£639	48	£99	£2,557	6.9%	31/12/2019
Sandero Stepway Essential SCe 75	PCP	£821	48	£129	£3,552	6.9%	31/12/2019
Logan MCV Access SCe 75	PCP	£1,002	48	£119	£2,947	6.9%	31/12/2019
Logan MCV Stepway Comfort TCe 90	PCP	£1,285	48	£189	£4,229	6.9%	31/12/2019
Duster Access TCe 100 4x2	PCP	£1,135	48	£139	£4,623	6.9%	31/12/2019
Lexus							
CT F Sport	PCP	£6,635	42	£269	£11,790	3.9%	16/12/2019
UX F Sport with optional Tech and Safety Pack (E-CVT)	PCP	£8,474	42	£329	£17,820	5.9%	16/12/2019
IS F Sport	PCP	£8,276	42	£329	£15,210	1.9%	16/12/2019
NX F Sport	PCP	£11,329	42	£369	£20,025	5.9%	16/12/2019
ES F Sport with a Takumi Pack	PCP	£11,416	42	£399	£18,135	5.9%	16/12/2019
RC	PCP	£11,061	42	£359	£16,290	5.9%	16/12/2019
RX F Sport	PCP	£7,867	42	£549	£25,875	1.9%	16/12/2019
RX L Takumi	PCP	£12,658	42	£559	£28,237.50	1.9%	16/12/2019
LS with Premium Pack (rear wheel drive)	PCP	£26,185	42	£799	£32,737.50	5.9%	16/12/2019
LC 500 with Sport Pack	PCP	£22,188	42	£799	£38,520	5.9%	16/12/2019

at 1.9% for its IS F Sport, RX F Sport and RX L.

The Japanese brand is supporting its dealer network with deposit contributions of £2,000 across most of its model range in Q4, including the CT, IS F Sport, NX, ES, RC, RX F and RX L. The more exclusive LS and LC models don't get a deposit

contribution and the new UX crossover gets a slightly lower contribution, at £1,000 off.



SEARCH FOR FINANCE OFFERS

For a searchable list of manufacturers' finance offers, go to am-online.com/offers



VIEWPOINT



FACING UP TO CLIMATE CHANGE

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



Some years ago, I was walking across a frozen car park in Detroit, having visited the motor show. The moon was out, but it was eclipsed by the shining blue oval that stood above the famous Rouge Works in Dearborn. A friend who worked for Ford said someone had calculated that Ford and GM cars were responsible for 10% of the hole in the ozone layer. Whether this was factually correct or not, I don't know, but this was two decades ago. This was long before Greta Thunberg was born, let alone had come to the world's attention and before schoolchildren left their classes to protest at the lack of reaction from politicians to the global climate crisis.

Thunberg's speech to world leaders at the 2019 UN Climate change summit was a *tour de force* and has been widely publicised. At the summit, she stated: "We are in the beginning of a mass extinction and all you can do is talk about money and fairy tales of eternal growth – how dare you!"

Our sector is responding rapidly to the challenge of climate change, with the introduction of alternatively powered vehicles built with more recyclable materials. The challenge, however, is that the infrastructure for EV or even hydrogen-powered vehicles is not yet in place.

The industry relies on the Government to come up with a plan, and support to make these new technologies available to the widest possible population.

Of course, as a sector we cannot shun all responsibility – we have been slow to react, but so have the general public in demanding alternative power trains. The environ-

mental movement is rightly gaining both traction and credibility. Green politics will become increasingly mainstream.

Some years ago, Barney Sturgess of Sturgess Motor Group wrote a Master's thesis at Loughborough on the concept of the 'green dealership'. The conclusion was that customers wanted to be green, but weren't prepared to pay more to achieve it.

If this study were conducted again today, I suspect the overall result would be the same, but the findings would be less conclusive. A tipping point is being reached where being 'green' will be the norm.

Perhaps the most telling part of Thunberg's speech to politicians was when she said: "If you really understood the situation and still kept failing to act, you would be evil – and this I refuse to believe."

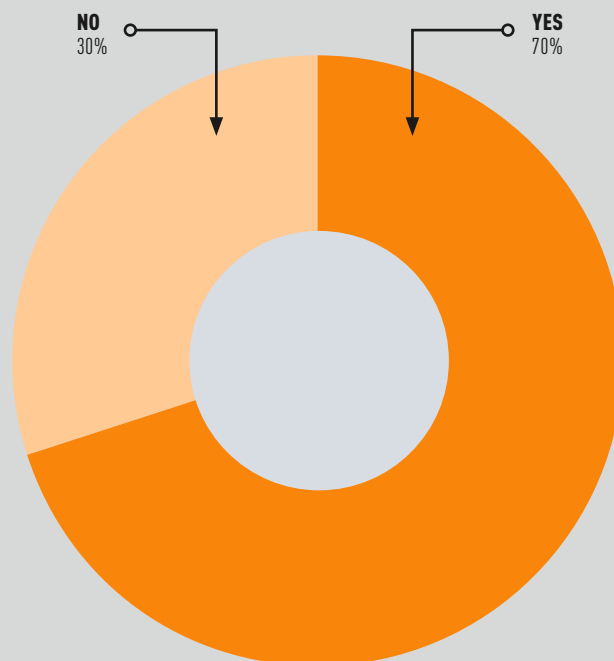
I disagree with Thunberg – how would you describe a climate change-denying US president or UK politicians who lie, break the law and commit election fraud?

Evil may sound like a Biblical description, but I challenge anyone to come up with a better description of a politician who harms our children's future for their own political and monetary gain.

"CUSTOMERS WANTED TO BE GREEN, BUT WEREN'T PREPARED TO PAY MORE TO ACHIEVE IT"

AMPOLL

WILL RDE AFFECT YOUR NEW CAR SUPPLY IN THE SHORT TERM?



With the car markets under pressure, franchised dealers have feared a repeat of supply shortages caused by type approval hurdles.

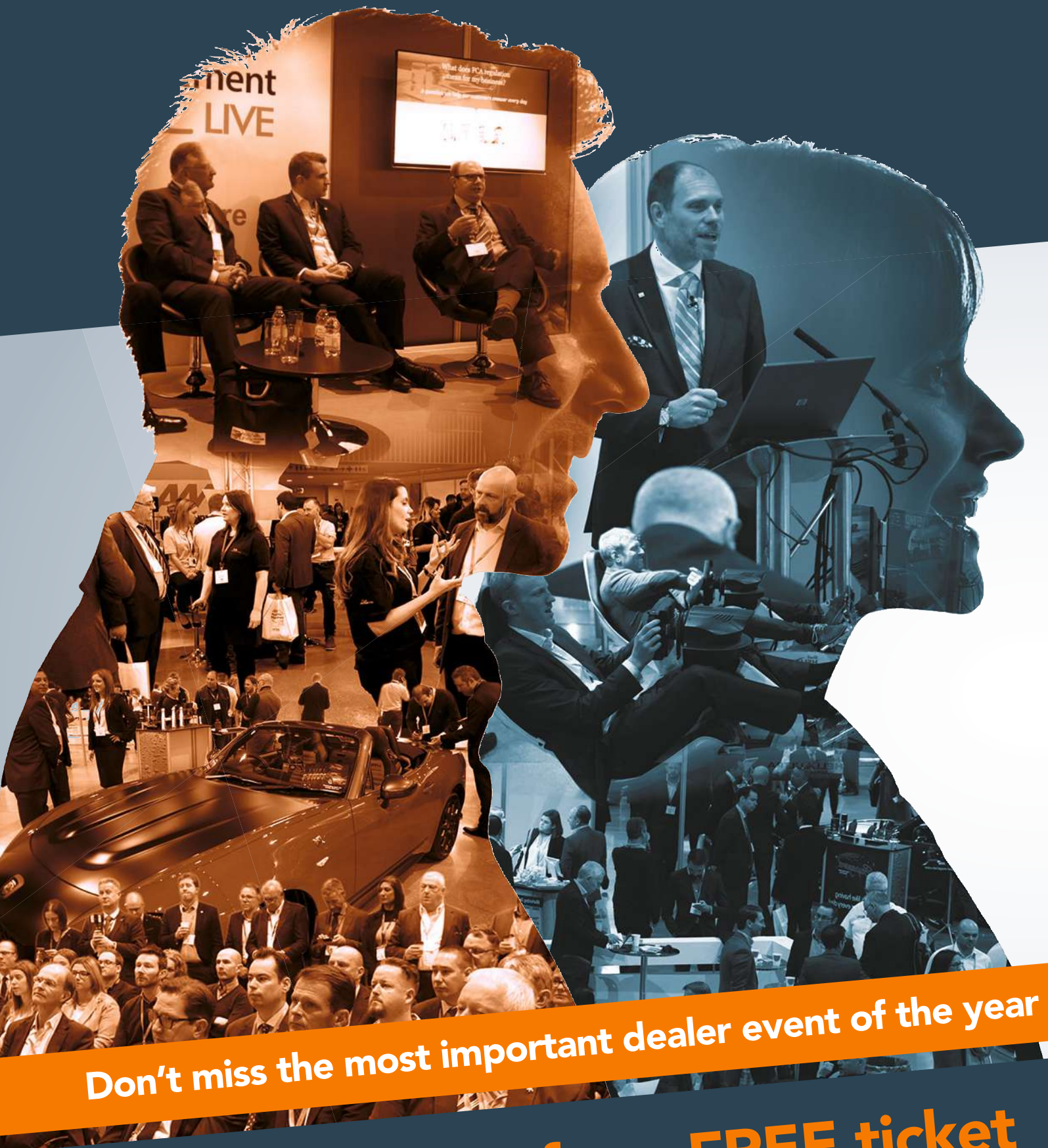
In 2018, a number of UK franchised networks suffered significantly as their supplies of certain new cars dried up temporarily. Some manufacturers, including Audi, Bentley and Porsche, failed to cope with the introduction of WLTP (the Worldwide Harmonised Light vehicle Test Procedure), which replaced an outdated testing regime operated since the 1980s. Many brands were left with a shortage of WLTP-type-approved core cars.

A year on, WLTP has now come into effect for light commercial vehicles too, and the next stage for cars, RDE (Real Driving Emissions testing), became mandatory on September 1, 2019, for all car registrations thereafter. It allows a NOx conformity factor of 2.1 times the official EU limit of 80mg per km.

A final stage, RDE2, will be introduced on January 1, 2020, and will become mandatory for all new registrations from January 1, 2021. It has a NOx conformity factor of 1, plus an error margin of 0.5.

NEXT MONTH: DO YOU EXPECT YOUR NEW CAR SALES TARGETS FOR 2020 TO BE HIGHER OR LOWER?

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P56



**“IT’S ALWAYS GOOD TO PLAGIARISE...
I’VE BEEN UP AND DOWN THE COUNTRY
TO LOOK AT HOW OTHERS APPROACH
THINGS IN TERMS OF DESIGN AND FIT-OUT
ANTON KHAN, SW CAR SUPERMARKET**

FACE TO FACE: SW CAR SUPERMARKET

'I'M A BELIEVER IN TAKING RISKS'

Anton Khan's philosophy has taken him from selling cars on his parents' driveway to MD of a £26m turnover used car supermarket in nine years. **Tom Seymour** reports

Take advantage of every opportunity. It's an often repeated phrase in the automotive retail industry, but it has taken Anton Khan from managing a Carphone Warehouse store to leading a multi-million-pound motor retail business in under 10 years.

At 33, Khan is one of the youngest chief executives in the industry and building his Peterborough-based, two-site used car supermarket business SW Car Supermarket has been driven by a readiness to throw himself into everything feet-first.

In 2010, Khan had no experience selling cars. He had left university in Sheffield and realised he didn't want a career that would follow his studies in robotic engineering and programming.

While managing a Carphone Warehouse store, he was approached by a friend who had been working in automotive retail for the past 20 years and convinced him to try his hand at selling used cars.

Khan said: "What did I know about cars? My friend convinced me that if I could get to know the smartphone business, then cars wouldn't be that different.

"I was living at home with my parents at that time and they had some room on the drive and it all started from there."

He started out with £5,000 in savings and spent three years of "trial and error" making money, losing money and learning the ropes as an independent trader.

Khan said: "I made lots of mistakes, but three cars became five and then became 12. My friend has some property and agreed to rent some space out to me to start growing the business."

Khan worked to build a stock of 100 cars before an opportunity arose to rent a two-acre site with workshop facilities. Khan did a deal for 10 years with a five-year break and managed to double his stock capacity to 200 cars. He was selling 50-60 cars a month.

Business was steady, but Khan got a call from his landlord four years into trading to let him know they would want the property back in six months.

Khan said: "I sat there with my head in my hands because if I couldn't find somewhere to relocate I would have been left with no choice but to fold up.

"It was the worst day and in a way the best day of my life because it put me onto the path that I'm on today."

After calling everyone he knew, he managed to find a 3.7-acre site on a Peterborough business park that had been derelict for years because "no one had the vision or financial backing to transform it".

Khan had built up a strong relationship with his banking partner HSBC in the formative years of the company and they helped him to take the next step to fund the new location in 2017.

Khan said: "Some people can get a bit flustered by their business growing. I'm a believer in taking risks. If you don't take risks, you're never going to achieve anything.

"If you've got a firm base for the business and you have the right people around you, it's a force behind you that helps you to reach the next level."

NEW CAR BUYING EXPERIENCE WITH A CAR SUPERMARKET PRICE

Khan resurfaced the site and started developing a location that would set the formula for what SW Car Supermarket is today. The Padholme Road East site now has room for 800 vehicles and workshop facilities.

The new location concentrated on volume and family-focused brands with ultra-modern facilities and fittings. Khan wanted to merge the new car buying experience with a used car supermarket price.

Less than three years later, Khan has already expanded with a second superstore location on the opposite side of Peterborough. It focuses on premium

brands and has space for 1,000 used vehicles.

While SW's first location stocks nearly-new to four-year old brands such as Ford, Vauxhall and Peugeot, this new location is primarily Audis, BMWs and Mercedes-Benz.

Walking in to an SW showroom is very similar to a new car experience.

There are staff on hand to greet you when you walk through the door, there are touch-screen research stations, a coffee lounge with Wi-Fi and a showroom to highlight certain vehicles.

There's a hint of the Ford Store concept in the layout, with bright orange colour surrounds to highlight areas of the showroom.

Walking through the main reception and showroom area leads through to a covered warehouse space, where hundreds of valeted vehicles are all on show ready to be inspected by customers.

Sales executives are not stuck behind desks (something Khan thinks makes them too lazy) and they instead have access to hot desks and iPads to use as and when they need.

Khan said focusing on volume at one site and premium at another gives a clarity of vision to customers and staff on what each location is about.

He said: "I had a look at the market as a whole and mystery shopped other dealerships. It's always good to plagiarise and what works for someone else might work for you. I've been up and down the country to look at how others approach things in terms of design and fit-out."

Khan acknowledged that there is pressure on volumes due to a car supermarket's "astronomical running costs". However, he said delivering volume is not about pushing customers into a corner and "stacking them high and selling them cheap".

He said: "For us, volume comes



from treating customers fairly and making sure we are delivering a compliant sales experience and exploring exactly what it is they're after.

"It might be that we test-drive them in three or four cars. If the car isn't right, we probably have 30 others in stock that might fit for them."

Khan said the business gets a lot of recommendations and growth from word of mouth. SW Car Supermarket is rated at 3.9 out of 5 on Google reviews and has a rating of 4.3 out of 5 on TrustPilot.

"Pushy sales don't work in this day and age. It's more about the customer experience and the customer journey within ultra-modern facilities. You want them to feel at ease."

Khan said that while stock levels have not been a huge challenge for the business this year, apart from seasonal shortages, margin levels are under pressure.

He said stock levels have been managed well, as SW works with all of the major auction houses, including BCA, Manheim and Aston Barclay.

As new car sales continue to falter, everyone in the automotive market is focusing on used and this has created fierce competition with rivals looking to win by offering the lowest price possible.

Khan said while low prices are good for consumers and stock turn, it hurts bottom-line profitability.

SW has a finance penetration rate of about 60% and Khan said that while Finan-



cial Conduct Authority (FCA) regulation compliance has put some downward pressure on finance margins, if customers are guided through the demands and needs process correctly, then "profitability can be resurrected".

SW still offers GAP, as well as paint protection, extended warranties and service plans.

As FCA regulation has hit finance commission, Khan thinks there will be an even greater focus on buying at the right price to make sure there is enough margin in the metal.

He said this is becoming difficult due to Auto Trader's dominance in the used car classifieds market and the introduction of data behind the scenes that displays whether

VARIOUS PLATFORMS POP UP, BUT CAN THEY REALLY COMPETE? AUTO TRADER CONQUERED THE MARKET VERY EARLY ON AND THEY HAVE CONTROL OVER THE USED CAR MARKET

ANTON KHAN,
SW CAR SUPERMARKET

ONLINE AND MARKETING STRATEGY

Khan said SW's online strategy is a key pillar to its growth as a business. All stock is posted with 360-degree interior and exterior images, as well as their full specification and service history published online.

He said: "We publish as much information as we can about a vehicle online so that the customer doesn't really have any questions other than can I test drive it or place a deposit?"

A central call centre team handles live chat and enquiries into the business on sales. These are then filtered through to book an appointment with a sales executive for a test drive and consultation.

SW has a team of 10 full-time staff at the call centre, operating on a shift basis to cover 9am to 8pm. About 75% of all of SW's customers go through the call centre.

An online presence has also increased SW's reach, particularly with the new premium-focused supersite. Six months ago, about 90% of business was from the local Peterborough area.

However, now there is a focus on premium Audi, BMW and Mercedes-Benz products at the second location, it's attracting people from much further afield.

Khan said: "With the different stock profile, we're attracting people from as far as Malta, Ireland, Scotland, Yorkshire and London. If you market the product well online, they're prepared to travel for the right vehicle."

Being there in person is something Khan thinks will be around in the UK car industry for a while.

He said online sales still only account for a very small proportion of customers:

"We're not there yet with direct sales and I think it will still be another three years or so until those volumes start to build up."

"If you have the right make and model for a particular car, a consumer might interact and choose to purchase online, but in the vast majority of cases you still see people wanting to come to the showroom to touch and feel the car."

a price is low, good or great against adverts.

It's something Auto Trader has defended in the past, saying customers are wary of vehicles that are priced too low and that vehicles priced at the correct market level will sell a lot quicker than those that aren't.

THE TROUBLE WITH AUTO TRADER

Khan thinks Auto Trader's place as market leader has put it into a position where it is essentially controlling the used car market.

The marketplace for online classifieds is very crowded, with multiple challengers looking to erode Auto Trader's market share, but Khan cannot foresee it losing the crown.

He said: "Various platforms pop up, but can they really compete? Auto Trader conquered the market very early on and they have control over the used car market. They have control over the dealers and how behaviour and profitability operate."

"I'm happy that we have a platform that we can reach thousands of customers from. But we're not happy about how pricing has gone up year-on-year."

Khan said used car pricing can come

Get Ready For The Senior Managers Certification Regime.



The Financial Conduct Authority (FCA) is applying the Senior Managers and Certification Regime (SM&CR) to Consumer Credit firms from the 9th of December 2019. The FCA views SM&CR as a catalyst for change – ‘an opportunity to establish healthy cultures and effective governance in firms by encouraging greater individual accountability and setting a new standard of personal conduct’. There are a number of key steps and actions each firm needs to implement in preparation for the SM&CR so make sure your business is ready on time.



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Cunstuck when stock buyers are referencing pricing on Cap HPI or Glass's and this doesn't line up with Auto Trader's own data.

It means that by the time some vehicles are back on site at SW "we could be upside down by £1,000" compared with what Auto Trader thinks based on its data.

Khan said there are businesses out there that operate without Auto Trader, but they need a big budget to do so and the business model remains risky.

He said: "I can't see a way for dealers to take some power back from that relationship with Auto Trader."

"When you hold that monopoly with that level of power, it's a case of use or don't. If you don't use them, you're going to struggle to grow, but if you do use them they are dictating terms on how they want you to operate."

Khan would like Auto Trader to charge "a fair price" and look at data from other forms of valuations and not just their own.

He also wants controls in place that monitor how low pricing can be on Auto Trader.

Khan said: "Just because 10% or 20% of dealers price their vehicles way below market level, that data then gets mixed up into everything else."

"Some dealers are listing vehicles



cheaper than they're actually possible to purchase at auction."

HOW PDI CAPACITY FUELS THE NEXT PHASE

While the new premium brand location opened just a few weeks ago, it is merely the first part of Khan's two-phase plan to unlock growth for the business with an expanded used car preparation facility to open by Q1 next year.

Khan found that while sales have been growing, the business was struggling to keep pace with preparing vehicles quickly enough.

Average stock turn is between 36 and 43 days and Khan said having new facilities in place will be key to reduce stock turn to below 30 days, which he said is the key to start building a more profitable business.

Khan said: "We're not bringing vehicles to market as quickly as we would like with the current facilities that we have."

"So we're spending millions on the preparation centre and that will then facilitate the future growth of the business. When it's

operational, we will have the potential capacity for 3,000 cars a month through it."

SW Car Supermarket spends an average of £350 to get each vehicle retail-ready. Most stock acquired is grade 1 or grade 2 from auctions at a rate of about 300 to 400 cars a week.

SW retails appropriate part-exchanges, but if they don't fit the profile they are sent to auction.

Khan is expecting the new premium-brand site to add a significant amount to annual turnover, from £26 million in 2018 to £80m this year.

Profit before tax is expected to double this year, but Khan is expecting further improvements once the company's preparation centre is working at full capacity.

There is even scope to expand the preparation centre's workshops to cater for retail aftersales work as a growth opportunity driven by service plans.

Khan acknowledged that SW Car Supermarket had grown quickly and

FACTFILE

TURNOVER £26m (2018)

PRE-TAX PROFIT £1.8m (2018)

STAFF 90

UNITS SOLD PER YEAR 3,000 (2018)

TARGET FOR T/O IN 2019 £80m

TARGET FOR PRE-TAX PROFIT 2019 £3.7m

TARGET FOR UNITS SOLD 2019 7,500

ADVERTISING FEATURE

Celebrating 10 years of iVendi

By James Tew, CEO, iVendi



At iVendi, we've been marking something of a milestone. Last month, the company celebrated its 10th birthday.

In that time, we have grown from a two-person operation to employ almost 100 people across two sites in

Manchester and Colwyn Bay, with many thousands of new and used car, van and bike retailers in the UK and Germany using our products, and major finance providers and motor manufacturers among our clients.

Since 2009, we believe we have been central to developing the concept of online retail within the motor industry. From the outset, we had a very clearly defined idea of the sort of online customer journey that we wanted to deliver. That vision has gradually reached the point where it is today almost fully realised and its massive commercial value to the industry completely accepted.

In many ways, the degree of progress that has been made over the past decade has been breathtaking. There's an old adage that it is easy to overestimate the amount of change that happens in two years, but underestimate the amount that occurs in 10. That is very much our experience. There have been times when the speed of acceptance of online motor retail in the market felt a little frustrating, but, looking back over a decade, it is possible to see just how far we have all travelled together.

Certainly, we feel that we are very well positioned for the future. We are the market leader in our sector and we would like to say thank you to everyone who has been involved in the iVendi story so far – from our talented and enthusiastic staff through to our receptive and supportive customers. It has been a great 10 years.

■ **iVendi is the international market leader in online motor retailing solutions, working with everyone from dealers and manufacturers to car portals and motor finance providers. Visit www.ivendi.com, email enquiries@ivendi.com or call 0345 226 0503.**



he ruled out any more locations in Peterborough due to "market saturation".

He said he admired what Sytner has done by acquiring and merging the Carshop and The Car People businesses into a nationwide used car brand.

Khan said: "If the opportunity arises and fits our model, I would consider another site in a surrounding location. I have already acquired further sites for possible future use."

Franchised dealers have also already come knocking to put in offers to acquire SW Car Supermarket, but this isn't something Khan is currently considering.

He said: "We want to focus on business growth right now and I think we have the opportunity to grow this thing into a monster."

While Khan may not have had an interest in cars before starting out, he's certainly got the same entrepreneurial spirit shared with his peers in the industry.

When AM asked what his reaction would be if a franchised dealer offered a blank cheque, Khan simply smiled and said: "We're not actively on the market for sale, but if the right opportunity came up we would talk. If the cheque was big enough, you're not going to refuse it."

◇ DIGITAL-ONLY SHOWROOM PRICING

SW recently introduced a digital-only pricing system, meaning there are no physical price cards or signs on vehicles on site.

Instead, there is a QR code system that links vehicles directly to their online stock profile on SW's website.

Customers with an iPhone can scan the code with their camera and it will open up the page automatically. Those with Android smartphones can download a free QR code app or staff have access to tablets that customers can use to research details.

The decision was made to make sure SW is able to change its pricing to reflect how the market is moving and there is less confusion in the showroom as a result.

It's a way of joining up the physical showroom with SW's website, but more importantly it means prices are always accurate and reflect how they may have been adjusted in the last day or hour.

Khan said: "Prices fluctuate very quickly. We don't want to have a car on our website that is £10,996, but in the window it's £11,450.

"It's to give that transparency to the customer. We can make 10, 15 or 100 price changes a day, but it doesn't affect what we display on our vehicle."

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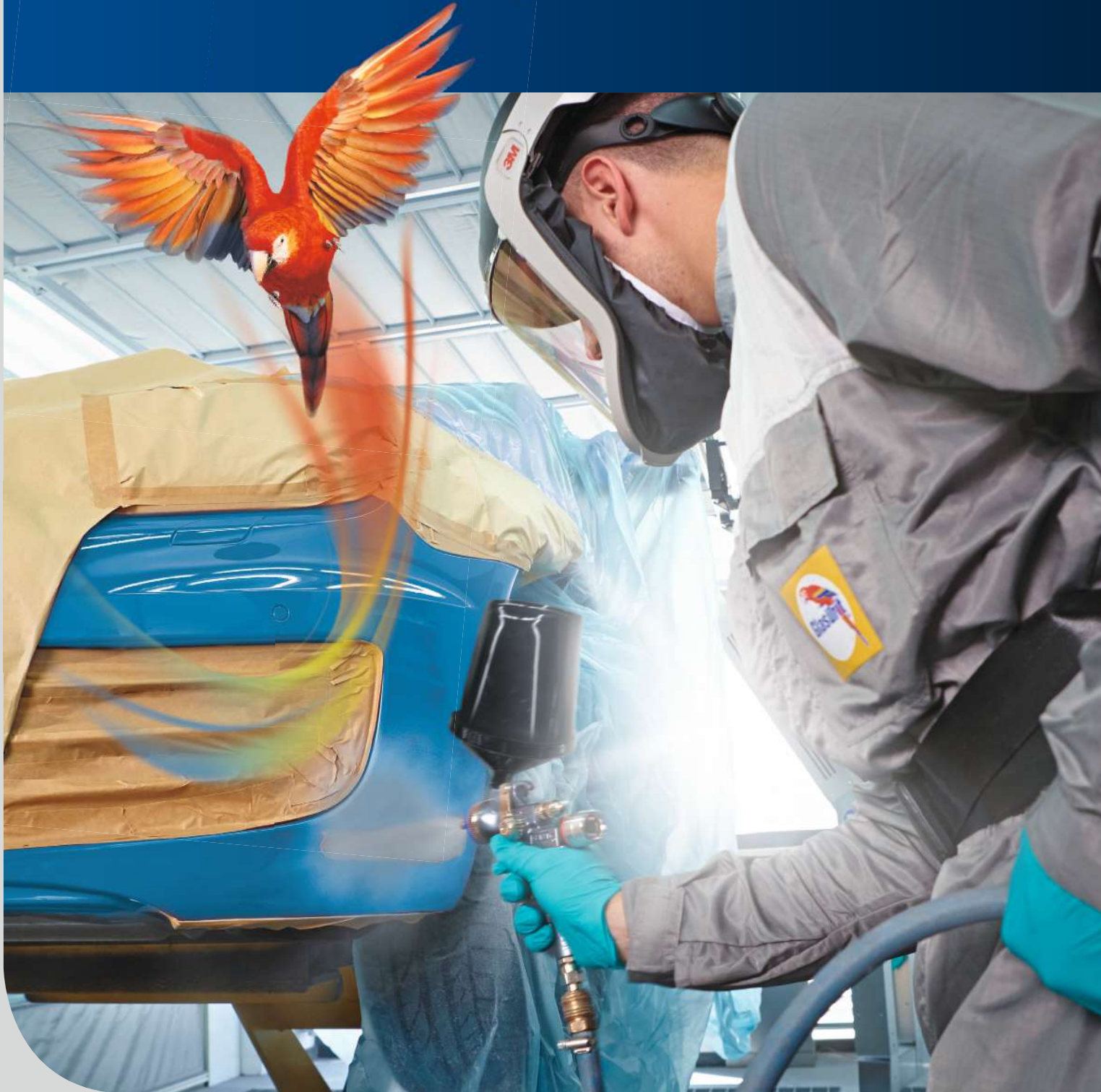


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MINUTES WITH...

Gavin White, managing director, Autotech Recruit



How did you get started in the recruitment business?

I've been working in automotive my entire life and started working as a car salesman as soon as I left school at a dealership in Cambridgeshire, but in my seventh year I was earning less than in my first year as new car sales weren't what they had been. After that, I went into recruitment and was recruiting for British Gas, Centurion and Carillion.

The lure of automotive brought me back to take a job with Thomson Motor Group, though, and I operated as sort of an aftersales manager, identifying where we could improve profit in the Melton Mowbray area.

I was instrumental in bringing a Renault aftersales franchise to the area at the time, but the thing that soon became apparent was the added staffing issues it brought with it and the difficulties we had maintaining the efficiency of the workshop during staff sickness, holidays and training commitments with what was a very lean workforce.

I thought 'there must be an agency providing a get-out-of-jail technician', but there wasn't and it got me thinking 'if you can sell gas engineers to the gas sector, you must be able to work with this'. I pitched the idea to my life-long friend Andrew Sly and golfing associate Stephen Hughes and we went out to find some funding. At the time that was very tough, and I ended up borrowing £40,000 from my grandmother, Andrew £25,000 from his dad and we created what would become Autotech Recruit in 2010. We've not looked back.

How big is the business now?

We employ 30 people at our offices in

PEOPLE SAY THAT BUSINESSES LIKE US ARE PART OF THE 'SKILLS SHORTAGE' PROBLEM... MANY OF THESE ARE TECHNICIANS THAT WE SCOOPED UP DURING THE RECESSION WHEN THEY WERE UNEMPLOYED

GAVIN WHITE, AUTOTECH RECRUIT

Milton Keynes, have 500 contractors working with the business, and our turnover is in the region of £100 million.

Was there a 'breakthrough moment' for the business?

We started out doing permanent recruitment to get cashflow moving before moving into the temporary contractor element of the business. Our first big client was Kwik-Fit. Over their 600-garage network, they had a high attrition rate. They needed MOT testers and there was an abundance because of the economic climate at the time. That really got us going, but it's really just in the past two to three years that we have really expanded with the manufacturer and large retail groups. In the early days, 90% of our work was with the fast-fit chains, but dealerships are now 70-80% of our business.

What was it that drove that switch in the make-up of the business?

There are a couple of things. Firstly, with

some retailers doing a lot of fleet work, and the volume of PCP deals in recent years, we've known dealerships with lead times of six to eight weeks for servicing, so there is huge demand.

A lot of our growth with retailers can be traced to the back end of 2017, when we started talking to Volvo, Renault and Ford about our manufacturer-led programmes.

What we do is take the technicians that we know and trust and then put them through the manufacturer training courses. We issue them with the manufacturer's uniform and we have a portal that the BMW network, say, can log into, select dates on the calendar and we then send them a temporary technician who is fully trained and qualified.

How big is that programme now?

We work with Ford, BMW, Volkswagen Commercial Vehicles, PSA Group and Renault and have 120 people that have been through the manufacturer programmes, many of them working at top AM100 groups. They could be with Marshall, Caffyns, Cambria...

In 2018, the total number of hours filled by vehicle technicians under the manufacturer-led recruitment programme was 43,917. Up to the end of May this year, we had already surpassed that, with a further 50,669 hours. The total number of hours filled by Autotech Recruit contractors in the 12 months between May 2018 and April 2019, was 336,455.

Isn't there a risk of developing technicians just to have the best ones poached by car retail groups?

There are terms and conditions in play





for our contractors. Obviously we don't want to rob someone of the chance to get their dream job, but we can't risk losing our workforce and jeopardising our business model. People say that businesses like us are part of the 'skills shortage' problem, but, really, we are a drop in the ocean and many of these are technicians that we scooped up during the recession when they were unemployed.

But you must be recruiting yourselves. How do you attract talent?

We pay a higher-than-average hourly rate for a start. On top of that we were aware that so many people just use the jobs boards to recruit, but that is very much a shrinking pond. Our marketing budget is £250,000 a year and we have various strategies. We use Google Jobs, but my advice to any business would be to invest in your own website because that is how Google ranks you... Use social media, also.

I understand you have also been helping certain retailers to recruit permanent staff?

That's right. With Group 1, we have been running Project Tech 60, which is essentially a landing page for a recruitment drive. But before we launched that, we consulted them over their terms of employment, everything from wage bandings to the offer of flexible working and the opportunity to do night shifts. So many modern families have two working parents and the industry needs to acknowledge that and work to be flexible to help people work more effectively. We have a dedicated account manager working on the Group 1 project, so it's almost like they have a dedicated recruitment consultant.

So permanent recruitment is very much part of the business?

Yes. We now segment the business into short-term contractors, the medium- to

“THE AA WROTE A WHITE PAPER ABOUT 16 YEARS AGO SAYING THERE WOULD BE A SKILLS CRISIS AND HERE IT IS... THE RESULT OF A COMPLETE LACK OF INVESTMENT IN APPRENTICESHIPS OVER THE PAST TWO DECADES

GAVIN WHITE, AUTOTECH RECRUIT

long-term fixed placements and permanent, long-term employees. We talk to about 6,500 technicians a year and get them to compete online exams to understand their skill set and what they know.

We go through these and, say, while a couple of hundred might come to us, if we were simply concentrating on short-term contractors all we'd be doing is cleansing the others from our database to comply with GDPR. As it is, what we are now doing is taking lists of technician profiles to dealers and manufacturers and they have access to those candidates.

We see all ends of the recruitment process and we know from experience that some retail groups simply don't recruit well because of process. They might sit on a CV for two weeks. You can't afford to do that with technicians who are getting two and three job offers a day.

We've had technicians go into a business and end up waiting for contracts and work uniforms. That's not good. Now we have contracts with a couple of retail groups to manage all that for them and it's a side of the business that is taking off. In the past, we probably placed 80 to 100 people a year in permanent roles but in the past six

weeks we have made 30 to 35 placements.

With high demand for technicians ongoing, has the prospect of Brexit affected the automotive recruitment sector?

I don't think the skills shortage could get any worse than it is, but there has been a shift. I don't know how much it has to do with Brexit, but when we started out a lot of the technicians we saw were from Poland and Eastern Europe. Now, I'm told that many feel they can earn improved salaries back in their own countries, so they have just returned home.

The AA wrote a white paper about 16 years ago saying there would be a skills crisis and here it is. What we are seeing is the result of a complete lack of investment in apprenticeships over the past two decades. We don't engage with schools and colleges well enough as an industry and I still don't think many businesses are working hard enough to attract the next generation of technicians. We're just not very good as an industry at introducing new blood. In my opinion, 'skills shortage' is a term that we will be with us for at least another decade.

Does Autotech Recruit make its own efforts to recruit the 'next generation' of workshop talent?

We went to four FE colleges and talked to students about their NVQs and if they were spoken to about job placements at the end of it. The Institute of the Motor Industry (IMI) said there were 20,000 young people doing courses like that. When we worked it back and looked at final destination data through Ofsted and the SFA we found that just 5,000 of those made it into the industry. I always challenge assertions that young people don't want to come into our industry. There are thousands of people in these colleges, but there is simply no one going to get them. **TOM SHARPE**

FACT
FILE

HQ: MILTON
KEYNES
EMPLOYEES: 30
TURNOVER:
£100M
ANNUAL
CONTRACTOR
HOURS (18/19):
336,455

AM AWARDS: 2020

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Senior Managers Certification Regime.

Get ready.

On the 9th of December this year, the FCA will introduce the Senior Managers and Certification Regime (SM&CR) to consumer credit firms – including motor finance sellers. The FCA sees SM&CR as a catalyst for change, encouraging greater accountability for individuals responsible for the sale of consumer finance products, and setting a new standard for personal conduct. It is a holistic approach where the FCA takes it as an opportunity to establish healthy cultures and effective governance in firms by encouraging greater individual accountability and setting a new standard of personal conduct.



Spencer Halil
Director

There are a number of key steps and actions each firm needs to implement in preparation for SM&CR implementation. The SM&CR introduces a new level of accountability for finance professionals, an approach through which knowledge, skills and education are highly promoted. It marks a step change in how senior managers should approach their role. They shouldn't simply view their position as a fixed, unchanging job, with their skillset preserved in aspic for the full length of their career. Instead, finance selling should be seen as an evolving and dynamic profession which requires continuous personal development and an ever-deepening knowledge of how the industry operates. Indeed, the fast-paced nature of our industry means that F&I professionals have a duty to keep abreast of consumer trends, new regulations and other macroeconomic factors.

The FCA's new accountability regime promotes the idea that those responsible for the sale of consumer finance need to understand more about the industry and ensure best practice in sales, rather than simply knowing what each product is. Theoretical knowledge is not enough anymore. Sales specialists need to be able to practically demonstrate their expertise in their dealings with customers.

The SM&CR covers all vehicle finance sales professionals to an extent, whether they work for a broker, lender or dealership. With a greater focus on individual accountability, it therefore means individuals must continue to learn and develop to ensure they remain at the top of their game. And working with organisations like the Finance and Leasing Association (FLA) and the Institute of the Motor Industry (IMI) can help professionals achieve this on an ongoing basis.



APPROVED
CENTRE

The IMI's Finance & Insurance accreditation programme, for instance, is a prime example of a qualification where professionals are assessed on their knowledge in a robust and practical manner. In order for individuals to retain their accreditation over the long-term, a minimum amount of annual CPD is required. On top of that, the accreditation needs to be retaken every three years, ensuring specialists continue to develop and enhance their skills and knowledge. Alphera Financial Services has been vocal in its support of this programme, and believes

accreditation and other courses available through the IMI and FLA (e.g. the Specialist Automotive Finance Advanced qualification) hold the answer to compliant finance sales.

With car dealers and finance brokers under more scrutiny than ever by the finance regulator, accountability and professional development have never been more important. Education and knowledge lies at the heart of a fully-compliant sales process.



Matt Wood
Head of Operational
Compliance Monitoring

Whilst this approach to education and training is a core part of SM&CR other business operating areas also require development in order to comply with the FCA guidelines. The following summary details some of the necessary actions that firms need to implement:

✓ **Check the type of firm you are.**

The FCA is aiming to apply the new regime in a way that is proportionate and flexible to accommodate the different business models and governance structures of firms. Accordingly, there are 3 categories of firms under the SM&CR. These are Limited Scope, Core and Enhanced Firms. We believe that most dealerships will either be a 'core' or a 'limited scope' firm. As such the following actions focus on 'limited scope' and 'core' firms.

✓ **Ensure that any new individual applying to be an FCA Approved Person does so in good time before the new regime begins.**

Review the FCA Register to make sure it is up to date. If your Approved Person(s) has changed, please make sure you inform the FCA now. This will ensure that the move to the new regime is as smooth as possible as the FCA will automatically 'convert' most current FCA Approved Persons' into the equivalent 'Senior Management Function'. Page 54 of the guide for Solo-Regulated Firms "<https://www.fca.org.uk/publication/policy/guide-for-fca-solo-regulated-firms.pdf>"

✓ **Your regulatory business plan, committee terms of reference, and record-keeping should be reviewed to ensure they are adequate, accurate and up to date.**

✓ **Prepare a Statement of Responsibilities for your senior managers.** Each Senior Management Function requires a 'Statement of Responsibilities' that sets out what they are responsible and accountable for.

✓ **Identify any Certified Individuals (CI)** You should identify CIs and other staff undertaking FCA-regulated activities. You should assess whether there are individuals within your firm whose role could cause 'significant harm' to your firm or to your customers. If so, these will be 'Certified Individuals' (CIs). You must assess their fitness and propriety annually taking into account: the personal characteristics required

for the function (including good reputation, honesty, integrity and financial soundness). You may consider carrying out criminal record and or credit checks to help you to determine whether or not the CI satisfies this test; whether they possess the appropriate level of competence, knowledge and experience; and have undergone or are undergoing all training required to enable them to perform their role effectively and in accordance with any relevant regulatory requirements. It's important that you retain evidence of the above being carried out.

✓ **Prepare certification processes:** CIs need to have been assessed as fit and proper by 9 December 2020. Once you are satisfied that the CI is fit and proper, you must issue a certificate to them to confirm this. The first certificate must be issued to your CIs by December 2020. You will also need to request a 'regulatory reference' from firms when you recruit a CI or a SMF who has worked in a regulated firm. Further detail as to what is required can be found in the FCA's Handbook in SYSC 22.

✓ **Prepare to submit data to the FCA's Directory:** of (i) CIs, (ii) directors who are not SMFs and (iii) other individuals who are sole traders or ARs (including those within ARs) where they are undertaking business with clients and require a qualification to do so. These are collectively referred to as "Directory Persons". Upload is via the FCA's Connect system or its multi-entry facility. Further details are in Chapter 3 of "<https://www.fca.org.uk/publication/policy/ps19-07.pdf>" FCA Policy Statement PS 19/7.

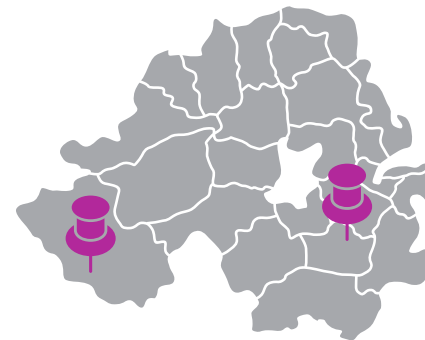
✓ **Make sure all staff have undertaken appropriate training:** You must train all staff involved in financial services activities on the Conduct Rules.

✓ **Review and update your policies and procedures.**

✓ **Key Date: December 2020** (and annually thereafter): you must have made your first assessment as to the fitness and propriety of your Certified Individuals, issued a certificate, and uploaded Directory Persons' details to the FCA Directory.



SUBARU UK



It admits to past mistakes and may still terminate a quarter of its UK network, but Subaru's acting MD Mike Willetts and automotive development director Torbjörn Lillrud say its first hybrids, simpler processes and a broader customer pool will take it to 10,000 registrations a year

Apologies from carmakers are rare, so when Subaru importer IM Group admits it has "not treated the brand correctly in the UK", dealers will take note. And while they will approve of the brand's new 10,000-a-year registrations target, they may be less excited at the prospect of a quarter of the current network being terminated en route.

Following a steady registrations fall over a number of years – hitting a low of just under 2,700 in 2017 – and struggling to find an identity after an era in which it rode the crest of a motorsport wave, Subaru conceded that it had not exactly played a blinder in the UK market.

Automotive development director, Torbjörn Lillrud, said: "We have not treated the brand correctly in the UK for the past five, six, seven, eight years. We had a very good time and fantastic era with the STI and WRX, and we maybe became a little bit stuck in that story and that history."

But those 2017 registrations figures shocked IM Group, into action, and it responded with a new brand strategy that set a target for 10,000 annual registrations.

"Subaru today is something totally different," said Lillrud. "In the US, Australia, Scandinavia and many other countries, it's a successful brand for people who love the outdoor, active lifestyle. What we are doing now is investing huge money in rebuilding the brand image of Subaru in the UK."

"Subaru is for people who want to have a safe and reliable car, and enjoy life outdoors. What we are building is a totally new brand platform and brand image. We are investing a lot of money, in combination with a strategy for our dealers. They are working with us and embracing it."

It appears to be paying off. Registration

volumes are now increasing, to an expected 4,000 for 2019, and new brand initiatives have helped the brand to rise from 20th position in the NFDA six-monthly Dealer Attitude Survey to eighth.

Product, naturally, plays a part and Subaru is about to start delivering its first hybrid cars. Mike Willetts, interim managing director, said: "We've been working hard on pre-selling the hybrid units, initially in an all-new Forester, which historically has been the biggest-selling car within our brand. Everything has been re-engineered and it's now on the global platform for Subaru. It's a much smoother ride and there's new safety technology coming in, such as the EyeSight crash avoidance system."

"The hybrid goes into the Forester first, which we will start delivering to customers in October. Then it will be added to our XV range, delivered in November. Mid-year in 2020, we will add the hybrid into the Impreza range."

The process of electrifying its cars has not

necessarily come naturally to Subaru, as Lillrud acknowledged: "We have to lower our CO₂ and the only way that we know to do it is to go hybrid or use electrification. Subaru has never been [at the] forefront in this area, but when it does it, it does it extremely reliably and safely."

THE FIVE SUBARU VALUES

Lillrud said Subaru had identified five important values for the brand and its dealers.

"We want to be the best employer in the UK automotive industry. We want to be number one in dealer satisfaction – in the NFDA survey, we have moved from 20th to eighth, based on our new strategy. We want to be the most liked distributor in the United Kingdom. Goal number three, we want to be number one in customer satisfaction. Number four, we want to be one of the fastest-growing brands in the United Kingdom. And number five, we want this business to be profitable, especially for our dealers, but also for all stakeholders."

Willetts believes the brand has a solid base for its UK revival: "As Torbjörn said, because of the success of the rally heritage and the other car brands, maybe we didn't focus early enough on maintaining and growing that customer base. But we're building on what's already there."

"Our core customers are repeat customers, people that love the engineering and use the car to facilitate their enjoyment in life. We've probably got one of the best retention rates in the industry, with regards to that type of customer."

He said the brand would now try to expand its customer pool by lowering the average age of its buyers.

"Instead of having customers that are in their 50s to 60s, we're looking at the 40s to

“OVER THE COMING MONTHS AND YEARS, THERE'S A POSSIBILITY THAT WE WILL ACTUALLY TERMINATE 25% OF THOSE [DEALERS] BECAUSE THEY ARE NON-BELIEVERS
MIKE WILLETS,
SUBARU



KEY PRODUCTS



Forester

Once Subaru's best-selling model in the UK, and the 'no-nonsense SUV' in its range, its annual registrations have hovered around 900 units since 2017.



XV

The brand's compact crossover, from £25,325, is petrol-only. Registrations in 2018 reached 1,145 units. This year, the XV has gained a mild-hybrid version, badged E-Boxer.

Subaru currently has 75 franchised outlets in the UK, but has suggested a quarter of franchises may be terminated

shows, with a high profile, and engaging with people. We do an awful lot of displays at these shows of the cars' off-road capabilities, because we believe we have the best four-wheel-drive system in the world."

SHAKING UP THE NETWORK

IM realises that a focus on the dealer network is crucial to its plans for the Subaru brand.

Willetts said: "We're very keen to make sure that we have dealers who are engaged in the Subaru brand and that they believe in it. We have a dealer network that, at the moment, is about 75 in number. Over the coming months and years, there's a possibility that we will actually terminate 25% of those because they are non-believers – either in the brand, or they don't see our message as core to their business moving forward."

"We love what we do, we love our brands and we want to make sure that the customers get the experience that they deserve, driving the best products in the world, through our dealer network. If it works, if our volume suddenly starts to grow to 20,000, then it might be a different model, but in the meantime we don't tend to work with larger groups. We work with smaller groups, family-owned businesses. As we grow our brand again, grow our market share and grow our visibility, it's more important that we choose the right partners for Subaru as a brand in the long term."

"We do have about 50 open points, some where we have a poor-performing dealer, next to the open point. If we can find the right partner that will maximise our opportunity, we will ensure that we embrace that partner for the long term."

Lillrud added: "The relationship between us and the dealers has to be simple, but fun and profitable. What we are doing, for example, is reducing the amount of unnecessary administration for the dealers. We make our bonus system, IT solutions, extranet systems, etc., as simple as possible, so the dealer can focus on what's most important – to take care of people, the customers coming into

with strong community roots. "One of the things we have been doing is openly having conversations with our dealers, ensuring that they become core in their community, encouraging them to re-engage with their service customers, or their lost customers," said Willetts.

"Through our regional management and our senior management teams, we're trying to ensure that our dealers are doing that. Our customers are generally rural-based, they're not in the big cities. There are lots of opportunities there to either get people who live locally, or people who are visiting the Peak District or the Lake District, and making sure they are at the local

50s and building on the safety message, which is starting to attract families, young families, who maybe would have never considered SUVs within the Subaru brand before. We're starting to get conquest customers from many different brands coming over."

The company's dealers are a core component of this new strategy, especially as many of them are small or owner-driven



Outback

A facelift for the rugged crossover estate in 2018 has rebounded sales up from 475 in 2017 to 673 in 2018. Prices start at £30,010, but it only comes with a thirsty 2.5-litre petrol engine.



Impreza

Still that brand statement 4x4 drivetrain, but in a hatchback starting at £24,325. It sold 293 units in 2018. Kia sold as many Ceed hatchbacks in August, one of the slowest months of the year.

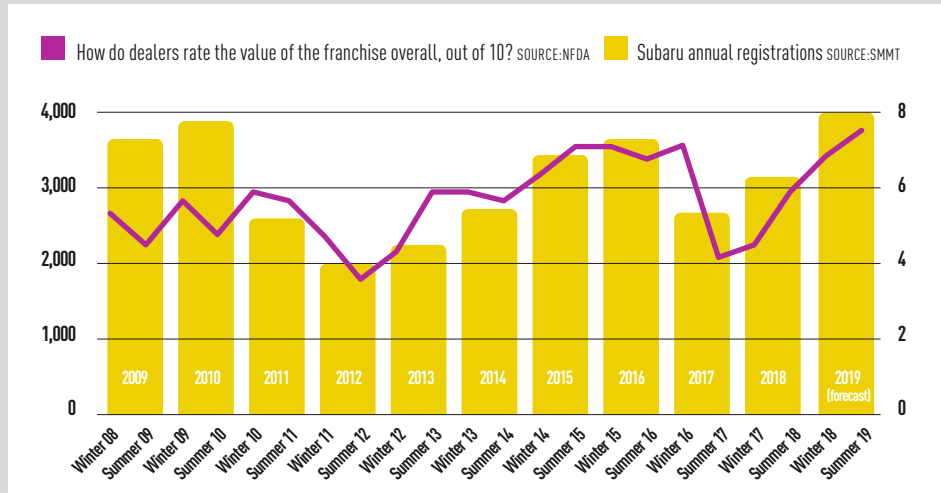
the showroom or the workshop. "Everything in our way of administering the business between us and the dealers, we try to simplify. We have cut down a lot of things and implemented a new bonus system that is easier to use and also gives them more money on the table. We are increasing the support for demonstrator cars, and we are more helpful in credits and credit costs. Everything we can do to make their life simpler, easier and more profitable helps the relationship and creates greater satisfaction."

Strong demand for used Subaru models means they do not stay long on forecourts – indeed, the problem is sourcing enough of them, according to Lillrud.

"What tends to happen is that when they've had the car for three or four years, owners pass it on to a daughter or a brother or a neighbour or even a grandmother. Too often, our customers are not bringing the used car to us. So the demand is higher on used cars. If we have a company car or ex-press car or something, it's snapped up by the network.



SUBARU UK REGISTRATIONS AND NFDA SCORES



Resigned to being a niche, low-volume franchise, Subaru still enjoys small successes. In 2018, its new car volumes rose thanks purely to retail demand for its XV crossover

“WE HAVE NOT TREATED THE BRAND CORRECTLY IN THE UK FOR THE PAST FIVE, SIX, SEVEN, EIGHT YEARS”
TORBJÖRN LILLRUD, SUBARU

"In combination with that, we are not promoting or discounting new Subaru cars. We are not increasing Subaru sales by giving them away, or by giving discounts. We give the dealers fair cost and a fair bonus system, dealer margin, etc. But we don't promote, support and initiate any huge discount activities, because that is only destroying the second-hand value of the car. It's all about trying to keep a stable price strategy."

'COMMON SENSE' CI INVESTMENT

Despite embarking on a brand-rebuilding strategy, Subaru is concentrating on substance rather than style. Expensive new showroom design concepts and revamped corporate identity are not part of IM's plans. Lillrud said: "We don't want to ask our dealers to make big investments at too early a stage in this process: we first want to show the dealers that we can do the 10,000 cars."

"When the time comes, and we feel that it's right, there might be some small changes in the corporate identity at the dealerships. But we have to use common sense. We're not demanding big investments because we believe their business has to be profitable. We've seen so many other brands over the years that have asked the dealers to make huge investments in showrooms and corpo-

rate identity, and it's not in line with the dealer's reality. Some product that has been developed in Paris, or Munich, or Stuttgart, doesn't necessarily work in a little village outside Birmingham."

This renewed commitment to its dealers – which includes support in the shape of a training academy at IM's head office, new e-learning programmes and a specialist sales course that focuses completely on the uniqueness of Subaru cars – is tangible when Willetts and Lillrud talk. But the company still has one eye on developments in car retailing and how they will affect the future.

"How will people buy cars in the future? Will there be dealers? We believe that there will," said Lillrud.

"We believe that if you work with a niche product, you stick with it and be a little bit traditional. But we do adapt to the new ways. The younger generation might not want to visit the dealer in the future. That means we have to have an alternative, so do we invest in an online sales programme right now?"

"And what will electrification mean for the dealer network? With fewer moving parts that need maintenance and service, how will that affect the dealer? There is a lot of uncertainty."

"You have to be there. You have to try these new things. You have to invest."

"On the other hand, during my 34 years in the motor industry in Europe, people have always told me that soon, there will be no dealers; soon, people will order their car on the internet. But today, less than 1% of customers order their cars on the internet. Even if they do order a car on the internet, we know that 80% of those who do have visited a dealer and had a test drive before they ordered it. We don't know what the future looks like, but we are preparing for it." CRAIG THOMAS



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Getting the mix right

How motor retail can benefit from a more representative workforce



WHAT ARE THE BENEFITS OF D&I?

A GROWING BODY OF STUDY SAYS DIVERSITY AND INCLUSION POLICIES ARE JUST GOOD BUSINESS SENSE

PAGES 44-45

DIVERSITY FROM DAY ONE

WELL WORDED JOB ADS, UPGRADED FACILITIES AND INTERNAL NETWORKS ALL HELP BOOST MINORITY REPRESENTATION

PAGES 47-48

OVERCOMING THE BARRIERS

DEALERS ARE MAKING PROGRESS ON DIVERSITY AND INCLUSION, BUT A LOT REMAINS TO BE DONE

PAGE 53

Are there tangible benefits of a diverse workforce?

A growing body of study says diversity and inclusion policies are just good business sense

Every employer in the UK is legally prohibited from discriminating on the basis of age, race, gender, gender reassignment, disability, sexual orientation, religion or belief during recruitment, but that prohibition alone is often not enough to promote diversity and inclusion (D&I) in every workplace. *AM* has looked at some of the research into the effects of active D&I policies on a company's fortunes.

FINANCIAL BENEFITS

There has long been anecdotal evidence available of how a diverse workforce can improve innovation and financial performance and there is an increasing body of study that supports those conclusions.

Boston Consulting Group examined more than 1,700 companies in eight countries (Austria, Brazil, China, France, Germany, India, Switzerland, and the US) across a variety of industries and company sizes, looking at the diversity levels of their management teams. It then measured the percentage of those companies' total revenue that came from new products and services launched over the past three years. It found that having a more diverse team increased revenues by 19%

and earnings before interest and tax were nine percentage points higher than those companies with below-average diversity in their management teams. Businesses with employees from a good mix of ethnic backgrounds were 35% more likely to outperform their competitors.

McKinsey also found a statistically significant correlation between a more diverse leadership team and financial outperformance in its *Delivering Through Diversity* report. The study found that companies in the top quartile for gender diversity in their executive teams were 21% more likely to outperform their competitors on profitability. Moreover, firms in the top quartile for ethnic/cultural diversity in their executive teams were 33% more likely to have industry-leading profitability.

Julia Muir, the chief executive of Gaia Innovation and the founder of the UK Automotive 30% Club, a voluntary group of executives with the aim of filling at least 30% of key leadership positions in member organisations with women by 2030, said research by Sodexo had found a positive correlation between a strong gender balance and increased employee engagement. This had a knock-on effect on customer satisfaction and ultimately operating profits, she said.

"A more gender-balanced team leads to a

happier team," she said. "If you get more commitment from your staff that leads to more satisfied customers and, as a result, greater profits."

Muir added that a study by EY and the Peterson Institute for International Economics had also revealed that a company made up of at least 30% female leaders had six percent better profit margins than those that didn't and she also cited McKinsey's study showing that organisations in the top quartile for gender diversity were more likely to have financial ratings above the national average.

"All of this shows that gender-balanced teams perform better than those that are not," she said. "That is largely down to having an effective and open-minded leader who manages the team well, creating an environment where it will thrive and perform well, translating to financial success."

"Diversity is about more than just being a good moral thing to do. It also has strong benefits to both your company and the wider economy by getting more people into employment and balance out some of the key roles."

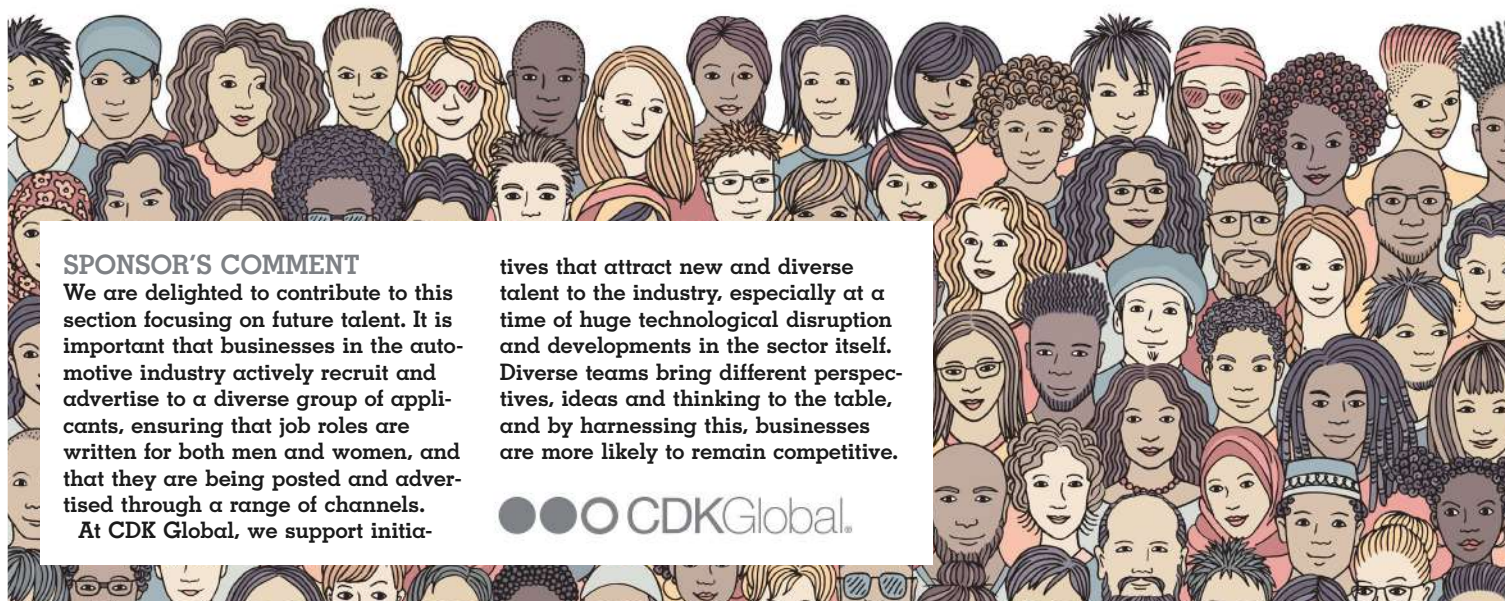
Steve Nash, the chief executive of the Institute of the Motor Industry (IMI), said the biggest advantage of a diverse workforce was customers feel more comfortable dealing with a company that reflects the make-up of society. That

SPONSOR'S COMMENT

We are delighted to contribute to this section focusing on future talent. It is important that businesses in the automotive industry actively recruit and advertise to a diverse group of applicants, ensuring that job roles are written for both men and women, and that they are being posted and advertised through a range of channels.

At CDK Global, we support initia-

tives that attract new and diverse talent to the industry, especially at a time of huge technological disruption and developments in the sector itself. Diverse teams bring different perspectives, ideas and thinking to the table, and by harnessing this, businesses are more likely to remain competitive.



FURTHER READING:

Boston Consulting Group – How Diverse Leadership Teams Boost Innovation
www.am-online.com/DiversityBCG

McKinsey – Delivering through diversity
www.am-online.com/DiversityMcKinsey

Peterson Institute for International Economics/EY
www.am-online.com/DiversityPIIE

WISE campaign – Why gender diversity makes business sense
www.am-online.com/DiversityWise

Harvard Business Review – When Gender Diversity Makes Firms More Productive
www.am-online.com/DiversityHBR

The UK Automotive 30% Club
www.automotive30club.co.uk

means more potential for sales, he added.

"If your business is only full of white males of a certain age, that's not going to resonate with every customer," he said.

"By having a more diverse workforce you are, in effect, taking away potential reasons why someone might not want to do business with you, and that can only be a positive."

Jim Saker, the director of Loughborough University's Centre for Automotive Management, said there was strong evidence that companies with a better gender mix at board level outperform less diverse rivals. However, he said that there was a lack of research into its effect at the lower levels.

"We should have diversity in the work place as the underlying base position," he said.

"That's easier said than done, however, because often a company's culture is determined by who's in charge, the role models and a host of other factors."

DIVERSITY AND INNOVATION

Technology giant Cisco attributes its ongoing technological innovation to its diverse leadership team, while diversifying client teams has helped management consultancy EY to

strengthen the quality of its client services and retain senior team members.

While that's not always reflected in the automotive sector, some companies, such as Jardine Motors Group, are leading the way in D&I.

Clare Martin, the group HR director at Jardine Motors Group, said one of the greatest benefits of workforce diversification was having people who think differently. That enables companies to have a broader perspective when it comes to change and innovation, she said.

"One of the benefits we see is around diversification of thought and contribution," she said.

"As a business, we are constantly innovating and looking at how we do things differently, which means we need people who think differently."

RECRUITMENT & RETENTION

Increased D&I can also bring benefits beyond the bottom line, such as recruitment and retention.

Martin added that a more diverse workforce was also more attractive to new recruits, with 67% of jobseekers citing it as an important factor when considering offers.

"Within our business, we see the performance

of more diverse teams delivering better results and we believe our 98% direct hire rate is a result of our strong employer brand which is partly driven by our approach to D&I," said Martin. "Therefore, when it comes to attracting the best talent and outperforming the market, the commercial case for diversification is compelling."

Reputationally, employers can also reap the benefits of diversity by being viewed positively by shareholders and customers alike. This is reflected in the fact that businesses are increasingly putting diversity and inclusion (D&I) at the top of their agenda.

New research by Auto Trader, Ennis & Co and Qlearsite has found that 88% of automotive organisations surveyed have identified D&I as a key priority, while 53% believe the need to attract and retain a greater array of skills and experience was the primary motivation for driving a D&I agenda. **ALEX WRIGHT**



IF YOU GET MORE COMMITMENT FROM YOUR STAFF, THAT LEADS TO MORE SATISFIED CUSTOMERS AND, AS A RESULT, GREATER PROFITS



**JULIA MUIR,
GAIA INNOVATION**



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Cath Sibbald VP HR, CDK Global

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Building diversity in from the ground floor

Carefully worded job ads, upgraded facilities and internal networks go a long way to boosting minority representation

It's a truism that words matter when recruitment campaigns are planned, but it is still remarkable to learn just how great their impact can be.

Toyota (GB) decided to analyse how it filled both internal and external vacancies, after noticing a wide variation in the number of applicants.

"For us, the whole conversation around diversity and inclusion is about great talent, making sure we attract and retain the right talent and then enable them to be their best while working for us," said Rachel Shepherd, general manager (HR).

"We looked at what we'd been saying about vacancies, and to be honest, some sounded quite dry. Now they're couched in more uplifting language, they provide just an overview of each role, and we also stress that we embrace flexible working practices."

Interview feedback showed that the commitment to flexible working immediately generated an increase in female applicants, as did including details of Toyota's development programmes and mentoring for women employees.

Changing how a particular job was described led to even more surprising results, said Shepherd.

"We had a customer care role in our dealership network. Originally, it was described as an 'advanced sales traineeship', but when we tested the response of school-leavers to those words, 100% of females were not interested in applying.

"However, when we changed the title to 'trainee customer consultant', and tweaked the job description slightly, 40% of applicants were female. When we used to advertise externally, we averaged three candidates for a vacancy. Now the average is 26."


Toyota is equally determined to shift its gender balance at a more senior level, via a pledge as part of its membership of The UK Automotive

30% Club, to ensure that 30% of its senior roles will be filled by women by 2030.

"Our industry has never had an equal mix of men and women, but we are fully committed to this strategy," said Shepherd.

"We run Women in Business networking sessions on an array of topics, showcase some of our senior women on LinkedIn to show what they are achieving, work very closely with the UK Automotive 30% Club and sponsor their e-zine, which profiles female role models."

The next step, said Shepherd, is to promote vacancies in different places, using new recruitment methodologies and agencies, to attract talent from different industries and also different types of candidates.

Toyota's strategy isn't facilities-led, although the head office does have quiet rooms  which can be used for prayers, and the



OUR INDUSTRY HAS NEVER HAD AN EQUAL MIX OF MEN AND WOMEN, BUT WE ARE FULLY COMMITTED TO THIS [30% BY 2030] STRATEGY

RACHEL SHEPHERD, TOYOTA GB



C building is accessible to all users. Naturally, there's no single solution to addressing the challenges of attracting talent from as broad a range of people as possible, and Auto Trader has taken a different approach at its offices in Manchester and London.

Bex Clark is Auto Trader's manufacturer and agency director, but has also been involved in delivering its diversity and inclusion (D&I) strategy.

"We began by adopting a simple definition, that diversity was about the mix of people in our organisation, and inclusion was about how well all those people worked together," she said.

"The introduction of D&I workshops was fundamental to the process, so all existing employees (800 at the time) could understand our approach, discuss it, and then collaborate with each other as the changes were introduced.

"Now every new recruit attends such a workshop. We're proud that it's become a core element of our culture, and particularly pleased that potential recruits regularly reference those sessions, and other elements of our strategy."

Auto Trader established four networks, covering female, LGBT, disabled and BAME employees, and Clark said they have now become a powerful internal force.

"We listen to employees who naturally lean to one of those groupings, and those who ally themselves with them, as to how everything is working and how things can get better.

"When we folded the magazine business and

“ AS OF AUGUST, 51% OF THE PEOPLE WHO ACCEPTED JOB OFFERS IN 2019 ARE FEMALE



**BEX CLARK,
AUTO TRADER**

became a tech company, the male-female ratio increased, but we have been working steadily to reduce it. Now, it's 61:39, but the female percentage has risen by one percentage point in each of the last three years. As of August, 51% of the people who accepted job offers in 2019 are female."

The group shares Toyota's commitment to flexible working, has a prayer room at its Manchester office, and quiet rooms and disabled access at both sites, but its D&I strategy has gone beyond the basics.

"We try to consider all design elements, so each floor is described in letters as well as numbers, and we use the right shades of paint for colour-blind people," said Clark.

"This year we became the first company to receive an award from the National Autism Society, for being an 'autism-friendly' employer, we monitor all employees' physical and mental wellbeing, and carry out regular tests to identify potential loss of hearing."

Auto Trader has been shortlisted for the European Diversity Awards 2019, became the only company to be awarded 'Best Corporate Entry' at Manchester Pride for three successive years, and has been noted for its efforts on behalf of its BAME employees.

Cox Automotive employs 2,200 people in the UK across 16 sites, and its D&I strategy focuses on the corporate culture and workplace environment, according to Alison Fisher, its chief people officer.

"We're not putting lots of investment into facilities at the moment. We believe the first challenge is to get the right behaviours, and then the culture will follow. Otherwise, there's a danger that it's simply window-dressing.

"The one target we did give ourselves, after I joined Cox Auto four years ago, was around gender diversity. Now around 30% of employees are female, from just 20% three years ago.

"In general terms, our key focus is to make this a great place to work, and diversity and inclusion is just one element of our talent and recruitment strategy," she said.

However, line managers have been given detailed toolkits, looking at specific issues such as unconscious bias, and highlighting the general characteristics Cox would like to see in new recruits.

"I'm not a big fan of formal policies. It's more about having the right principles and trying to steer our managers in the right direction," said Fisher.

"I must admit though, that when I joined I felt as if I was going back in time, so I started hiring people with different ways of thinking."

She said she wants to identify people with passion, enthusiasm, desire and attitude, rather than looking at someone because they've spent 20 years in the automotive industry.

"We needed to tap into a very different pool of talent to freshen up our organisation, deal with the challenges facing our industry, and grow the business more successfully."

On her annual visits to the group's locations, Fisher admitted she has been most impressed by Cox's Shepshed site, a centre of excellence for LED technology.

"They built a really formidable team by bringing together people who really were different. Young and old. The hours they worked. The way they looked and spoke. It was total diversity.

"We need more of that approach, because we want to enable everyone who comes to work to feel they can be themselves, and also be the best they can be. What we don't want is clones." **IAN HALSTEAD**

“ AROUND 30% OF EMPLOYEES ARE FEMALE, FROM JUST 20% THREE YEARS AGO



**ALISON FISHER,
COX AUTOMOTIVE**



Because not all car buyers are the same



In recent years, Startline has brought the concept of near prime motor finance into fashion, approving many used car buyers who have been rejected by principal lenders while offering comparable terms.

Now, we are taking the concept a step further with Finishline.

Designed for people who don't quite fit the conventions of our core hire purchase product, it satisfies a neglected need for mid-market motor finance that is below prime but a long way from the punishing rates and conditions of sub-prime.

Finishline means we can say yes to more used car buyers – and are already doing so for some of the largest, most forward looking dealers in the UK.

It embodies the whole Startline approach – more flexible motor finance, competitively priced, with excellent service standards. Why not get in touch to find out how our products could look just right for many of your customers?

enquiries@startlinemotorfinance.com
www.startlinemotorfinance.com

startline
MOTOR FINANCE

How to attract new and diverse talent

Cath Sibbald, VP of HR, highlights CDK's views on recruitment and how it builds a varied workforce

Do people outside our industry perceive the automotive sector to have quite a 'blokey' image? Why is that?

There can be a tendency to perceive the automotive industry as 'blokey', as it has been traditionally male-dominated in the past. The good news is that this is certainly changing, but I can understand how people outside of the industry may not be able to see the change as clearly as those within.

Put simply, I think a lot of people have traditionally thought of cars and driving as a male interest, even though that's really not the case. The automotive industry is about much more than just 'liking cars', and the variety of roles within it range from engineering and software development to customer experience and project management (and much more besides). It is perhaps more obvious to those of us within the industry, but a shift in the culture of the automotive industry is already under way.

There is still a way to go, but the number of women entering the industry is slowly increasing, and as the industry has had to

rapidly innovate and transform, so has its traditional image. In a 2016 European study, Deloitte reported that 62% of women in the automotive industry would remain in the industry if they started their career today.

What barriers need to be taken down to entice a broader spread of candidates to apply for roles in automotive retail?

One of the main barriers in recruiting a diverse workforce is a lack of visible representation. If applicants perceive there to be a certain culture within the industry that they may not fit into, they are unlikely to see it as somewhere they can be successful.

It is important that businesses in the automotive industry actively recruit and advertise to a more diverse group of applicants, ensuring that job roles are written for both men and women, and that they are being posted and advertised through a range of channels. Blind applications are a valuable tool in combatting unconscious bias, as well as ensuring the hiring board itself is diverse, including interview formats being focused on problem-solving and skills rather than industry knowledge.

In addition, businesses need to make sure their external facing appearance is in line with their internal values. If diversity is something the business values, then this needs to be clear to potential candidates. Whether it is featuring team members on the website or actively engaging on social media channels, businesses need to be seen to be supporting the values they uphold in order to attract a wider range of candidates.

CDK Global is taking a broader view to promoting recruitment opportunities by ensuring that language is gender-neutral in job specifications and interviews are based on skills rather than automotive experience. As a result, a more balanced and diverse workforce is being shaped.

What tangible benefits could businesses gain from taking action to increase workplace diversity?

Diversity is more than just a buzzword or a metric to strive for – it has a direct effect on the bottom line. Organisations with more diverse management teams see up to a 20% increase in revenue over those without. Diverse teams offer different perspectives and ideas, which is critical for driving innovation – a vital component of the modern automotive industry. In fact, a 2018 Deloitte study, in partnership with Automotive News, found that diversity of thinking in leadership enhances innovation by 20%, and diverse groups are more adept at spotting risks, reducing their occurrence by 30%.

We are in a time of increased technological disruption and rapid digitalisation, and with the automotive industry going through a period of transformative change, innovation is essential for its survival. New car

COMPANY PROFILE

Key products: Providing automotive solutions to dealers in more than 100 countries.

Key staff: Cath Sibbald, vice-president human resources, CDK Global
Founded: 1972

Based: Hungerford, Berkshire, UK

Visit: www.cdkglobal.com/en-gb

Email: www.cdkglobal.com/en-gb/contact-us

Telephone: 01488 662 662





CDK uses gender-neutral language and ensures interviews are based on skills rather than automotive experience as a way of shaping a more diverse workforce, says Cath Sibbald, CDK's vice-president of human resources

purchasing models and subscription services, electric and automated vehicles, plus an increased focus on public and shared transport, have all put pressure on retailers to stay one step ahead of automotive trends.

With a diverse workforce, businesses are more likely to remain competitive and capitalise on opportunities for growth. Not only that, a diversified workforce attracts a wider audience. This is up to 70% more likely, according to a 2013 study by the Center for Talent Innovation (CTI).

What can businesses do internally to foster diversity and empower the talent they may already have?

Recruiting for a more diverse workforce is only one half of the equation, it is crucial we also support talent within our organisations. Diversity must be fully implemented and integral to an organisation's business model, not just an addition to meet targets.

One of the best steps businesses can take to foster a more diverse working culture is developing an inclusion council to keep diversity at the top of leadership agendas, as well as a detailed communications plan, showing how diversity is being promoted throughout the business. To nurture existing talent, it's important that clear and personalised development paths are set out, so that individuals, in particular future female leaders, can see how their career can progress without having to look elsewhere for opportunities.

What other markets or industries could the automotive sector take lessons from relating to developing and maintaining a more diverse workforce?

There is already a great deal of overlap between the STEM industries and the automotive industry, but we can still take inspiration from the broader STEM landscape, including how they have joined

forces and looked at promoting diversity from a school age.

STEM industries have embraced collaboration in order to attract a diverse workforce by actively encouraging more women to take up maths and science in school and university. The impact is measurable too, as 2019 marks the first year where more women took A-Level science exams than men.

Celebrating the achievements of those within the industry is also essential in providing role models for the incoming workforce, as the international success of Ada Lovelace Day (held on October 8 in 2019), now supported by globally significant business and academic institutions, proves.

Actively making the automotive industry relevant, exciting, and modern to a wider pool of potential candidates is vital in order to increase interest in entering the automotive industry, and subsequently, to attract the brightest young talent.

Brexit Dealer Support

Brexit dealer guidance toolkit

Trade and tariffs, customs and deliveries,
finance

Brexit NFDA helpdesk

brexit@rmif.co.uk

Brexit online portal

Brexit Northern Ireland Dealer Forum



**Brexit
no-deal guidance
dealer forum**

Belfast, 30 October 2019

National Franchised Dealers Association (NFDA)
brexit@rmif.co.uk
020 7307 3404

What are the barriers to more diversity in motor retail?

Dealers are increasingly making the business case for more diversity and inclusion, but a lot remains to be done

The automotive retail sector is making progress on tackling the barriers to boost diversity and inclusion (D&I), but more needs to be done to highlight the good being done by those in the industry moving in the right direction.

According to Lynda Ennis, the founder of executive search specialists Ennis & Co, leading industry retailers have stepped up to tackle issues around pay structures and job flexibility.

Ennis & Co was a joint stakeholder with Auto Trader for the 'Making Diversity and Inclusion a Business Reality' report. The report, in its second year in 2019, interviewed about 100 HR directors, chief executives and managing directors to track progress on D&I.

Ennis said: "There are a number of retail groups, like TrustFord, Sytner Group, Marshall Motor Holdings and Jardine Motors Group, that have already looked at pay levels and working flexibility with job sharing and done something about it.

"We know the automotive retail business is very demanding and is moving 365 days of the year with a lot of pressure on delivering volume. But in the last two years since we've been looking at this topic, there has definitely been progress."

Respondents to the survey showed that training and development (36%) and having a strategy that focuses on having a diverse and inclusive workforce (33%) were generating the biggest benefit for businesses, while flexible working and the pay gap were each cited by 9% of respondents.

Overall, organisations that were surveyed largely showed a positive commitment to modernising ways of working, with 56% claiming to offer flexibility in working arrangements, 36% redefining how teams work and 29% have begun developing a business case for better work/life balance.

While progress is being made, one in five (22%) organisations said they believed they have not made any progress in these areas.

Kira Trehan, Birmingham Business School professor of leadership and enterprise development, said that while areas such as pay and flexibility are important, she believes looking at the development opportunities and recruitment practices in the first place is where the industry really needs to start.

"This isn't just limited to the automotive industry, but there is a tendency to recruit 'like me' and not to expand beyond the norm," she said.

"One of the biggest barriers is walking into a business and not seeing people like yourself already represented."

Trehan said businesses will often defend their position by saying that not enough women, ethnic minorities or disabled candidates come forward or get through the recruitment pipeline. However, she said this should be taken as feedback that a company's recruitment strategy needs to change.

She said: "You need to become more visible. Whether that's engaging with schools, local networks or local business communities.

"There may already be people in your organisation that you should be making much more visible."

Ennis said companies such as Cox Automotive and Addison Lee have been encouraging things such as employees being able to attend children's sports days, accommodating time off to care for sick loved ones, or changing work schedules to accommodate the school run.

Some companies have added conference call capabilities to every meeting, so there isn't pressure to attend physically as long as it's possible to dial in with voice or video.

Ennis said: "You have to be as accommodating as possible while still being able to deliver what you need commercially.

"This includes increasing basic pay levels and being much more open-minded around areas like job sharing and recruiting based on skill, rather than job role."

Trehan said some businesses are being quite strict with targets to make sure there is progress

on D&I. Some of these companies are even linking these "leadership targets" to their bonus.

Trehan said: "If they're not linked to targets then they become 'nice to haves', rather than things that actually happen."

Trehan said making a business more inclusive doesn't mean "flipping everything upside down", but there may be some structural peculiarities that need to work to make things more accessible to a wider group of people.

She said: "How are the working hours put together and how embedded are you in a particular approach?"

Ennis said whatever retailers do, it cannot be a tick-box exercise and D&I cannot be solved in one jump.

She said dealer groups should look to access the biggest problem areas in a controlled and gradual way.

"I would say progress on D&I is more of a marathon than a sprint, yet it is much more intricate than this. I'd liken it to more of a triathlon; where there are multiple areas that all need to be worked on separately to align. It's more about the journey, the pace and the finish than simply bolting over the hurdles." **TOM SEYMOUR**

“YOU HAVE TO BE AS ACCOMMODATING AS POSSIBLE WHILE STILL BEING ABLE TO DELIVER WHAT YOU NEED COMMERCIALY

LYNDA ENNIS, ENNIS & CO





A PHYGITAL EVOLUTION



The UK's biggest Remarketing network – BCA opens remarketing facilities in Nottingham

With a UK network of 24 centres from Scotland to the South-West, BCA is integral to the UK motor industry and continues to grow its footprint.

As the UK and Europe's largest vehicle marketplace, BCA helps sellers and buyers alike with a complete range of vehicle buying and selling services, as well as a raft of complementary services such as logistics, storage and vehicle refurbishment.

The UK's biggest remarketing network continues to grow

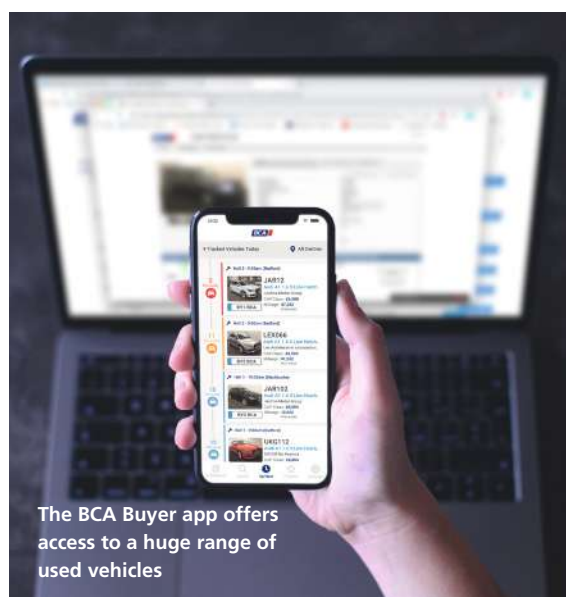
BCA opened expanded remarketing facilities at the Nottingham centre late last year, with a new back-to-back two-lane auction adding significantly to the facility's volume, efficiency and throughput.

The Nottingham development is part of BCA's ongoing strategy to enhance

its remarketing and de-fleet network across the UK, with Nottingham, Bedford, Manchester and Blackbushe all offering selling capacity in excess of 100,000 vehicles annually.

More sellers means more choice The biggest remarketing network also offers the very best choice of stock for buyers. BCA announced numerous business wins and renewals across the dealer landscape over the past 18 months including H R Owen, JCT 600, Taggarts, Motorline, Halliwell Jones, West Riding Hyundai, Sandown Mercedes, Eden Group, Trust Ford, Snows Group, Hammonds, Imperial Car Supermarkets, Johnsons Cars, LSH, Steven Eagell, Swansway Group and TC Harrison.

BCA also announced its largest motor industry service deal, agreeing



The BCA Buyer app offers access to a huge range of used vehicles

KEY CONTACTS

a five-year Auto Services Solutions contract with BMW (UK) Limited, which includes its specialist leasing business, Alphabet. BCA provides a full range of joined-up solutions from de-fleet, refurbishment, inspection and collection, inventory management and remarketing, both physical and digital, for BMW UK.

Cazoo, one of the UK's most exciting automotive start-ups, has signed a number of commercial partnership agreements for its vehicle logistics, refurbishment and vehicle disposal requirements with BCA. BCA will refurbish cars purchased by Cazoo at various BCA-owned locations, with UK-wide logistics support provided by BCA Automotive. In addition, BCA will provide part-exchange disposal services for Cazoo using the BCA Consumer Appraisal and Dealer Pro product set, as well as its market-leading imagery solutions from AutosOnShow.

It all adds up to the widest selection of vehicles at every age, mileage, condition and specification, with more than one million vehicles sold by BCA annually via physical auction, Live Online, Bid Now and Buy Now, e-Auction and virtual sales.

BCA launches Buyer app

The BCA Buyer app offers mobile access to the largest range of used vehicles in the UK with the ability to search and track stock in real-time. The app supports online and in-auction bidding by allowing users to track multiple vehicles in real-time and be notified when bidding starts. Users receive notifications that selected vehicles are approaching their auction slots to ensure they do not miss the chance to place their bid. In addition, app users can instantly purchase vehicles listed at a fixed price from our growing number of Buy Now sales.

The app – free to download on the App Store and Google Play Store – offers a quick search for vehicles by make, model, auction centre, sale date and vendor. A 'free text' search function allows buyers to locate stock by mixing and matching criteria including sale location, registration details and equipment data, such as 'climate control' or 'tow-bar', for example. Results can be sorted across a range of bespoke criteria, from sale catalogue to price and a new 'recently added' function.

Users can view all the vehicles they want to bid on in one screen with a simple vehicle tracking feature and benefit from real-time running orders and vehicle notifications. Mobile users can also now access their saved searches on BCA Search.

BCA launches Daily Pricing with BCA Valuations

BCA now offers daily valuation capability to ensure buyers and sellers are fully informed and in tune with actual market conditions.

A significant expansion of BCA's Decision Intelligence capability is driving greater efficiency and insight, generating significant enhancements to the accuracy of BCA Valuations, which predicts the final hammer price on vehicles. The service is now provided daily to BCA customers using the BCA Dealer Pro system.

BCA Valuations is the only service reflecting remarketing sale values in real-time using insights including cosmetic and mechanical condition, colour and equipment. The service uses fully automated machine learning algorithms to calculate fair and unbiased valuations, based on 200 distinct data points across five million real transactions.

BCA Valuations is game-changing for the remarketing sector and means both buyers and sellers are aligned to actual, real-time market sentiment

BCA plans further enhancements for BCA Dealer Pro in 2019

BCA Dealer Pro delivers a holistic range of dealer support services that make the part-exchange process more efficient and profitable. It is used by leading franchised and independent dealers across the UK and is integral to many manufacturers' used car and online retailing programmes.

Last year was transformational for the service, with over two million vehicle appraisals and valuations conducted. BCA also integrated Partner Finance to the app to fund part-exchange purchases.

BCA is working on a series of integrations with leading technology providers including Dealerweb, EnquiryMAX, Pinewood, Fast Track and CDK to remove the need for rekeying and improve data accuracy. BCA Dealer Pro also has an ongoing Agile development programme in place, working closely with existing customers to drive through regular upgrades and improvements.

For more information, visit bca.co.uk



Dene Jones, Chief Marketing and Data Officer



Stuart Pearson, Chief Operating Officer



Craig Purvey, Chief Commercial Officer

BCA launches part-exchange funding

BCA Partner Finance launched a new service for part-exchange vehicles, providing dealers with additional working capital, improving cashflow and profitability and enabling dealers to finance a part-exchange instantly on the forecourt.

BCA Partner Finance helps dealers secure funding to allow them to expand their retail operations. It was the first finance product to launch that was specifically designed for the UK remarketing sector.

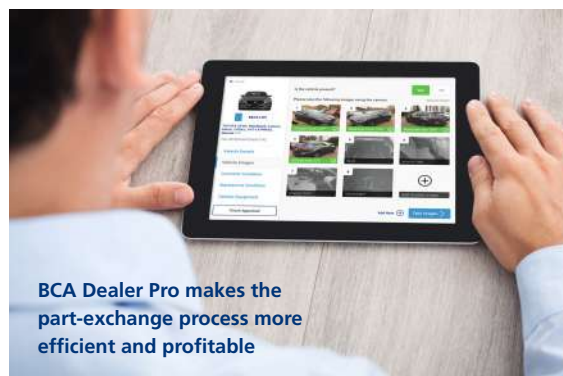
The Part-Exchange Funding service is delivered through BCA's Dealer Pro platform which allows dealers to appraise a vehicle and be automatically provided with the BCA Valuation, a real-time view of the trade price, before applying for funding. It creates a unique stock management and funding solution for the all-important part-exchange sector



Launch of cinch

Launched in July 2019, cinch offers a new fuss-free way to find, buy and sell a car. It is a new online service putting consumers at the heart of the process, with an intuitive search function that allows them to browse by lifestyle and not just price and model. Consumers are supported in every step of the journey.

cinch works with trusted dealers and car supermarkets in the UK. All cars are under seven years old, and have been driven for 70,000 miles or less. More than 20 dealers and car supermarkets have already partnered with cinch.



BCA Dealer Pro makes the part-exchange process more efficient and profitable

Automotive management LIVE

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AM  **NFDA**
NATIONAL FRANCHISED DEALERS ASSOCIATION

2019 PREVIEW

At a glance

New for this year

- Focus on the FCA's motor finance review
- New dealership operation standards for emerging vehicle technology
- Sustainable product focus in the Future Dealership Zone

Back by popular demand

- AM Best Dealerships to Work For awards
- Masterclass sessions where best practice is shared
- News of latest government lobbying from the NFDA
- Jam-packed exhibition hall housing leading automotive retail suppliers
- Comfortable and relaxed café area for networking opportunities

Topics and issues

- Used car market performance
- The FCA's likely stance on commission disclosure and what retailers need to do
- Preparing the aftersales workforce for EVs and new tech
- Online vehicle retailing
- The increasing digitalisation of the dealership

Best-practice sessions

- Video
- Used cars
- Customer loyalty
- Social media
- Online vehicle retailing
- Live chat
- Data-driven insights
- Website and digital
- Leadership
- The future of automotive retailing



Automotive Management Live is an insight-packed event for car retailers – franchised and independent – and manufacturers who want to compare and contrast the latest products and services from the sector's leading suppliers, attend masterclass sessions that focus on specific areas of modern retailing, listen to expert speakers in our people and finance theatres and network with industry colleagues.

Who should attend?

Anyone who wants to stay one step ahead, understand what's on the horizon and explore ways to futureproof their business in a fast-changing environment.

Senior motor retail professionals

Gain insight into how automotive retail will evolve, what you can do to prepare and how to maximise the opportunities as well as challenges that may arise from the latest Financial Conduct Authority's review

Car sales professionals Glean the latest developments in various aspects of retail operations, including used car market trends, purchasing vehicles online, using digital assets to bridge the gap between digital and physical forecourt and how to boost customer loyalty

F&I professionals Attend the AM Finance Theatre and find out how the sector is viewing the FCA motor review and the latest thinking on vehicle funding

Aftersales professionals Find out about how new technology, particularly the increase of EVs and the increasing amount of ADAS features on cars, affects aftersales by attending the IMI's People Theatre, which focuses on standards and training for emerging vehicle technology

HR professionals Understand the legal framework surrounding working with electrified vehicles, find out about the latest industry standards, training and qualifications and discover the attributes of the AM Best Dealerships to Work For scheme to boost retention and attract the best candidates

Digital marketing and marketing professionals From fine-tuning social media strategies to the latest trends in web development and video communications, a host of masterclass sessions provide guidance, tips and insights

Manufacturer professionals Identify tools and systems that can enhance your dealer network's performance

We explore:

Used Car market

- The impact of Brexit uncertainty on vehicle sales, particularly in a no-deal scenario
- Expert insights into the performance of the 2019 used car market
- The trends and influences the sector can expect to see in 2020

Customer communications

- How apps are enabling retailers to upload vehicle imagery and videos in just a few hours
- How social media advertising can boost dealers' customer reach
- Why connecting with the consumer wherever they are and on whichever platform they choose is essential

Digital

- Why harmonising SEO and PPC strategies is both cost-effective and a way to deliver better results

- Avoid common finance regulation pitfalls online and deliver a virtual journey that is compliant
- Identifying meaningful data and turning numbers into actionable insights with an impact

The FCA's motor review

- Find out the potential legal implications of the FCA's latest review
- Listen to a lender's point of view and its likely dealer expectations
- Learn from the practical experience of a large independent used car group

People

- Understand the legal framework when employees work with electrified vehicles
- Why a code of practice surrounding Advanced Driver Assistance Systems (ADAS) is necessary and find out about the proposed industry minimum standards

- The importance of leadership and what the most successful dealership groups have in common

Customer experience

- Learn about customer loyalty strategies that will help to grow the business
- How to deliver a smart and seamless customer journey that straddles multiple communication channels
- Make your website and digital communications more personalised

The future dealership

- How to create a paperless dealership while improving the audit trail
- Products to support the growing switch to EVs
- Ways to develop sustainable dealership practices

6 reasons to attend



Free for dealer and manufacturer delegates



Compare the latest services and products available to help the motor retailer



Get insights into modern motor retailing best practice, digital marketing, improving the customer experience and used car market trends



Learn the latest advice about challenges such as people management and finance compliance



Find new ways to increase revenue, improve efficiencies and enhance customer service



Network with colleagues, talk to suppliers and discuss new ideas, initiatives and innovations

There's still time to register, visit

>>> <<<
www.automotivemanagementlive.co.uk

ADVERTISING FEATURE

The worst thing to say to a customer

Don't make the mistake that many salespeople – and sales managers – make, says Simon Bowkett of Symco Training



The worst thing you can say to a customer is, "Is there anything I can do to get you to buy the car while you're here today?"

You have probably heard a lot of your colleagues say it, and if you're a sales manager you have probably said it yourself to your salespeople sometimes.

So what's the problem with it? First of all, it makes you seem a bit desperate. Customers can sense it and it pushes them away.

You are also effectively telling the customer that you have got a bit more money up your sleeve. After all that time you have just spent building up trust and rapport, now you are inviting them to give you a silly figure.

But the real issue here is you have probably just created a shopper. If you don't succeed in closing them, the customer is going to be walking away thinking: "He's not giving me the best deal here. Maybe one of his competitors will."

A word track that works

So what's the best way to deal with situations such as this, when the customer wants to go away and think about it?

You may want to try something like this: "Yes sure, I understand. Buying a car is a big decision and it shouldn't be taken lightly. But listen, I'd hate to think that you drive out of here, get a little way down the road and you turn to one another and say, 'if only he'd done such and such, we would have gone ahead with that'. Just so you don't have to have that conversation, while you're here, what would that 'such and such' be?"

There are other approaches you can try that work equally well, so check out my new sales training video on the AM website this month (www.am-online.com/symcotraining, or at www.symcotraining.co.uk).

Try them on your customers or, if you're a sales manager, go out and second-face yourself. But whatever you do, don't just say: "Is there anything I can do to get you to buy the car while you're here today?"

Visit our website for a free training trial

To find out how our low-cost, IMI-approved online training programme can help train your team, visit symcotraining.co.uk/freetrial and start your free trial today.



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FINANCE THEATRE

Sponsored by **MotoNovo**
FINANCE

The Automotive Management Live Finance Theatre brings together inspiring keynote speakers from the field of motor finance to take a closer look at the Financial Conduct Authority's review of motor finance.

While FCA compliance has been an on-going concern for retailers, the regulator's renewed focus is creating some disquiet in the sector.

In particular, in its motor review published in March, the FCA has drawn attention to commission models, the risk this poses to consumers and whether there are adequate measures in place to mitigate this risk.

The FCA estimated that broker commission, which allows brokers a wide discretion when it comes to setting the customer interest rate, costs consumers £300 million a year compared with a baseline of flat-fee models. On a motor finance agreement

of £10,000, the FCA estimated that the broker commission could mean the customer pays out about £1,100 more in interest charges.

Other areas the FCA motor review highlighted were transparency of information provided to customers and assessing affordability.

The impact of any changes could be far-reaching for the automotive retail sector, with dealers having to revise their systems and processes.

The FCA's motor review and its potential repercussions are discussed against the backdrop of the regulator's publication of its annual report, where it was revealed it collected three times the amount in fines in 2018/19 compared with the previous year. Financial penalties increased from £69.9m to £227.3m year-on-year, while the 650 enforcement cases that were open as of March 31, 2019, was 31% higher than at the same point in 2018.



EXPERT SPEAKERS

Our line-up of speakers promise an enlightening and thought-provoking hour providing retailers and manufacturers with insights into what we might expect from the FCA's recommendations due by the end of this year.



Understanding the FCA review

Russell Kelsall, partner and head of consumer and motor finance, TLT LLP
Exploring the FCA's review of motor finance, this presentation aims to provide dealers with the essential insights needed to understand its essence within the context of a legal framework. This session will focus on areas highlighted by the FCA highlighted as of particular concern, such as broker commission, information disclosure, and affordability, including its definition of vulnerable customers.



The dealer's perspective

Neil Smith, operations director, Imperial Car Supermarkets
Imperial Car Supermarkets operates 16 supermarkets across the country and 12 service facilities and has been an innovator in the used car market. Smith will provide the dealer's perspective on creating a culture in line with the FCA's 'treating customers fairly' principles and will share his thoughts on the motor review, its likely impact and practical implications.



The finance provider's point of view

Karl Werner, CEO, MotoNovo motor finance
Commission arrangements, the supply of sufficient, timely and transparent information, affordability assessments and lender oversight of brokers/dealers were all identified within the FCA consultation's scope. This session explores how dealers can prepare for what may be significant regulatory change. While continuing to view finance as an opportunity for dealers, Werner says the model for car sales and financing will evolve.

MotoNovo – what should we expect from the FCA following its review?

The motor retail industry is awaiting the announcement of the Financial Conduct Authority's potential changes with interest, according to Automotive Management Live Finance Theatre sponsor MotoNovo.

The regulator announced its final findings in March with the headline 'FCA acts to address unclear and excessive motor finance costs', a clear signal that changes are likely before the end of this year.

The report identified commission arrangements, the supply of sufficient, timely and transparent information,

affordability assessments and lender oversight of brokers/dealers as particular areas of concern.

Despite dealers' concerns about possible changes to come, Karl Werner, the chief executive of MotoNovo's motor finance division, continues to see finance as an opportunity for dealers, especially in used vehicles.

He said: "We must be prepared for change, and we are, and we must embrace that change."

"Down the years, increasing regulation has been followed consistently by growth in dealer finance. The model for car sales and financing is set to evolve."

"At MotoNovo, we believe the opportunity for a 'triple win' for dealers, customers and MotoNovo is on offer and we are ready to help dealers to 'seize the day'."

■ **MotoNovo Finance is at stand C42.**



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7 NOVEMBER 2019
STAND C4

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YOUR



Automotive management LIVE

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DEALER MASTERCLASSES

Our popular dealer masterclass sessions are back at Automotive Management Live 2019, providing retailers with proven strategies, actionable insights and forthcoming trends and developments to help forward planning. Segmented into easy-to-access essential topic areas, we have turned to the best in the business, whose speakers draw on their wealth of data and expertise to provide attendees with critical intelligence on developments in the sector



Social media

Jeremy Evans, managing director, Marketing Delivery

Marketing Delivery explores how automotive retailers can take eCRM to the next level using social media to connect with potential car-buyers. Evidence suggests dealers can achieve higher levels of customer engagement using a precise and targeted approach to social media and marketing, making a more relevant, compelling and persuasive offer for customers.

In this session, you will learn:

- A better understanding of how eCRM can improve engagement with potential car-buyers
- Greater knowledge of how social media marketing can help to target the most appropriate customers
- An improved awareness of how 'lost leads' can be converted to sales using tailored email and SMS follow-ups

“ IN A TIME OF UNCERTAINTY, EVERY LEAD AND CUSTOMER INTERACTION COUNTS. USING AS MUCH TECHNOLOGY AS POSSIBLE TO KEEP IN TOUCH WITH THOSE CUSTOMERS IS THE KEY TO INCREASING CONVERSION AND RETENTION

**JEREMY EVANS,
MARKETING DELIVERY**

Used cars

Anthony Machin, head of content, Glass's

Glass's provides expert insights into the performance of the 2019 used car market and the trends and influences the sector can expect to see in 2020. This session will provide the story behind the figures for the clarity retailers need to plan their used car strategy.

In this session, you will learn:

- What are the best- and fastest-selling models, makes, segments and fuel types across the UK?
- Which of the UK's dealers are outperforming the market? What makes them more successful than you?
- Where is the market heading and where has it been? Is it finally time to ditch diesel?





ONLINE RETAILING IS A REALITY AND RETAILERS NEED TO ENABLE CONSUMERS TO DO AS MUCH OF THE PURCHASE JOURNEY DIGITALLY, INCLUDING THE TRANSACTION AS WELL AS ALLOWING CAR BUYERS TO DIP IN AND OUT OF THE VIRTUAL AND PHYSICAL SEAMLESSLY

JAMES TEW, iVENDI

Digital marketing & website

Martin Dew, digital solutions director, Autoweb Design

Autoweb Design focuses on the virtual shop window – the website. During this session, the discussion will centre on search engine marketing and how to optimise your website and reporting in order to maximise return on investment.

In this session, you will learn:

- Harmonising PPC and organic search strategies
- On-site optimisations for search engine marketing
- Multi-channel reporting and budget optimisation



Online vehicle retailing

James Tew, chief executive, iVendi

With online motor retail developing rapidly, James Tew looks at the latest trends including the emergence of blended solutions that enable customers to mix different elements of the sales process both online and in the showroom.

In this session, you will learn:

- How to make your digital journey and website more relevant and personalised to your customers in 2020
- Misleading vehicle and finance information shown online could inadvertently lead to regulation breaches, understand the most commonly occurring issues and how they can be avoided
- How technology can be used to avoid non-compliance pitfalls such as presenting deals online when price discounts and finance are promoted alongside added value products



Leadership and focus

Neil Addley, founder and managing director, JudgeService Research

After working with some of automotive retail's most successful groups, Addley will deliver an informative and insightful view of what he's learned about leadership from some of the best in the business.

In this session, you will learn:

- How leaders of some of the biggest names in the sector have created their own leadership style
- The common threads that inevitably emerge among the sector's most successful automotive groups
- The habits and skills some of the best automotive retailer leaders continually demonstrate
- How to create the right culture in a business with a clear purpose, mission and goals
- Apply simple techniques around focus and effective habits to produce great results



Video

Alistair Horsburgh, chief executive, CitNOW

As online and on-site retail become ever more entwined for car buyers, digital assets such as video, still imagery and 360-degree views are vital in persuading customers to take the next step. Horsburgh will discuss how the current process for capturing and publishing web assets is broken and demonstrate how to halve your time to web.

In this session, you will learn:

- How to bridge the gap between digital to physical/online to offline and provide a seamless customer experience
- How to make the most of online digital assets and cut time from retail-ready vehicle to website marketing
- Consumer research highlighting what they want online and in-store to facilitate the smoothest of transitions between great virtual experience and exemplary customer service
- Be among the first to access as yet unpublished car buyer research



How to boost your ROI with Gtechniq's surface coatings

Your dealerships can charge premium prices for our premium products

Gtechniq are industry leaders in durable surface coatings. We specifically formulated Gtechniq Platinum total coating system for the premium dealership segment, so that our clients could offer market-leading ceramic coating at point of sale to the most discerning of customers.

Formed in 2001, Gtechniq have become world-renowned for their coating systems and the association with professional detailers and the International Detailers Association, which have hitherto been unavailable in this segment. In-house research and development and testing enables Gtechniq to maintain our position as thought-leaders in the sector. This enables us to offer products that are unsurpassed and continually set the performance benchmark anywhere in the world.

We have a large UK-based



headquarters, with in-house chemists, research and development, marketing, packing and dispatch facilities, service and support ensuring that the products you offer are world-class.

You are in good company

Gtechniq Platinum has become the partner of choice for many of the largest dealer groups in the UK with brands such as Rolls-Royce, Aston Martin, Bentley, Lamborghini, Ferrari, Porsche, McLaren, Maserati, BMW, Jaguar Land Rover and Mini.

With Gtechniq being a premium product, you can charge a premium price for the treatment, which enables the dealer to drive higher PPU. We also have a brand new development that enables our dealership clients to ensure the vehicle preparation team is a profit centre in its own right.

Technical training, sales training, ongoing support, a five-year guarantee and some of the best marketing collateral available, ensure that add-on product income streams are maximised.

For platinum enquiries, visit:
gtechniqplatinum.com

GTECHNIQ
PLATINUM



Live chat

Thom Coupar-Evans, UK sales director, LivePerson

This session explores how messaging technologies (from chat to Facebook Messenger to WhatsApp) can help the car shopping and purchase process and how to use them to your advantage. Take a walk through 'the automotive tango' that has helped dealers make almost double the number of connections with online shoppers.

In this session, you will learn:

- How to do the 'automotive tango' and connect with more of today's shoppers
- Provide a better consumer experience with a smart, seamless way to move people through the car shopping and purchase process
- Find out how to activate every possible connection point
- How to help your team focus on closing ready-to-buy shoppers



Creating customer loyalty

Lyn Howdon, global head of academy and learning, Chrysalis Loyalty

Chrysalis Loyalty shares proven strategies for achieving sustainable growth through improved customer retention. Explore strategies for segmenting your customers, understanding behaviour, using data and machine learning, and the technologies available to help connect with customers now and in the future.

In this session, you will learn:

- When the highest retention rates can be achieved
- How to implement a successful renewal process in your dealership
- Explore the technologies available to support your retention strategy
- How to increase the reach of your incentives budget by more than 40%



Data-driven leadership and management

Neil Murphy, automotive data scientist, Real World Analytics

Real World Analytics shows how to crunch the numbers to obtain real-world insights into your business, turning data and information into action that boosts sales and profits. This session focuses on how motor retailers can work smarter rather than harder and make data work for your dealership.

In this session, you will learn:

- Identifying the data that will make a difference to your dealership
- Automatically collate all data sources into one place and improve efficiency
- Turn data insights into action that boosts profitability
- Achieve the right balance between information gathering and taking action, while avoiding data overload
- Understand the benefit of having complete transparency of your group down to department level



Future of automotive retailing

Marcus Dacombe, international product marketing director, CDK Global

CDK Global takes a glimpse into the not-too-distant future of motor retail, where rapid change is already afoot, tackling some of the challenges retailers need to face including even more digitisation, evolving consumer behaviour and how technology will impact the sector even further.

In this session, you will learn:

- New technologies that will change automotive retailing
- Evolution of consumer expectations, trends, and lifestyle choices
- How automotive retailers can create connected experiences
- The value of consumer data and analytics
- How can automotive retailers continue to add value?



“OVERALL, THERE IS A GROWING DEMAND TO CHANGE THE WAY WE PURCHASE CARS, AND DEALERS NEED TO CATER TO CONSUMER DEMANDS. RETAILERS AND PARTNERS NEED TO WORK TOGETHER TO DELIVER A BETTER CONSUMER EXPERIENCE. THE AUTOMOTIVE INDUSTRY NEEDS TO THINK AS A COLLECTIVE, AND IF THEY DO NOT ADAPT TO CONSUMER DEMANDS AND INCREASING DIGITISATION, THEY RISK BEING DISRUPTED BY A PROVIDER THAT WILL

MARCUS DACOMBE, CDK GLOBAL

Transforming document management in the automotive industry

Reflecting the surge in popularity of digital document solutions, the MotorDocs team will be on Stand C28 at Automotive Management Live 2019 to outline the key things to consider ahead of making an investment decision and demonstrate how MotorDocs' products tick all the right boxes

As profit margins are squeezed ever tighter and the compliance burden weighs heavy, it's no surprise that management teams in automotive retail organisations are turning to digital document solutions for the clear benefits, including:

- Improved business intelligence
- Reduced printing and off-site storage costs
- Operational efficiencies
- Audit and regulatory compliance, visibility and controls
- Enhanced customer experience

At first glance, choosing the right solution may seem straightforward, but, on closer inspection, there are varying levels of quality, complexity, reliability and usability.

Given your choice of platform can have a long-term impact on the efficiency of your teams and their ability to deliver high standards of customer service, it's a decision you need to get right. While the correct choice will ultimately boil down to your organisation's specific requirements, there are some fundamental elements everyone should think about during their decision-making process:

1. Genuine automotive industry expertise

Dealerships are unique retailing environments with a multitude of paperwork (some deal files alone can consist of up to 70 different pieces of paper), a range of different IT systems, bespoke processes and ever-changing regulatory standards. As a result, a one-size-fits-all approach to digital

document management will not give the best return on investment.

The best platforms for automotive retailers are designed by people who have lived at the coalface. At MotorDocs, we have invested in a team that truly understands the flow of paperwork around a modern dealership. Without this intimate understanding, it's likely that compromises will have to be made in terms of functionality – or further development time (and cost) will be required to make the platform deliver in the way that you need it to.

2. Proven track record

Switching to a digital document management platform is an important business decision that can often involve multiple people within an organisation.

And for good reason.

Even though the cost and time savings they bring can essentially make platforms such as ours cost-neutral, there is a financial commitment to be made to get the system up and running and it involves persuading people in your organisation that this new approach is better – guiding them through a change in process and attitude.

If your platform fails early on, stops working or slows down as more people use it, then initial reservations towards the new approach will resurface and resistance to change will increase.

By choosing a reliable provider such as MotorDocs – with an award-winning pedigree, products in use at more than 220 locations and lots of positive endorsement – you can be sure your chosen system won't let you down.

3. Seamless integration with DMS and showroom systems

To enjoy optimum return on investment, you need your digital document management platform to integrate with your current dealer management system (DMS) and showroom systems as seamlessly as possible.





Our iDealFile product, for example, can automatically extract documents directly from your DMS – quickly turning traditionally manual, paper-based processes into efficient, secure and auditable digital workflows.

With such close links between your digital document platform, your DMS and your showroom systems, you can unlock powerful business intelligence that will improve the speed and quality of your decision-making.

Without this integration, you may negate the benefits you were looking to enjoy in the first place. You could even end up increasing the amount of work your team is required to do – as they are forced to scan documents by hand, convert them to PDFs and then manually save them into your platform.

A far cry from the efficient paperless vision you were dreaming of.

4. Ease of set-up and implementation

Just as an unreliable platform can trigger resistance to change, so can a platform that is time-consuming, expensive or tricky to implement.

Every second counts in automotive retailing and you need your teams to be maximising every opportunity to drive revenue, so system set-up and implementation needs to happen as quickly as possible.

Key things to review include – how long will implementation typically take? What work needs to be done up front to understand your business and current set-up? What does a provider know about typical software and

systems with car dealerships? What form will the training take?

At MotorDocs, our experienced team of automotive experts have the skills, knowledge and experience to ensure dealer teams are enjoying the benefits of digital document management as quickly as possible.

5. Responsive back-up and support

Once your platform is up and running, no matter how reliable and secure it is, you will still need to be confident about the back-up and support available.

We often help clients who have new team members come on board and need to be trained on the software. Some clients may tweak their internal processes and need the software setup to update accordingly or they may need help to get to grips with new features or system upgrades.

Knowing there is a team such as ours, ready and willing to answer your questions and help whenever you need it, is hugely important. Not only for your peace of mind, but for optimising the potential of your new digital processes.

Talk to the experts on stand C28 at Automotive Management Live 2019

MotorDocs is committed to helping dealers transform performance through innovative and intelligent digital document solutions. We lead the way in developing cloud-based platforms that improve efficiency, compliance, profitability, customer experience and environmental impact.

By introducing the full suite of MotorDocs products, sales and service departments can remove large volumes of paperwork from the dealership and introduce digital document workflows – seamlessly collating information from multiple sources and unlocking powerful business intelligence.

Our award-winning iDealFile platform is transforming post-sale efficiency and intelligence at 220 locations across the UK. Our new iServiceFile platform will offer the same benefits to service and repair teams – with a specific focus on supporting more warranty approvals.

Come and see us on Stand C28 at Automotive Management Live 2019 to see how our products can help you to unlock the positive commercial benefits of fully integrated intelligent digital document management.

iVendi brings latest thinking in engage, convert, transact

Maximise your sales potential with a connected online customer journey

For many years, iVendi has used a three-word mantra to explain how its technology functions for dealers, leasing companies and manufacturers: engage, convert, transact. At Automotive Management Live 2019, the company will be promoting its latest thinking and technology in all three areas.

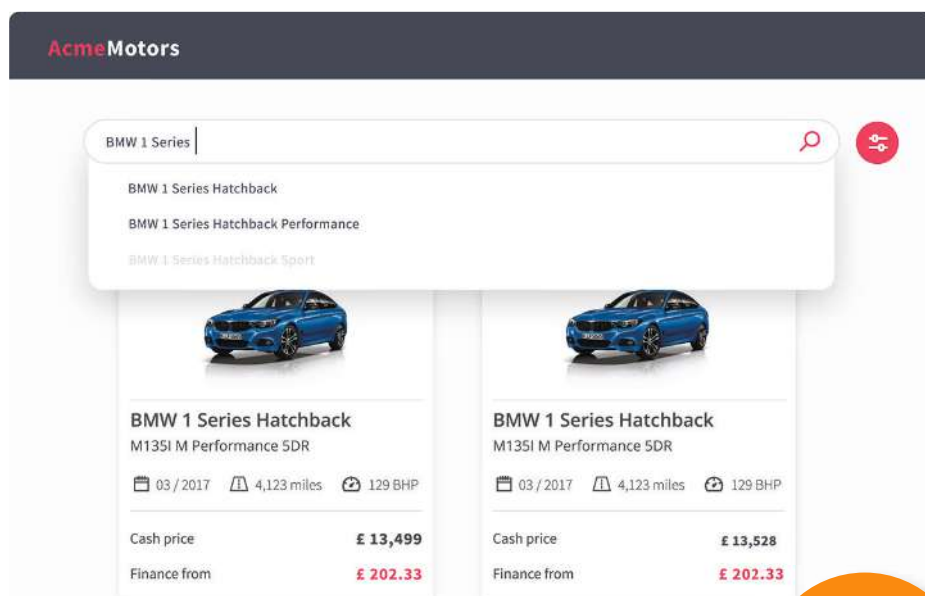
When it comes to how to 'engage' customers, iVendi will be showing its new finance search technology, which places vehicle, relevancy and affordability at its heart. Some of the innovations created are simple, but produce excellent results – for example, its in-built lifestyle search capabilities for consumers who don't really know what they want.

More sophisticated is new personalisation functionality that claims an automotive world first. Using data from previous customer activity, it produces highly targeted results. For some people, a search for a 'fast affordable car' means an Abarth 500, but for others, it is a Porsche 911. iVendi's technology can decipher the needs of each person and much more.

When it comes to 'convert', iVendi will be demonstrating its new improved dealer widget, which can be plugged into existing dealer websites to provide an almost-instant online motor retail customer journey. It includes everything from the company's advanced search technology through to the ability to process online finance and payments.

Crucially, the widget is easily personalised to each dealer's existing website design and branding, meaning that it can be seamlessly integrated into their existing online presence. It is probably the fastest and simplest way to evolve a basic dealer website to compete at the cutting edge of online motor retail.

For 'transact', iVendi will be talking about its latest thinking in how to handle complex



"The new developments we are showing at AML represent the very cutting edge of what can be achieved online"

online vehicle transactions. The company has long since recognised that the detailed nature of car, van and motorbike purchases is one of the impediments facing online motor retail. It has now developed technology that allows dealers to effectively integrate factors such as part-exchanges, value-added products, negative equity and price discounting into their customer communications, making the final sale much easier.

Finally, iVendi is launching a new Stock Module at Automotive Management Live (AML), which is designed to solve the problem of vehicle coding errors. Research

by the company shows that up to 15% of vehicles held by dealers have the wrong or no model code attached, leading to considerable problems with everything from predicting residual values to writing finance. This essential new product flags up potential misidentifications to dealers and provides the means to resolve any issues, removing what has been a persistent issue.

James Tew, chief executive at iVendi, who will also host a masterclass in online car retail at AML on November 7, said: "As the market leader in online vehicle retail technology, we are in a unique position to innovate and enhance our products using experiences from both the UK and Germany. The new developments we are showing at AML represent the very cutting edge of what can be achieved online in our sector."

■ iVendi is the UK's market leader in digital motor retail, providing solutions used by leading car portals, thousands of dealers and many major finance providers. It delivers a connected online journey that places the customer in control of the entire process, maximising the potential of online car and van sales.

Find us
at stand
B28

e-mail enquiries@ivendi.com, call 0345 226 0503 or visit www.ivendi.com



Automotive
management
LIVE

People Theatre

IMI



Joining CEO Steve Nash on stage at the IMI People Theatre will be:

- Tom Denton, the IMI's technical expert, technical trainer and consultant
- Quentin Le Hetet, general manager, GiPA Group UK (automotive data and research)
- Dean Lander, head of repair sector services, Thatcham Research

THE IMI PEOPLE THEATRE

The IMI will focus this year on its safety campaigns and codes of practice in work on EVs and driver assistance systems

Designed to ensure the highest standards of safety are implemented when working with electrified vehicles and advanced driver assistance systems (ADAS), the Institute of the Motor Industry (IMI) will use its platform at Automotive Management Live to highlight its new TechSafe campaign.

The aim is to provide the industry with the appropriate skills for new technology, including electrification, ADAS, connectivity and autonomous vehicles.

The IMI continues to work with the automotive sector, the Department for Transport, the Health & Safety Executive (HSE) and other key stakeholders to develop TechSafe. That includes working with Thatcham Research on the introduction of a new code of practice for ADAS and working with a broad-based sector advisory group to establish agreed standards that will ensure the industry meets its obligations under the Electricity at Work Regulations.

Employers have to comply with Electricity at Work Regulations when staff are working with

electrified vehicles (hybrids, plug-in hybrids and EVs). The IMI has developed qualifications and accreditations, supported by e-learning resources and deliverable through more than 600 IMI Approved Centres, which will provide individuals with the means to achieve TechSafe registration on the IMI's Professional Register.

Steve Nash, the chief executive of the IMI, said: "We are working hard to provide the appropriate information to everyone in the sector on their obligations under the Electricity at Work regulations to keep employees and customers safe and to ensure employers stay on the right side of the Health & Safety Executive."

Nash has found varying levels of knowledge and standards across the sector. Brands such as Toyota, where hybrid vehicles have been a feature of its model line-up for around two decades, have high standards of safety and training in its network. But elsewhere in the sector, particularly in multi-vehicle workshops, understanding of the rules and, subsequently, the standards of practice in place, is patchy, with



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STEVE NASH, IMI

many unaware that the regulations even apply.

While a legislative framework already exists for working with electrified vehicles, there is none for ADAS. Calibrating ADAS features on vehicles, particularly following accidents, has been identified as a major issue by the Motor Insurance Repair Research Centre (MIRRC) at Thatcham, which is working with the IMI to establish an industry code of practice. The code will establish minimum repair standards, undertaken by appropriately trained and qualified individuals.

Nash said: "Nearly every new car has some level of driver assistance on it, yet the level of knowledge out there to set those systems up after repairs, even after a windscreen replacement, is really poor. Many don't have the knowledge or the equipment to do that work."

By 2020, it is estimated that 40% of new vehicles will have at least two ADAS features, fuelling the demand for calibration services.

Celebrating more than 20 years as a specialist sign maker to the motor trade

Our high-quality, high-speed designs help everyone to sell cars

Here at the Discount Vehicle Lettering Company (DVLC), we have been serving the motor trade with all their vehicle graphics, signage and point of sale requirements for 23 years.

Our in-house design and production team can take an initial concept to a manufactured product in a short space of time.

We are the design and print experts... We use the latest production technologies with materials of the highest quality in our manufacturing process.

Our incredible service – three working days – and proactive marketing, along with our ability to be at the forefront of point-of-sale and vehicle graphics, keeps us at the top of our profession.

We constantly exceed our customers' expectations, as recent testimonials attest: "vital support to our business"; "quick to react"; "cannot recommend DVLC enough"; "deliver a top-class service"; "great people to deal with and always deliver on their promises"; and, our favourite, "once you have tried DVLC's professional and seamless service, you won't want to use anyone else for your dealership POS graphics..." This level of service has made DVLC the supplier of choice from single-owner dealerships to multi-franchise motor groups and car manufacturers.



We help everyone sell cars!

- **Quarterly campaigns:** for all manufacturers
- **Promotions:** new car launch, seasonal offers
- **Event packs:** new plate, VIP, sale, pre-reg
- **Bespoke graphics and point of sale**
- **Brand / group-approved graphics**
- **Dealership essentials:** sold & awaiting preparation graphics, windscreen flashes

- **Showroom & office products:** safety stripes, dry wipe boards, window graphics, magnetic stands
- **Forecourt advertising:** bollard covers, signage, roof toppers, flags, vehicle graphics
- **Demonstrator & courtesy car graphics**
- **Vans:** demonstrator, parts, rental, promotional
- **Signage:** internal & external, health & safety, temporary, promotional, posters
- **Banners:** internal & external, desktop, roll-up, PVC
- **Floor graphics:** anti-slip, any shape & size
- **Magnetics:** accessories, promotional, any shape & size.

These are just some of the products and services available from DVLC.

Visit us at Automotive Management Live, NEC, Birmingham at stand D26 to discover how we can help increase your vehicle sales together.

DVLC: driven to help you sell cars!



THE NATIONAL FRANCHISED DEALERS ASSOCIATION

Automotive Management Live's co-host has had a busy year working on members' behalf in the UK and Europe

Once again, Automotive Management Live is hosted in conjunction with the National Franchised Dealers Association (NFDA). The NFDA team will offer advice to dealers from stand D24 on the pressing issues facing the industry.

"New car sales have been affected by the continued political uncertainty. The confusion surrounding emissions has also had a detrimental effect on the market. Aftersales and used cars continue to remain key areas of focus for franchised retailers. The NFDA has been calling on the Government to provide clarity to businesses and consumers as soon as possible," said Sue Robinson, NFDA director.

"After the introduction of WLTP in September 2018, the Real Driving Emissions (RDE) regulation was implemented on September 1, 2019. Positively, following our lobbying efforts, the

Department for Transport (DfT) has granted a derogation for non-RDE compliant vehicles for the run-out of any end-of-series product line manufactured at least three months before the implementation deadline. This will be valid for 12 months past the new law's implementation date."

She said the NFDA has also been working closely with the Financial Conduct Authority (FCA) and its franchised dealer members on the findings of the motor finance enquiry.

After launching the new Electric Vehicle Approved (EVA) accreditation scheme in May, endorsed by the Government's Office for Low Emission Vehicles (OLEV) and the Energy Saving Trust (EST), the NFDA now plans to discuss the challenges and opportunities facing EVs with dealers.

This year, NFDA joined forces with a number of European counterparts to form the Alliance of



NEW CAR SALES HAVE BEEN AFFECTED BY THE CONTINUED POLITICAL UNCERTAINTY. THE CONFUSION SURROUNDING EMISSIONS HAS ALSO HAD A DETRIMENTAL EFFECT ON THE MARKET



SUE ROBINSON, NFDA

European Car Dealers and Repairers (AECDR). The AECDR has already formulated a collective response to the consultation by the European Commission aimed at evaluating the Vertical Block Exemption Regulation competition rules, and will share more details on this soon.

AM BEST UK DEALERSHIPS TO WORK FOR



Excellent employers will be celebrated at 1pm on the AM Hub when the 2019 AM Best UK Dealerships To Work For will be announced.

Andrew O'Kelly of Best Companies Group will be joined by AM editor Tim Rose and programme sponsor Car Benefit Solutions to share insights into employer best practice, to announce the dealerships which made the list this year and to present trophies to their management.

"Good luck to all of this year's entrants. We look forward to sharing the results and recognising 2019's AM Best UK Dealerships to Work For," said Tim Rose, the editor of AM.

The programme's sponsor, Car Benefit Solutions (CBS), will be on hand at stand D40 to book delegates for a free, no-obligation fleet and compliance review of their company car fleet or employee car ownership scheme and enter them into a prize draw to win an iPad. CBS is currently undertaking an analysis of the different approaches to employee benefits among a random sample of about half of the UK's top 50 automotive retail groups.



Tired of warranty providers profiting from your premiums?

Crystal Clear Warranty delivers you a 100% expired profit return

Are your warranty premiums putting a dent in your bottom line? If so, we can help.

Since 1984, we have helped franchised and independent dealer groups who spend too much on restrictive warranties by introducing them to Crystal Clear – the leading self-funded dealer warranty solution.

Crystal Clear Warranty is a fully managed professional service delivering you a 100% expired profit return, free rescue and recovery, expert claims management and showroom support.

Unlike traditional providers who profit from your premiums and put time-consuming barriers in your claims process, we offer a refreshingly transparent solution that will complement your values and unlock substantial new profit and unrivalled flexibility within your aftersales.

100% profit return

Crystal Clear Warranty is unique, delivering all the expired warranty profit to you, the motor dealer. Compared to other 'pot' warranties that stake a claim on your money or insured warranties that keep all the expired warranty fund, we offer you a refreshing and transparent platform that will unlock a new profit centre in your business.



Instant cash flow benefits

Instead of paying out premiums to a collective claims pot, we help you build a warranty claims fund that stays within your business. This new financial advantage will significantly boost your cash flow, remain entirely within your control and empower your aftersales strategy with unrivalled flexibility.

Going 'above and beyond' for your customers should never be a chore or an unexpected cost. With Crystal Clear Warranty, putting your customer first and exceeding expectations is built into the DNA of our solutions.

Zero vested interest

Unlike traditional warranty companies whose profits are dependent on how much of your premiums they can keep, we do things very differently. Every penny of your expired warranty fund is yours. This



means our relationship with you is not clouded by vested interest. Instead, our partnership is cemented on impartiality, fairness and customer-centred common sense.

Your additional benefits

- Full claims authority giving you more aftersales flexibility.
- UK rescue and recovery included for added peace of mind.
- White-label option available to make the warranty yours.

To find out how easily Crystal Clear Warranty can integrate into your business operations and deliver new substantial profit to your bottom line, call 01522 515 600 or visit us at stand A18.

Visit www.warrantyadmin.co.uk
or call 01522 515 600



FUTURE DEALERSHIP ZONE

Sponsored by RAPID RTC, the Future Dealership Zone is an exciting showcase of new and emerging technology that AM's editorial team believes automotive retailers will be using in the next decade across sales, aftersales, back office and infrastructure. These

select exhibitors will inspire retailers with the latest technology and retail sector insights.

Talk of the future of automotive retail is widespread and varied and includes emerging technology, new business models and disruptors which will converge to create a new era of retail,

all driven by consumer demand. Retailers will need to adopt new approaches, embrace technology on even grander scales and take bold, innovative steps into uncharted territories. Suppliers supporting the sector in this changing marketplace include:

Rapid RTC

Global lead management software provider RAPID RTC supports 3,000 manufacturer and dealer group clients around the world. RAPID RTC's core product, Lead Manager, ensures 100% of enquiries to dealerships are answered with consistently high-quality responses.

TjeKvik

Danish company TjeKvik, pronounced 'Check Quick', provides an airport-style quick check-in for service vehicles, thereby increasing the aftersales through-put by freeing up dealer staff. The plinth incorporates key lockers which uses a personal, secure code for drop-off and collection.

FUCHS Lubricants

Stoke lubricant manufacturer switched from plastic bottles to cardboard boxes – and has saved 500 tonnes of plastic. The Lube Cube, which will be on display, is a single-use, 100% recyclable packaging system with zero disposal costs as they can be included with normal recycling waste.

Roadster

US ecommerce platform Roadster is providing live demonstrations of its digital tools, illustrating functionality from a customer's viewpoint when accessing information online and how showroom features help sales executives deliver an enhanced customer experience.

Arena Group

A software platform to digitise paper-based operations right across the business, Arena Group's mstore for automotive system delivers a rapid return on the retailer's investment with the net ROI over seven years expected to be more than £300,000 with one recently installed three-site dealership.

Tritium

EV charging equipment manufacturer Tritium's modern 50kW chargers resemble state-of-the-art petrol pumps with interactive interfaces, can withstand weather extremes, can be installed inside – as both charger and cars do not emit fumes – and can be modified with dealership logos and colours.

WHAT WILL DEALERS FIND OUT

The importance of installing rapid chargers on the forecourt to stake a claim as EVs become more widespread.

Kevin Pugh, who heads up EV charging specialist Tritium in the UK and Ireland, said: "Charging is about convenience and speed of charge. Dealerships therefore need to be fluent in understanding what charge the vehicle can take, and what this means to their customers when they come across various charging devices. It should become part of the education process when selling their vehicles. We believe a line-up of chargers at their premises would provide a great introduction to charging for anyone buying a vehicle, as well as an interactive, exciting experience."

How dealers can increase workshop volume, particularly with the increase of EV ownerships since these cars require less maintenance.

TjeKvik UK business development director Nick Pratt said: "In Norway, the extensive uptake of EVs has already had a massive impact on aftersales and dealers have had to increase the

number of vehicles serviced and become much more efficient in their use of eVHC to ensure work isn't missed.

"The check-in kiosk is familiar to most people as it works in a similar way to airport check-ins or airport parking where car keys are left in a deposit box. It enables customers to drop off and pick up vehicles quickly, reducing the queues at service reception while delivering an exceptional customer experience."

Find out how one BMW dealership became paperless utilising Arena Group's digital documentation tools.

Andrew Tullie, the managing director of Soper Lincoln who has been at the forefront of a quiet, paperless revolution across BMW UK, said: "Documents flow from manufacturers, finance companies and others, which becomes more and more demanding. There is an absolute requirement for a paperless document solution, but it's all about the processes in sales, sales administration, service, warranty administration, and the links between customers, the service or

sales adviser and the back office. It's the interface that needs breaking down to become a seamless process."

Based on Tullie's figures, digitisation is expected to save £12,800 a year by reducing paper usage by 95% across deal files and service and free up headcount in sales administration.

How digitising the car buying process means arming sales teams with effective tools as well as providing customers with the means to move effortlessly between in-store and online.

Rob Abrahams, the UK lead for US ecommerce platform Roadster, which launches in the UK at the event, said: "With consumers judging the sector against other retail experiences where the digital and physical realms fuse readily and without any friction or hiccups, they have the same expectation when it comes to purchasing their next car. If dealers are unable to provide an all-rounded experience, consumers will simply move onto the next business which does blend high-class digital involvement with physical interaction from employees in the showroom."

AutoConvert

AutoConvert reports 800% growth in 12 months with their revolutionary F&I platform with advanced CRM and automation.

Reporting tremendous growth over the last 12 months, the Manchester-based tech company said, by merging the traditional finance, insurance and compliance platform with a modern CRM and automation has revolutionised how dealers, brokers, dealer networks and car supermarkets can operate.



Paul Livsey (Co-founder) reported “Most traditional F&I platforms were built for point of sale, we’ve added value to this journey with our advanced compliance features, removing the need for paper and providing click to sign or e-sign functionality for documents like decision trees and order forms. We also spotted that there was a desperate need for our customers to have a modern CRM as dealer networks and supermarkets now often have centralised lead processing, which often operates in a call centre environment, much like the broker market.”

“It’s the advanced CRM and Automation coupled with the work we’ve done with lenders to improve our customer’s efficiencies that have set us apart from the competition. When you see the automation in action it quickly becomes apparent what’s possible. Imagine, a consumer applies on your website at 10pm, AutoConvert receives the enquiry, sends out an SMS and email, runs a credit search and based on the result of that search sends to the appropriate lender(s). AutoConvert will then poll for the lender(s) response.

If approved, sends communication to the customer and will create a task for an agent/sales exec/business manager to call the customer. If the application declines then it will move on down the panel, no human has touched this enquiry as yet!”

“There are still brokers/dealers manually reviewing customer information before proposing, AutoConvert can do all of this for you, allowing you to prioritise what needs to be worked and when. AutoConvert, importantly allows our customers to handle many more enquiries with no additional headcount.”

Gareth Hutcheon (Sales director) “Providing out of hours service is also imperative, we see and automatically process a higher percentage of enquiries out of normal business hours. AutoConvert with automation provides 24/7 lender sending and communication which is making a real difference in conversion, 36.6% increase in sales was reported by one large dealer group.”

“We don’t rest on our laurels and development continues at pace.

Recently, we’ve added functionality which makes it much easier to work with 3rd party services. This opens up many opportunities such as passing back decisions to a website allowing the consumer to self-serve online, appointing into a branch or maybe to arrange delivery.”

We realise some consumers want to transact online but there will always be drop off points. AutoConvert’s advanced CRM features enables the re-engagement of these customers via technology such as two-way SMS, two-way email, chat services and a fully integrated call centre, which includes call recordings for compliance, training and development.”

“We’re very proud of what’s been developed and how this is helping our customers. Integrating with all lenders has been a huge development task, we have full market coverage along with the latest features each lender technically offers.”

“This is just the start, we’ve got so much more coming to empower our customers.”

Automotive management LIVE

Brought to you by
AM **NFDA**

EXHIBITORS

Automotive Management Live's vast exhibition hall plays host to more than 70 automotive retail suppliers, enabling delegates to compare and contrast products and services under one roof in one day. With many companies choosing Automotive Management Live as its launch platform for new products and services, visitors will be among the first to find out the latest developments in the sector.

Here's a glimpse of what to expect from some of this year's suppliers

The logo for Access Point, featuring the words "access point" in a white, lowercase, sans-serif font on a solid purple square background.

ACCESS POINT, A14

Access Point connects car dealerships with a wide range of destinations across the UK from large retailers, shopping centres and retail parks to leisure venues, exhibitions and events. This allows car retailers to engage directly with a different demographic to the typical showroom visitor, often while they are already in 'shopping mode'. Visit stand A14 to find out how we can help you to engage with potential new customers at a retail or leisure venue.



ARENA GROUP & FUJITSU, C17

Visit the tech jam-themed stand in the heart of Automotive Management Live for inspiration on working smarter. Arena is showcasing emerging and proven technology to improve cost control, customer experience, productivity

and compliance. From the 'mstore' software platform, used by three of the top 10 dealership groups and the UK BMW network for deal files, service, HR and more, to Fujitsu's ID scanner being unveiled in this sector. Stop by to win F1 tickets and be inspired.



AUTOMOTIVE INNOVATIONS, D52

Bringing all of your dealership needs 'under one roof', Mentor DMS is the integrated solution built with usability in mind. Mentor is built for comfort and speed, ensuring productivity at every level of your business. Packed with features normally reserved for bolt-ons and expensive upgrades, Mentor is a scalable solution. With hundreds of connections linking us with manufacturers and third parties, we pride ourselves on offering dealers the integration they have been calling out for.



AUTOSONSHOW, D22

AutosOnShow creates interactive video,

imagery and 360-degree spin solutions for the automotive industry. The solutions are revolutionary, easy to use and an affordable way to get consistent images and vehicle videos on websites in minutes. The use of video, picture-in-picture tagging and interactive 360-degree spins vastly enhances the customer experience. Our patented, guided approach to video and imagery de-skills the photographic process and delivers unbelievable quality even from the most inexperienced operators.



CAR BENEFIT SOLUTIONS, D40

Car Benefit Solutions is the headline sponsor of the AM 'Best UK Dealerships to Work For' programme and will be present at Automotive Management Live to talk to visitors about how they can enhance employee engagement with flexible and bespoke employee car ownership schemes. Account managers to some of the UK's leading dealer groups will demonstrate how schemes support HR initiatives including staff retention, cost-efficient benefit provision and recruitment of staff within key skill sets.



Free compliance clinic and platform first-look, from F&I specialists at AM Live

AM Live 2019 promises to be DealTrak's biggest automotive expo yet, with a number of 'firsts' for the F&I technology specialist

Visitors to stand A22 will be greeted by a team from DealTrak's Leeds headquarters, to discover a number of ways to make their motor dealerships more efficient, compliant and profitable.

DealTrak's new-look platform unveiled

Automotive Management Live will host the industry's first glimpse of DealTrak's next-generation fintech platform. Integrated with 200 partners and counting – plus with 1,100 UK dealerships currently using the technology – DealTrak facilitated more than 3.6 million proposals in 2018 alone.

Scheduled for release in early 2020, the new-look solution will boast several fresh features delivered through a seamless, automated user journey. But visitors to the event will get an early 'reveal' of just how exciting the platform will be.

Commenting on the software refresh, Ben Moore, DealTrak's IT director, said: "The fintech landscape is shifting rapidly and there's huge pressure on the market to keep up. Our goal is to remain ahead of the curve and reinforce our position as an industry leader – so we've spent this year deep in discussions with our customers and partners, getting to grips with where they see the industry going, and what tools they need to maximise success.

"The result will be the ability for our clients to liaise with more customers each day, handle increased volumes of F&I transactions and – ultimately – boost sales and profitability.

Free compliance clinic

DealTrak's compliance experts will be on hand to answer delegates' queries large and small, with a view to unshackling dealers from burdensome processes at the same time as assisting the dealer in complying fully with their regulatory obligations.



Able to cover everything from the saving, storing and sharing of data, through to evolving FCA requirements, complaints handling and the genuine prioritisation of finance affordability, the team will be on hand to work through any compliance questions that visitors have.

While these free drop-in sessions are not about the sales pitch, automotive professionals will also be able to get 'hands on' with DealTrak's customisable compliance module – an integration launched in February to ease some of the legislative challenges facing dealers, brokers and F&I partners alike.

Fully configurable to handle different finance suitability decisions as well as

insurance statements of demands and needs, the tool is designed to help dealerships establish seamless, prescribed sales processes which prompt users to input the right customer information at the right time, with all records date-stamped for a securely stored audit trail.

Pre-order 'The Ultimate Guide to Automotive F&I 2020'

Stand A22 will also be rich with visitor giveaways, including the chance to win a track-day experience at Silverstone. DealTrak's mammoth yet straight-talking advice-led guide to F&I success in 2020 will also be available for delegates to 'pre-order' – for free!

We look forward to seeing you at AM Live 2019 on November 7. If you can't attend, or you'd like to speak to DealTrak before or after the show, please call 0333 344 8442 or email info@dealtrak.co.uk

DEALTRAK
SIMPLIFY. CONNECT. ENHANCE.



CARGURUS, D48

Founded in 2006, CarGurus is a global, online automotive marketplace connecting buyers and sellers of new and used cars. The company operates online marketplaces in the United States, United Kingdom, Canada, Germany, Italy and Spain.



CDK GLOBAL, C8

Automotive Management Live is an opportunity for CDK Global to showcase how it can connect dealers, manufacturers and technology partners to deliver a seamless car-buying and ownership experience for the consumer. CDK Global is keen to discuss the latest consumer and technological trends and explore with industry peers how they can work together to drive efficiencies, improve customer experience and build a brighter future for the automotive industry in a disruptive landscape.



CHRYSLIS LOYALTY, B27

Chrysalis Loyalty will be demonstrating its retailer retention software. Key2Key provides retailers with a dashboard of their renewal opportunities based on current market offers and inventory. It includes powerful tools for mining customer data and optimising the profitability of campaigns.

A 15-minute demonstration of Key2Key is available on its website. Chrysalis will also be hosting a best-practice session on customer loyalty, focusing on how to implement an effective renewals process in your dealership.



CITNOW, C14

Bridging the gap between the digital sphere and physical store, CitNOW is re-launching Web App and demonstrating how dealers can cut 'time to web' easily and quickly. Web App enables retailer staff to capture brand-standard digital assets essential for vehicle online marketing. Images, 360-degree views and video can be captured in one go, using one device by one person and can be uploaded within hours of a vehicle being retail-ready.



DEALTRAK, A22

Scheduled for release in early 2020, F&I technology specialist DealTrak provides an early 'reveal' of its next-generation fintech platform. Integrated with 200 partners and used at 1,100 UK dealerships, DealTrak facilitated more than 3.6 million proposals in 2018. DealTrak will also offer a free compliance clinic to unshackle dealers from burdensome processes and assist in complying fully with regulations. The DealTrak team will also be on hand to answer any compliance questions.



EDYNAMIX, C20

Businesses everywhere are investing in self-service options to improve the customer's experience and increase efficiencies. You can self-serve in supermarkets, in airports and train stations and when fuelling your vehicle at a filling station. Customers will therefore come to expect to self-serve in dealerships. AutoPoint Lockers is helping with this evolution by bringing dealers into the 'Amazon Age' of self-service to give customers complete control of their own service journey.



FORCE24, A6

Force24 is the next generation of marketing automation. UK-built and managed, the GDPR-compliant technology is packed with powerful features and supported by Force24's team of passionate, strategic marketing pros. The result? Intelligent campaigns which look the part and generate qualified leads.



GFORCES, D38

Leading supplier of ecommerce technology and software to the automotive industry, GForces showcases its ecommerce solution NetDirector® Auto-e, which is already in use with dealers allowing their customers to transact cars online. NetDirector® Auto-e enables retailers to deliver omnichannel consumer experiences that seamlessly integrate online and offline touchpoints. By providing all the tools they need to complete their buying journey, the system empowers customers to make informed decisions, on their terms, and at their convenience.



JEWELULTRA, B2

Jewelultra will be showcasing a video presentation system for use in the automotive sales and aftersales environments. The app and browser-based software simplifies the service and repair process, breaks down barriers between the workshop and the customer, and in sales, supports the customer through the pre- and post- stages of the buying process. Powered by Vehicle Vision, it is a video programme that gives its customer base a highly advanced, simple-to-use solution.



The sales process revolutionised

Tools to improve efficiency, effectiveness, and the consumer experience



At Reynolds, we have been heavily focused on the customer and end-user experience, especially in the showroom. We have also been developing a new function that can deliver huge efficiencies inside the dealership. This new functionality is now available.

Integrated Deal Workflow is a new and highly advanced business function that mirrors the way in which the dealerships of today want to operate. The new software transforms the way you process vehicle sales orders and invoices, all the way from the showroom into accounting.

Our design and development teams thought long and hard about the route we wanted to take. Rather than a simplistic copy and paste approach (as we had seen elsewhere), we have gone for a much more holistic electronic 'workflow'-led solution.

In real terms, this means a vehicle order marked as sold in the Contact Advantage CRM platform now automatically creates the full deal details in the POWER vehicle sales module, ready to be invoiced.

The integration layer does the hard work by automating this task and applying the business rules to make sure tasks and data all flow correctly.

Better efficiency. Better effectiveness. Better operations.

- One-time data entry starting from an incoming lead, to the quote, to the order, to the deal and to the invoice – no re-keying of information
- Increased sales executive efficiency and productivity – more time to handle more leads, more quotes, more orders and more profit for you
- Increased sales controller and administration efficiencies – a significant time-saving per deal – from deal stack to invoice
- Part-exchange vehicle details automatically brought into stock
- A single floating deal workflow screen keeps the administrator fully informed of sold orders and, importantly, any changes making working easier and more efficient.

This integration provides a smooth and effortless transfer of customer and vehicle data between your sales and administration teams. The new, central front-end 'Deal Workflow Management

Screen', which provides control of all new orders, associated deal tasks, and any updates, allows both teams within the department to work seamlessly together.

- POWER Dealer Management System connects departments in the dealership, sharing data and reporting quickly and accurately in real time from a single point of data entry, creating a seamless workflow between departments.
- Contact Advantage, a Customer Relationship Management (CRM) solution providing dealerships and manufacturers with a comprehensive tool for managing the complete sales cycle, from the initial customer contact and prospect management through vehicle purchase.

Together, our retailing tools improve dealership efficiency, employee effectiveness, and enhance the consumer experience. But don't just take our word for it, visit us on **Stand C6** and experience Reynolds yourself.

Email ukmarketing@reyrey.com,
call 0121 483 2003 or visit reyrey.co.uk

 **Reynolds
& Reynolds®**



KEYTRACKER, A2

Keytracker is a global supplier of key and asset management solutions for every requirement.

Whether it is keys for vehicles and machinery that need enhanced security, or equipment that needs to be monitored or secured, Keytracker can provide a secure and organised approach to key and asset management.



MONEYPENNY, D54

Cost-effective telephone answering and live chat for dealerships – capture every opportunity and deliver the very best service even when you and your team are unavailable. Moneypenny gives you a dedicated receptionist who is experienced in looking after calls and live chat for the automotive industry and is on hand whenever you need support. Discuss your needs with Moneypenny (and take away a free pair of socks) at stand D54.



MOTORDOCS, C28

MotorDocs transforms performance through innovative and intelligent digital document solutions. The full suite of MotorDocs products removes large volumes of paperwork from the dealership introducing digital document workflows – seamlessly collating information from multiple sources and unlocking powerful business intelligence. Our award-winning iDealFile platform is transforming post-sale efficiency and intelligence at 220 UK locations. Our new iServiceFile platform offers the same benefits to service and repair teams – with a specific focus on supporting more warranty approvals.



ORACLE, B36

Computer giant Oracle has teamed up with Yamaha Motorcycles to develop the next level of diagnostics, which uses augmented reality (AR) to create a 3D image of the bike to identify issues. Oracle has enabled the motorcycle manufacturer to digitise its routine service process, including accessing manuals and Yamaha data as well as integrating with Oracle's CRM programme for further efficiencies, resulting in more throughput for the workshop and higher levels of customer satisfaction.



RDS GLOBAL, C26

Making its debut on IT, technology and cyber security company RDS Global's stand is its RDS Black Box. The management information system (MIS) collates data from multiple feeds and systems operating on different platforms including the DMS, CRM, sales tracking, telephony and even CCTV, bringing everything together into a single database platform. All information can be viewed in one place, giving a previously impossible business overview, allowing meaningful action to be taken.



RLA GROUP, B18

Come and see how RLA's focus on the future of mobility is already changing how it thinks about consumers, their purchase journey and ongoing relationship with mobility brands and how its unique fusion of in-house creative, strategy, data, back and front-end developers means it is able to use creativity to influence consumer behaviour in ways that increase loyalty and sales.



REYNOLDS AND REYNOLDS, C6

Automotive software solutions provider Reynolds and Reynolds launches two new applications. IDW – Integrated Deal Workflow – manages vehicle sales order and invoice processes, from showroom and into accounting, delivering an electronic workflow-led solution. DSM – Dynamic Service Management – brings the progress of repair orders or jobs through the workshop to life. It includes a wallboard that can be mirrored in the workshop, so technicians and managers can see the progress on a large screen in real time.



SLICKER RECYCLING, B10

Slicker Recycling will be promoting its range of environmental and waste management services including hazardous and non-hazardous waste collections, interceptor and drainage services, tank cleaning and decommissioning, plus much more.



TAGORO CONSULTING, B46

Tagoro work with the world's most innovative technology providers to enable clients to generate competitive advantage and deliver a market-leading customer experience. Visit us to learn how your organisation can leverage the latest technology to ensure your business communications platform delivers efficient and effective communications between co-workers and improve the sales and aftersales experience for your customers.



We're not slowing down anytime soon...

For ambitious car dealers looking to sell more cars at a competitive return on investment, CarGurus is the fastest growing automotive shopping site in the UK*.

Call us today on **0808 196 0663**



Join the CarGurus family of innovative solutions built on trusted technology.

CarGurus



PistonHeads
A CarGurus Company

Going to AMLive? Visit the CarGurus booth and our Formula 1 simulator!

*Comscore MMX Multi-Platform®, Custom-defined list includes CarGurus.CO.UK. Percent Change in average unique monthly visitors from Q2 2018 to Q2 2019, UK



**INSTITUTE OF THE
MOTOR INDUSTRY**

THE INSTITUTE OF THE MOTOR INDUSTRY, C41

As part of its TechSafe campaign to promote safety in the workplace when working with electrified vehicles (hybrids, plug-in hybrids and EVs) and provide the sector with the skills needed to maintain and repair vehicles fitted with Advanced Driver Assistance Systems (ADAS), the IMI will be providing more details on the progress of its industry-wide ADAS Code of Practice and delegates can take advantage of offers on its electric vehicle courses.

Autoinnovation
TjeKvik

TJEKVIK, B37

TjeKvik will be delivering live demonstrations of its digital service reception mobile and in-dealership process. See how your customers can save time by checking in prior to arrival on site using the TjeKvik mobile check-in solution and check out using the kiosk to extend your service department operating hours. See how dealers can create bespoke customer journeys with specific questions and added-value offers to deliver an enhanced service experience.

traka
ASSA ABLOY

TRAKA AUTOMOTIVE, B30

Traka is a leading worldwide specialist in intelligent key and asset management solutions. Our systems allow you to control and audit who has access to your valuable keys and equipment. By enabling an organisation to implement superior management control, Traka can help improve user accountability. This results in your assets

being better utilised, a greater sense of ownership by users, reduced operating costs, better operational efficiency and increased compliance with company process and procedures.

Trustpilot

TRUSTPILOT, C25

Did you know that 75% of car buyers would travel up to 60 miles to a dealership with good reviews? It's time to put your dealership and your reputation on the map. Visit Trustpilot on stand C25 for a demonstration and learn how partnering with the world's most powerful online review platform can boost your car sales.

VAUTOSTOCK

VAUTOSTOCK / BAS, D8

Visual Automotive launches its latest product, BAS, which allows live bidding on a vehicle that a dealership is about to take in part-exchange to ensure the price is realistic. After appraisal, details are pushed onto a live bidding system and bids arrive within 15 minutes from interested trade buyers, allowing the salesperson to transact with an accurate purchase price. Staying live for seven days allows for higher bids, resulting in additional profit for the dealership.

WHAT CAR?
NEW CAR BUYING

WHAT CAR?, C12

What Car? is the UK's biggest and best car buyer's guide, and has been helping consumers make purchasing decisions for over 45 years. The New Car Buying platform

is seamlessly integrated into our readers' car-buying journey, connecting retailers with in-market car buyers in a safe and trusted environment. By combining What Car?'s reputation and heritage with the latest technology, we provide retailers with cost-effective access to our large audience of 'ready to buy' customers.

ALSO EXHIBITING

AA CARS, A36
AIRBAG DISPOSAL, D28
AUTO SERVICE, A16
AUTOCONVERT, B42
AUTOWEB DESIGN, D16
AX, C36
CODEWEAVERS, B14
CREDIT CARD KEYS, D12
CRYSTAL CLEAR WARRANTY, A18
DEALERWEB, D14
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DPP EVENTS, C23
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ENQUIRYMAX, A4
FOURMATIVE, B40
FUCHS LUBRICANTS, FUTURE ZONE
GLASS'S, D20
GTECHNIQ, B8
GUBAGOO, C10
INDICATA UK, A20
IVENDI, B28
JUDGESERVICE RESEARCH, B26
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OXFORD SAFETY SUPPLIES, D55
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STARTLINE MOTOR FINANCE, B6
STERICYCLE EXPERT SOLUTIONS, D36
SUPAGARD, C16
SYSTEM PLATE MANUFACTURE, D42
THE WMS GROUP, C18
TITAN DEALER MANAGEMENT SOLUTIONS, B12

There's still time to register, visit
>>> automotivemanagementlive.co.uk <<<

KIA XCEED: BRAND EXPECTS NEW CUV TO



Kia expects to register about 9,000 XCEEDs in the UK next year

With Kia headed for its best ever year of UK sales and UK managing director Paul Philpott eyeing an annual target of 120,000 cars, the Korean brand is showing no signs of letting its momentum slip.

Fresh in the tyre tracks of the re-launch of the latest generation Proceed as a range-expanding estate, the brand has ditched the Venga – which achieved 2,731 registrations to the end of August in a now non-existent B-segment MPV sector – and squeezed the Xceed crossover into its growing C-segment offering.

The brand said the new model blends a sporty drive and coupé-like styling with the added interior space and commanding road view sought by SUV customers.

Bigger overhangs make the Xceed 85mm longer than the Ceed hatchback (at 4,395mm), and it is 26mm wider and 48mm higher.

Occupants sit 44mm higher than in the

hatchback, thanks to a ride height of 184mm, but the Xceed still sits some 150mm lower than the Sportage.

Its 426-litre boot is 31 litres more than the hatchback and 73 litres down on the Sportage.

Xceed shares Kia's straightforward '2' and '3' trim denominations, but the entry-level '1' trim level is not available in the UK. The UK also misses out on a 204PS 1.6-litre petrol engine.

Prices start at £20,795 for the 120PS turbocharged one-litre, three-cylinder-engined '2' and top out with the £29,195 First Edition 1.4 T-GDi DCT.

The 140PS 1.4-litre turbocharged petrol engine is the only Xceed powertrain available with Kia's seven-speed dual clutch transmission (DCT).

There are also 115PS and 136PS versions of a 1.6 CRDi turbodiesel, the Xceed's most frugal option with CO₂ emissions of 109g/km and 57.4mpg combined fuel economy,

“

THIS YEAR WE WILL FINISH WITH ABOUT 97,000 SALES, WHICH IS OUR BEST YEAR EVER. WE HAVE A LONG-TERM PLAN WITHOUT A DEADLINE TO GET TO 120,000 IN THE UK

PAUL PHILPOTT,
KIA MOTORS UK

though the 1.0 T-GDi currently offers the lowest benefit-in-kind (BIK) rate at 28%.

A plug-in hybrid will arrive early next year promising a zero-emission range of about 37 miles, which will put it in the 10% BIK tax bracket from April next year.

We drove both the 1.4-litre petrol and the more powerful (136PS) of the CRDi engines.

While the DCT gearbox can be a little hesitant at manoeuvring speeds, it is a good match for the Xceed, which benefits from a quieter cabin and smoother ride than the hatchback, with new hydraulic bump stops at the front end helping to subdue road imperfections.

The Xceed also introduces new infotainment and telematics technology. Kia debuts a new 12.3-inch fully-digitised TFT instrument cluster and UVO Connect. Standard on '3' and First Edition trims, the UVO system uses a 10.3-inch touchscreen to deliver connected features, such as live weather, parking and nearby restaurants.

TAKE IT 9,000 CLOSER TO 120,000 TARGET



The XCeed introduces new infotainment and telematics technology



A 426-litre boot is 31 litres bigger than the hatchback



£20,795-
£29,195



115PS AND 136PS,
1.6 TURBODIESEL;
120PS 1L AND
140PS, 1.4L
PETROL



0-62MPH,
9.4-11.3 SEC/
TOP SPEED,
116-124MPH



6SP MAN,
7SP DCT



37.9-57.4MPG



109-120G/KM CO₂

Q&A



PAUL PHILPOTT,
MANAGING
DIRECTOR, KIA
MOTORS UK

Where does the XCeed fit in and how important is it to the brand?

It's extremely important. The SUV-cum-CUV segment is growing pretty fast. XCeed will account for a large portion of our Ceed sales. Next year we expect to sell about 9,000 XCeed. This year, we will sell about 11,000 units of Ceed. Overall, we'll sell about 18,000 from the Ceed family next year.

Do you expect the XCeed to attract conquest customers?

It presents a good opportunity to attract conquest business. As we have brought this car in, we have also stopped selling Venga, so there's a gap left there and the Venga won't be back – the B-segment MPV has pretty much ceased to exist now. All the customer clinics that we have held ahead of the launch of the XCeed have attracted positive feedback and the most common comparison has been with the Mercedes-Benz GLA.

Where is the sweet spot in terms of trim/engine in the XCeed?

We expect a split of roughly 50:50

between fleet and retail and the '2/'3' trim grade to be most popular with businesses, as the '3' and First Edition appeal to retail customers. Diesel will be about 25-30%, with the plug-in eating into those sales when it arrives later in the year. We're still working on the plug-in proposition in terms of its pricing and placement in the line-up.

Kia is performing strongly this year. Where do its sales aspirations lie?

It's a difficult market right now and there is no certainty about what is around the corner. This year we will finish with about 97,000 sales, which is our best year ever, and up 2% in a market down by 3-4%. We have a long-term plan without a deadline to get to 120,000 in the UK without materially changing our strategy. Beyond that, you need to become a different scale player in the fleet market.

As volumes grow, will the scale of the UK retail network change?

There are 191 franchised Kia retailers today and we have already said that 200 is our maximum. We have one or two open points and absolutely no plans to cut the number of dealers. As volumes rise, so does our dealer throughput and our dealer profitability is marginally up this year at 1.3% RoS. The NFDA survey indicates that our dealers are happy with the relationship we have with them and we depend on our dealers very much.

It also gives owners access to vehicle usage and maintenance data through a connected smartphone app and allows destinations to be sent to the vehicle's sat-nav in readiness for a journey.

All XCceeds feature LED headlights and rear light clusters, silver roof rails and an eight-inch touchscreen infotainment system with Apple CarPlay and Android Auto.

The '3' adds 18-inch alloys, part faux leather seats – heated, along with the steering wheel – and a forwards collision avoidance system.

First Edition features a panoramic sunroof, the TFT instrument cluster, a JBL sound system and adaptive cruise control.

The XCceed taps into the heart of the C-Segment crossover market typified by the Mercedes-Benz GLA-Class.

It's a segment seen as desirable among retail buyers and, when the plug-in version arrives in 2020, fleets and user choosers are also likely to be drawn to Kia's latest sales champion. **TOM SHARPE**

≈ REVIEW RATINGS

AUTO EXPRESS



PARKERS



WHAT CAR?



≈ KEY RIVALS



Mercedes-Benz GLA-Class



PREMIUM QUALITY,
EXCELLENT INTERIOR



PRICES START AT
SOME £5,000 MORE
THAN THE XCEED



Ford Focus Active X



COMFORT AND
DYNAMIC PROWESS



STANDARD FORD
FOCUS INTERIOR/
BOOT SPACE



Volkswagen T-Roc



QUALITY
INFOTAINMENT, SUV
STYLING, BOOT SPACE



DOESN'T SHARE OTHER
VW's CABIN QUALITY,
DRIVE DYNAMICS

llink to pass 3,000 trade buyer milestone at AM Live

Network growth attributed to ready-to-retail stock and competitive acquisition costs

The number of trade buyers using epyx's llink Disposal Network platform is expected to have reached and passed 3,000 by the time the company appears at Automotive Management Live in November.

Vicky Gardner, head of remarketing at epyx, said the milestone was directly linked to the availability of better-quality vehicles in greater numbers through the platform, alongside the changing preferences of buyers who want to purchase stock online.

She explained: "We are seeing use of llink Disposal Network increase substantially on a month-by-month basis and that is because we are offering exceptional, ready-to-retail, mainly ex-fleet stock at a very competitive cost of acquisition.

"The new traders we have seen registering to use the platform are coming from right across the board – franchise, independents and car supermarkets – but all of them tend to be developing a strong commitment to the many benefits of acquiring stock online.

"In a used car market where the accent is very much on providing traders with cars and vans that can be put straight onto their forecourt or online sales channel, we are scoring very highly."

Gardner said another key factor in the platform's current success was the investment that had been made to ensure that it was market-leading in terms of usability and utility.

"llink Disposal Network is not only one of the longest-established and best-known trade sites, but it has been continually developed to meet the needs of dealers today.

"We're very much looking forward to taking part in Automotive Management Live and holding conversations with existing and potential customers about the



latest developments surrounding the platform.

"In recent months, we have especially invested heavily in enhancing our account management function with the aim of helping dealers maximise their use of the platform and we are very keen to talk about the strategies we have developed."

Why use llink Disposal Network?

llink Disposal Network is the most comprehensive online car auction platform in the UK, giving trade buyers exclusive access to an extensive range of quality ex-fleet, leasing and manufacturer vehicles from major fleets and manufacturers. You can browse, bid and buy via our simple online auctions from as little as £75 per vehicle*

Key benefits include:

- Access to comprehensive vehicle details, including age, mileage, condition, imagery and more
- Set alerts by email or SMS, so you will be



notified when vehicles of specific interest become available

- Bid, make offers and buy vehicles when you are on the move 24/7 with our handy mobile auction app
- Personal account management provides support to help with all aspects of your purchase, from start to finish
- Sophisticated yet easy-to-use app allows you to browse and buy stock anywhere and any time of day.

*Pay either an annual fee of £395 plus £75 per vehicle or pay £95 on a single vehicle basis.

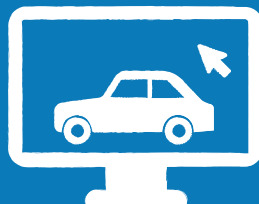
To find out more, visit llinkDisposalNetwork.co.uk, call 01676 591 085, or come to see us at AM Live on stand D32



1LINK DISPOSAL NETWORK

Online vehicle
auctions

24/7



**Leading
vendors**



**Quality
used
stock**



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AM Live
2019
Stand D32



**Disposal
Network**

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great deals on quality stock**

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ADVERTISING FEATURE

Giving dealers the flexibility to profit from stock decisions

By Stuart Pearson, COO, BCA UK Remarketing



In a highly competitive market, dealers need the flexibility to make profitable stocking decisions. BCA Partner Finance is designed to give dealers working capital to increase their stock holding and build their sales volumes. It makes it easier

and quicker to replenish stock and control cash flow. Dealers can choose to upgrade their stock profile with higher-value vehicles and potentially increase the profit per unit.

BCA Partner Finance funds the entire auction purchase, including fees and VAT applied to both cars and LCVs eligible for funding using the scheme. The service offers both franchised and independent dealers of all sizes up to 120 days' funding on vehicles purchased at BCA auction centres.

Partner Finance's lending has grown by 18% over the past year. The strong growth is due to a series of innovations aimed at helping dealers manage their used car programmes more efficiently.

New investment in technology has enhanced the service at auction centres around the UK. The dedicated, branded BCA Partner Finance sales programme was expanded to help dealers maximise stock turn on vehicles that fall outside of their stocking profile.

Partner Finance is also integrated with BCA's Dealer Pro platform, which allows dealers to appraise part-exchange vehicles and determine whether they want to retain and fund vehicles for retail stock or remarket them at the push of a button.

BCA Partner Finance provides quick, easy and convenient stock funding for trade buyers, providing additional funding and improving cash flow when it's needed.

■ Log on to bca.co.uk or call 0844 875 3480.



MAZDA6 TOURER 2.2D SE-L LUX NAV+

REPORT
PROGRESS



MAZDA6 SAFETY FEATURES GIVE SALES EXECS PLENTY TO TALK ABOUT

I've been putting some miles on the Mazda6 and feel reassured that, like the predecessor I spent a year with in 2013, it has a modern, yet sensible, estate car style that belies its sharp driving dynamics. It's fun and comfortable to drive.

Mazda UK tags the Mazda6 Tourer as "the driver's car that families love", and the 4.8 out of five Feefo independent feedback score from owners suggests there's something in that.

However, one couple gripes about the level of automated safety features, stating "they're unnecessary or intrusive and we have turned them off", which, in my view, could present an opportunity for the Mazda dealer to get in touch and show the benefits they might one day provide.

EuroNCAP indicates the Mazda6 scored 95% and 91% in tests for adult and child occupant safety respectively thanks to its standard safety equipment. So, sales executives should highlight to prospective buyers that its automated emergency braking (AEB) system is there to help avoid colliding with a stationary or suddenly slowing vehicle in front.

Lane-keeping assist also prevents the car drifting into others alongside. The Mazda6's AEB also triggers on detecting vulnerable pedestrians stepping out in front or walking along the roadside in its path, and, if these are struck, the car's bonnet lifts instantly to reduce the risk of the pedestrian's head hitting hard structures in the engine compartment. **TIM ROSE**



PACKED WITH COMFORTS
AND SECURITY



NOT FOUND ONE YET

CURRENT
MILEAGE

2 4 8 9

START
MILEAGE

0 6 0 6



PRICED FROM:
£29,195



2.2-DIESEL, 150PS



0-62MPH
10.2SECS, TOP
SPEED 130MPH



6SP MANUAL



46.3 MPG



CO2 EMISSIONS -
119G/KM (WLTP)

GUESS THE CAR COMPETITION

THIS MONTH'S WINNER



Stephen Calvin, centre principal of Myers and Bowman Toyota at Lillyhall, correctly identified the Lada Samara in our last issue.

NISSAN QASHQAI TEKNA

REPORT
PROGRESS



ELEVEN YEARS ON AND QASHQAI RETAINS PPM EDGE OVER RIVALS

According to SMMT figures, nearly 70% of Qashqais have gone into the fleet market in the year to August. And the proportion of sales to corporate customers has increased on 2018 by a little more than 2%.

It is the biggest car for Nissan in fleet by a considerable margin: a 2.7% all-market share (up from 2.5% in 2018), with the next best the Juke with 1.3%.

Quite an achievement for a car first on the market in 2008, launching the crossover segment – and winning sister title *Fleet News'* award for best small family car (like much of the media, it didn't know how to categorise it).

With running cost/CO₂-minded businesses in Nissan's sights (and drivers ruled by the head, less than the heart), what has kept the Qashqai on choice lists?

I used the *Fleet News* running costs tool to compare the Qashqai with rivals having similar P11D values, the Škoda Karoq TSI ACT 150 Edition, the Vauxhall Grandland X 1.5 TD 130 Design and Volkswagen Tiguan 2.0Tdi 150 S.

On a four year/80,000 operating cycle, the Qashqai has the lowest pence per mile cost at 41.27, compared with 42ppm for the Škoda and Vauxhall and 43.28ppm for the VW.

It has the same VED cost as the Škoda, costing less than the Vauxhall and Volkswagen, the lowest insurance group alongside the Tiguan and its WLTP mpg figure is second to the Vauxhall, 54.3 versus 53.3. **JEREMY BENNETT**



GREAT WITH A FULL LOAD ON MOTORWAY JOURNEYS



SAT-NAV WARNING EACH TIME I VISIT OFFICE

CURRENT MILEAGE

1 0 9 2 0

START MILEAGE

1 5 0 0



PRICED FROM: £28,925 (OPTIONAL EXTRAS: GLASS ROOF PACK £450)



1.5 DCI 115 DIESEL



0-62MPH IN 10.9 SECS, 126MPH TOP SPEED



6SP MANUAL



74.3 MPG COMBINED

See if you can identify this month's model for your chance to win a £20 John Lewis voucher. Email 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, November 8.



ADVERTISING FEATURE

Why the Secure auto imaging app is so highly valued

By Michaela Gunney, sales director, Secure Valeting Group



Car valeting and digital imaging are usually separate functions in supplier terms, but there are many benefits in using the Secure Valeting portal with the new Auto Imaging app.

The app does it all

The Secure online portal has an API with the Auto Imaging app and one aspect that is highly valued by dealerships using Secure Valeting and Auto Imaging is the "Real-time Valeted Shot List". This makes real-time notifications available to dealer staff when cars have been valeted and are available for imaging.

No more searching for vehicles

This removes the need to search for vehicles and shows if a vehicle is in workshop/valet bay or even on site. This is a welcome update to shot lists where dealerships are faced with a long list of registrations without knowing exactly where vehicles are.

Real-time quality control

Our total supply valeting service includes real-time quality control, Secure local management, imaging, video, digital backdrops, instant uploading and in-app training. Our feature video service means experienced sales staff can capture and highlight each individual car and its unique specification.

A truly national company, Secure Valeting Group is operational at more than 400 UK locations, supporting retail dealers, major auction sites, fleets and auto-bodyshops. Over our 20 years of development, services now include vehicle preparation, valeting management, driver hire, digital imaging and the systems and software to manage all compliance and health and safety requirements.

■ Call 01480 216700 or visit www.secureplc.com





Why motor retail needs a new type of marketing

2019 has been a milestone year for marketing agency RLA. Part of the global Mission Group, RLA has long been a partner of vehicle manufacturers, running campaigns targeting consumers and the trade. This year, RLA has diversified to become 'the future mobility agency'.

The automotive landscape is rapidly changing – with subscription, electric vehicles and online new car sales today's reality. RLA are at the forefront, with our expertise, passion, innovation and Cortex technology platform to help more clients through the period of change, said Sam Smith, managing director MD of RLA.

"We are seeing an acceleration in the changing relationship between consumers and mobility, where the focus isn't purely the product and ownership, but how someone gets from A to B. This fundamentally changes the way we need to think, approach and create communications to successfully engage with consumers.

"We want to show clients that a new type of communication agency is needed for the disrupted world of the automotive industry," she said.

"To capitalise on this change, we needed to change as an agency too, starting with our values: Stay curious, live fearless, and do it together."

"We have built our skills and technology to

A NEW TYPE OF COMMUNICATION AGENCY IS NEEDED FOR THE DISRUPTED WORLD OF THE AUTOMOTIVE INDUSTRY

SAM SMITH, RLA

deliver more effective communications, by gaining a deeper understanding of consumers and their future needs. We fuse entertainment, technology, media, data, design and smart thinking, glued together with creativity, to build marketing experiences that result in increased loyalty and sales."

"We have to make communications more relevant to a customer. That's what marketing has always been about, but it's possible to achieve one-to-one communications now. We see communications becoming moments in time to enhance the brand experience and move an individual closer to a purchase, in whichever channel is appropriate at that time," she said.

RLA is automating more of this marketing,

to ensure that content shares relevant messages with a consumer at a particular time point. People are time-poor and don't want to be "bombarded" by irrelevant marketing, she said. Relevant, timely communications are key. For example, if they have searched for a particular brand, that brand should begin appearing in their social media or the wider internet – wherever the customer prefers.

RLA's Cortex software is one tool in its chest. Developed over 10 years, it was born and bred for automotive. Cortex allows a dealer to profile particular new car buyers, identify like-minded people, locate them – whether on social media or direct mail – to target them with automated communications, create a customer-defined journey and interact with them depending on how that consumer has reacted to earlier communications.

"We can absolutely say at what stage of the purchase funnel consumers are through their behaviours, and that enables





us to send them relevant follow-up communications all the time, driving them through the customer journey to the dealer."

The system makes it all measurable. A dashboard allows clients to literally watch as an email campaign lands, to measure the responses and see the opportunities as a customer progresses along their path to purchase.

Smith said RLA's deep understanding of automotive retail, including the impact of the shift from an 'ownership' to 'usership' model on the consumer relationship means it can make recommendations knowing the effect these will have on the dealer's bottom line: "Our point of difference is that we do have this understanding."

Manufacturers will continue to consolidate, such as PSA Group's takeover of Vauxhall, with implications for their dealer networks. Dealer new car marketing has always been more functional, rather than aligning with the emotional messages introduced by the brand. Smith believes this is a missed opportunity because people buy on emotion and justify with logic. Companies need to have emotion throughout their communications to stand out and connect with consumers.

RLA can also help clients with opportunities they had not foreseen. Smith said 70% of the work it presents will be answering the client's brief, 20% will be "pushing it on

at bit", and the final 10% will be offering innovations.

RLA has long-standing partnerships with brands such as Volkswagen Group, PSA Group and Volvo – Smith said its client relationships are over 15 years on average. Winning the *Marketing Week Masters* Award in the automotive category last year (for its launch of PSA Group's trade parts loyalty campaign for independent garages, PERKS) was a catalyst for RLA, said Smith.

"We thought 'do you know what, we're bloody good at this, and if we can't shout about it now, when can we?'"

"Our success has always been due to several things: We're nice people to deal with; we do genuinely have a passion for automotive; we want to do our best for clients, and that's what we've always achieved," said Smith.

RLA has been a marketing partner with Volkswagen Group since 1967, and its credits include the 'Let's Go To Work' campaign for VW Commercial Vehicles, which was nominated a top 10 campaign of the decade. For Volvo, it runs a reward and recognition programme for dealer sales and aftersales staff, entitled Volvo First Class. There's the aforementioned PERKS programme with PSA Group, plus marketing its Eurorepar Car Service all-makes brand. RLA also provides full-service marketing for Scania Trucks and

runs a trade parts programme for BMW/Mini.

At dealer level, clients include Poole Audi (part of Ocean), which is local to the agency.

"We've very much worked manufacturer-side. In doing so, we have got to know many dealer groups exceptionally well, but we haven't reached out to them," said Smith.

She said the reason for that was the Cortex platform would have been cost-prohibitive. Now it has evolved, and gained more users, it has become much more cost-effective for dealers.

So, who drives RLA? Smith, who joined as an account director in 2003, became managing director last year. Her experienced leadership team includes Henry Debenham, client services director; David Dent, planning director; Luke Fowell, digital director; Jack Davey, creative director and Lucy Lofthouse, finance and operations director. In total, the agency has 40 staff, with a mix of experiences across agencies, manufacturers and clients.

Change is often difficult, and the automotive sector is seeing a considerable amount currently. Consumers doing more research online means communications must educate people before they reach the showroom, and the dealership has become an ongoing piece of the brand experience not just a point of purchase, she said.

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HSE TO PUBLISH NEW RULES ON WORK STRESS INVESTIGATIONS

Workplace safety watchdog says increased worker complaints prompted it to clarify guidance surrounding work-related damage to mental health

The Health & Safety Executive (HSE) is to publish the criteria it requires to begin an investigation into claims of work-related stress.

The workplace safety body said it was changing its guidance to make its approach to handling such complaints consistent.

A spokesperson said: "As work-related stress is responsible for more than half the working days lost to ill health, the number of concerns from workers raised with us is also on the increase.

"The intention is to signpost notifiers to the correct authority via website guidance before they submit the concern.



“PEOPLE WHO COME TO WORK DON'T EXPECT TO BE PHYSICALLY INJURED AND THEY SHOULD ALSO NOT EXPECT TO BE PSYCHOLOGICALLY HARMED”

LOUISE ASTON, BITC

"There has been no change to our overall policy that HSE will consider complaints of work-related stress and will, where there is sufficient evidence, consider taking action."

Emily Pearson, the founder of the corporate mental health consultancy Our Minds Work, said the HSE toughening its stance towards firms and how they address the issues of work-related stress and other workplace mental health problems was "a necessary and significant step".

"The shocking impact to employee health should be a big red flag to responsible organisations, prompting them to take action to prevent such a serious health hazard. But in 2019 there has been minimal effort to tackle the problem, leaving hundreds of thousands of employees unwell because of poor mental health."

Business In The Community (BITC), a charity promoting responsible business backed by HRH the Prince of Wales, said many organisations do not acknowledge or deal with the impact work has on employees' mental health.

BITC's Time To Take Ownership report found that more than a third (36%) of workers said having to work overtime or rarely taking annual leave because of their workload had contributed to their symptoms of poor mental health, while 35% said feeling unsupported in their role had affected this area of wellbeing.

Managers were asked about how they supported the mental health of those reporting to them: seven out of 10 said they encountered barriers to providing mental health support, while 48% said they were not assessed on how well they managed staff wellbeing. Six out of 10

managers admitted they had to put the interests of the organisation ahead of staff wellbeing.

According to the Office for National Statistics' Labour Force Survey, 595,000 workers suffered from work-related stress, depression or anxiety in 2017/18, while 15.4 million working days were lost to these conditions.

"While mental health awareness has risen significantly in recent years, our research shows that too many employers are tinkering at the edges of change rather than making the fundamental differences that are really needed to improve their employees' mental health," said Louise Aston, BITC's wellbeing campaign director.

"People who come to work don't expect to be physically injured and they should also not expect to be psychologically harmed." She said a profound cultural shift was needed so that work itself doesn't cause poor mental health "but instead should enhance it".

BITC's report calls for companies to take three actions to support improvements in employees' mental health: Create good work that enhances mental health for everyone; acknowledge and support poor mental health whatever the cause; and publicly report on their staff wellbeing performance.

It suggests business leaders constantly role model behaviours that promote good mental health, make senior managers accountable for staff wellbeing, and ensure all managers reward and recognise empathy and compassion.

A separate study by the health provider Cigna has found that workers are still largely snubbing medical or professional advice when dealing with stress. **TIM ROSE**

RESOURCES

HSE

The Health and Safety Executive publishes management standards that represent a set of conditions which, if present in a company, demonstrate good practice of stress management.
<https://www.hse.gov.uk/stress/standards/index.htm>

MIND

The mental health charity can provide information and training for businesses on how to promote mental wellbeing in their organisation.
<https://www.mind.org.uk/workplace/training-consultancy/>

BEN

Focused on the motor industry, the charity Ben operates helplines and support for current and past automotive sector employees across all areas of wellbeing.
<https://ben.org.uk/our-services/>



TALENT ON THE MOVE



**RICHARD LAXER,
NON-EXECUTIVE
DIRECTOR,
PENDRAGON**

Richard Laxer has stepped down from his position as non-executive director at Pendragon, after 10 months on the car retail group's board.

He will cease to be a non-executive director and senior independent director

with effect from December 31, adding another item to the list of required recruitments at the group, which is also seeking a new chief executive and chairman.

In a statement, Pendragon said Laxer had confirmed to its board that he "remains fully committed to the company", adding that he will "continue to fulfil his roles of senior independent director and audit committee chairman for the remainder of the year".

The group will recruit an additional non-executive director with relevant experience, to join the board in January 2020.

Bill Berman is holding the position of interim executive chairman following the announcement in Pendragon's H1 financial results that non-executive chairman Chris Chambers would step down from the

board on October 1.

The AM100 group told AM that it would not provide "ongoing commentary" about its progress in appointing a new chief executive to replace Mark Herbert, who left his role in June after just three months in post.

Whoever joins Pendragon's leadership team in the coming months will be at the heart of an effort to transform the former AM100 number one's ailing fortunes.

In its H1 results statement, the group said it plans to close 22 of its Car Store used car supermarkets and one vehicle preparation centre after detailing a £32.2m underlying pre-tax loss during the period to June 30, 2019.

Shares in the group fell to 9p after it reported the "significant losses".



**JASON CRANSWICK,
CHAIRMAN, NFDA
DEDICATED EV GROUP**

Jason Cranswick, the commercial director of Jardine Motors Group, has been named as the first chairman of the National Franchised Dealers Association's dedicated EV Group.

Cranswick will support the NFDA's lobbying efforts and provide insights on where the EV industry needs assistance from the Government. Cranswick said: "Adoption of EVs up until now has been quite slow, but with an influx of new models and the issues around battery life and access to charging points now starting to be addressed, we anticipate demand to ramp up."



**STEVE THOMAS,
SALES DIRECTOR,
DEALERWEB**

Dealerweb has appointed Steve Thomas, EnquiryMax's former national account manager, as its new sales director.

He will be responsible for the sales performance of Dealerweb's Showroom, React and Acceler8 products and will lead a national sales team from the company's offices in Exeter and Leeds.

Sales director Mark Bennett will become product and customer services director, assuming responsibility for product development and customer service.



**KEVIN NUGENT,
HEAD OF IT,
ADESA UK**

Kevin Nugent, Manheim's former head of IT, has joined Adesa UK, to roll out its own "intense digital roadmap".

Nugent will lead the information technology team at Adesa – a business unit of KAR Auction Services – after leading the IT operations at Cox Automotive's physical auction business, which he joined in 2015.

Jonathan Holland, the managing director of Adesa UK, said Nugent's "rich industry background and breadth of experience" will make a "substantial, positive impact" on the business.

ADVERTISING FEATURE

Every brand has a Reputation Score – what's yours?

By Anthony Gaskell, managing director, EMEA, Reputation.com



We operate in a consumer-driven era, where the voice of the customer is amplified like never before through omni-channel feedback. We call this 'the feedback economy'.

The feedback economy is crowded, complicated, and dynamic.

Prospective customers read reviews, check social media and talk to their friends and family to evaluate whether they should choose your brand for their big-ticket car purchase, or when they are in need of repairs. According to the National Franchised Dealer Association, "reputation is the most important factor when researching repairs, and tyres are the most cost-sensitive purchase".

This makes the ability to monitor and manage your online reputation a critical business function. But also, you need to be able to see what your online reputation and customer experience looks like in real time. That's why we created the Reputation Score, a sophisticated measure that evolves with this constantly changing landscape to help you understand your dealerships' online reputation.

The Reputation Score is calculated using a brand's performance across a variety of online areas, such as: review count, spread, visibility, star ratings, etc. You can then benchmark your dealerships and see how you stack up against the competition.

Every brand has a Reputation Score, and each sector has its own industry average, best-in-class and underperformers to keep track of. You can identify what areas you can improve to become the best-in-class example for the automotive sector.

While you may not have direct control over what customers say or do online, by using the insights from your Reputation Score, you can proactively get ahead of the chatter to mitigate customer issues, bolster your reputation and turn satisfied customers into loyal brand advocates.

■ Learn more about Reputation.com and the proprietary Reputation Score, which is used by thousands of automotive locations across the globe, by visiting reputation.com or email contact-uk@reputation.com.



The faster cars are listed online, the faster they sell

Dealers need suppliers who can help them get digital assets online quickly and efficiently, improving sales, stock turn and satisfaction, says CitNOW CEO Alistair Horsburgh

Q How is the car buyer changing?

A It's been just over a decade since CitNOW first provided retailers with the technology to bring the showroom digitally to the customer. Video is now being used at many touch points in the customer journey, both in the showroom and workshop, to communicate a host of messages – something that was unimaginable just a few years ago.

Car buyers of today are knowledgeable, highly informed and comfortable starting – and for some, even completing – their purchase online. With this significant shift, online assets for new and used vehicles have become an integral part of the customer buying journey.

Q How do you see this affecting dealerships?

A With the rise of online retailing, uploads of digital content showcasing dealer stock will surge. Retailers will be looking for time and resource-savers to help them upload their stock across all online platforms as quickly as possible. The faster cars are listed online, the faster they sell – improving all-important stock turn.

Q There have been some recent changes to Auto Trader's search algorithm. Can you tell us more?

A Using insights from consumer searches, Auto Trader has created an algorithm to measure quality and relevance of adverts to help connect the right vehicles to the right customer. The website now displays the most relevant matches first rather than being price-led, so consumers will be served a list of vehicles that best reflects their search terms. Ad quality will also come into play, with Auto Trader highlighting the importance of specification details, good imagery and video walkarounds to ensure the highest ranking.

Q How should dealerships react to these changes?

A As the best matched car (rather than the cheapest) will be seen by the customer, the retailer will need to closely review its digital asset strategy.

Dealerships should ensure their ads include clean, professional imagery and vehicle-focused video walkarounds to help improve ad quality and engage prospective buyers. With the potential increase in the quantity of digital assets captured for a vehicle, a slick and simple process will help to provide a significant advantage in this arena.

CitNOW Web enables retailers to upload a vehicle's digital assets as soon as the car has been prepped for sale. Doing away with the expense and time delay of traditional photography, our app allows dealerships to capture professional, high-quality, brand-compliant images, 360-degree images and video using a single tool. CitNOW Web facilitates used vehicle asset uploads to dealer, manufacturer and classified websites in minutes rather than days – thanks to a wide range of integrations, including Auto Trader.

Q What are the biggest challenges for dealerships moving from manual to digital processes?

A The digitalisation of the dealership has been going on for a couple of decades, but has massively accelerated in the past few years. In particular, we are now seeing a dramatic increase in integrations with digital suppliers, as well as consumer confidence in managing the buying process and transacting online.

Most retailers have embraced the digital sphere, but the challenge is understanding and adopting new technologies that digitally connected generations expect. Dealers need to strengthen the connection between online and offline touchpoints in the customer journey.

Q Do you have any tips for a successful digital transformation?

A Dealerships should review their current processes for producing vehicle listings, noting the number of manual steps required to capture and publish their online vehicle assets. The average 'time to web', or the time it takes for a retail-ready vehicle to be published online, should also be evaluated.

Having proven, easy-to-use tools, designed with the automotive digital upload process in mind, is crucial in a highly competitive market where consumers are driving the rules of engagement. Retailers who step out of the traditional comfort zone to improve efficiency, convenience, and customer satisfaction will reap the rewards.

Dealerships should seek out industry suppliers who can help transform current processes, while also understanding the consumer, and who grasp the nuances of the automotive retail sector. Partners who listen and develop bespoke solutions – with extensive support, backed up with relevant training – lead to the strongest working relationships that deliver the best

COMPANY PROFILE

Key products: Sales, Workshop, Bodyshop and Web apps
Key staff: Alistair Horsburgh, CEO; Colin Tinto, CTO
Founded: 2008
Based: Wokingham and Stirling
Visit: www.citnow.com
Email: help@citnow.com
Telephone: 01189 977 740



“HAVING PROVEN, EASY-TO-USE TOOLS, DESIGNED WITH THE AUTOMOTIVE DIGITAL UPLOAD PROCESS IN MIND, IS CRUCIAL IN A HIGHLY COMPETITIVE MARKET

results. What's more, in a fast-moving and dynamic industry, it's imperative to appoint suppliers who are agile in their response to changing market and customer behaviour.

Q What's new at CitNOW?

A Continual product developments and feature enhancements – often in response and in partnership with automotive retail clients – are at the heart of CitNOW's philosophy. The most recent additions include automated number plate recognition, service collection scheduler, and further Android app features. We're planning substantial developments to CitNOW Web, recognising the big impact the application will have on the industry in coming years. The first enhancement, automated background replacement, will allow dealerships to automatically replace image backgrounds with a clean, consistent backdrop in seconds.

We are passionate about helping dealerships to demystify digitalisation, and there are safe, simple steps they can take to start them on the journey. Video is now being utilised in every area of the dealership, which is testament to its success. So far in 2019, the platform has already passed the total upload hours of 2018, with the highest ever number of monthly upload hours –

exceeding 60,000 hours of video footage – in August.

At the end of August, CitNOW was responsible for an incredible 8 million video uploads this year, averaging 1 million a month. The volume of video footage has far outperformed CitNOW's expectations, and reflects the powerful role of video in the modern dealership.

■ We'd love to set up a review of your current processes to find a bespoke, easier, more automated solution to save you time and money. Contact us today for your complimentary audit and consultation at marketing@citnow.com, or call us on 01189 977 749.

Alistair Horsburgh, chief executive, CitNOW



EIGHT QUESTIONS TO A...

DEALER RECRUITMENT AND DEVELOPMENT MANAGER

Dave Rose, SsangYong
Motor UK, on dealing
with rapid growth



What are the main responsibilities of your role?

ROSE: I am responsible for dealer recruitment and network development. SsangYong is growing its dealer network, and I am looking to find partners in the open points across the UK and Northern Ireland. In terms of network development, this covers the training and development of customer-facing sales staff in terms of new product and skills. I also manage the dealer financial composite; this report is published each month and is the end result of our network reporting its financial performance. The report allows our network to compare its performance against all aspects of the business, and dealers can benchmark themselves against other SsangYong franchises.

What have been the most significant challenges in your line of work?

ROSE: The challenges of expansion apply to most franchises – SsangYong has had a very successful recruitment drive this year. We added 10 new sites in the first half of the year and more continue to join. We currently have 67 sites and expect to have 90 by the end of next year. My challenge is spreading the word, so that every prospect in every available open point is aware of us.

How might these challenges be overcome?

ROSE: We have overcome the challenges by strategic marketing, and attending trade shows. Our profile as a brand has put us in front of many potential partners, and this should work well for us. We have introduced some excellent new models to the range over the past 18 months, and have just launched the all-new Korando into the C-segment. I have also had great success using various data platforms and researching particular open points, before visiting the dealership and offering to discuss the brand in detail.

What attracted you to this area of expertise?

ROSE: I joined the industry as a sales executive with Reg Vardy – they were an expanding group and I was swept along with the excitement. I became a dealer principal after seven years and stayed for 14 years. My first move across to the manufacturer side was as a dealer development manager at Mitsubishi Motors, this focused on working to improve the dealers' profitability. Eventually I became involved in dealer recruitment and I thoroughly enjoy the challenge, there is so much variety.

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

ROSE: The most important thing I have learned is to treat people how I would like to be treated. I know it's a cliché, but it's important to be yourself, and listen. We have a small team at SsangYong, and we all wear a few hats, and work closely together. I interact with new dealers to make the transition into SsangYong an easy one, as it's a long-term partnership we are entering in, and our dealers can grow organically with the brand. **MATT DE PREZ**

QUICK-FIRE QUESTIONS

What drives you?

Maximising the opportunity, and the end result.

What's your favourite app?

Spotify.

How do you relax?

Flying light aircraft.

AM

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Email: AM@bauermedia.co.uk

THIS MONTH'S QUESTION TO THE AM TEAM:

What is the farthest you have been from your current location?

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202416

COX AUTOMOTIVE™



Advertising feature

Control your margin with Autoclenz

With 50 years of valeting and cosmetic repair experience servicing the motor industry, Autoclenz excels in making your systems more efficient – and your life easier. By joining many of our services together, we have made doing business with us simpler, smoother and more cost-effective.

Fully outsourced end-to-end solution

Autoclenz is best known for its valeting services, but there's a whole lot more to Autoclenz than cleaning cars.

The fully outsourced solution meets all your vehicle preparation needs, offering services ranging from 'meet and greet', delivery and collection, imaging, cosmetic

repair, alloy wheel refurbishment to premises cleaning.

We even have the facility to install a dedicated SMART repair centre on your premises for the full one-stop shop.

Enjoy greater savings with cost control using management information

Effective cost control is vital to maintain dealer margins in these challenging times. The Autoclenz PVMS (Paperless Vehicle Management System) is the ultimate tool in controlling the movement of your stock through the valet, preparation and imaging process while controlling the spend.

PVMS is live, showing jobs awaiting,

progressing and completed through the valet bay.

Our PVMS allows you to control duplicate valets and configure sign-off by managers for "exceptional" valets, which can make valuable savings on your annual valet spend.

Join our blue-chip client list

Rather than managing multiple services from different suppliers, isn't it time to review your vehicle preparation needs before the next big registration month?

 **autoclenz**™

Contact Martin Peters, sales director of Autoclenz, on 01283 554 682, email: sales@autoclenz.co.uk or visit: www.autoclenz.co.uk

THE 2020 CATEGORIES

(* = audited by BDO)

Best Marketing Strategy

Marketing should help you to build your brand as well as to find new customers and help you to grow sales in the short term.

Sponsor: Motors.co.uk

Best Online Consumer Experience

Dealers entering this new award category should provide an excellent, comprehensive, customer-focused digital experience for consumers who are searching online for their next car, whether new or used.

Sponsor: Cargurus

Best in Customer Service

Entrants should have a customer-centric culture and take pride in strong satisfaction scores, but never allow complacency and react robustly to fix the situation whenever things go wrong.

Sponsor: LTK Consultants

Best Aftersales Team*

Open to franchised workshops and independent repairers, entrants will have high-performing teams of service reception, workshop control and technical staff who deliver great returns for the dealership.

Sponsor: Gtechniq

Best Sales Team (new and/or used)*

This award acknowledges the power of multiple individuals working together towards an acknowledged goal in a new

and/or used car or van sales department in the past 12 months.

The Community Hero award

We want to recognise dealerships that are deeply rooted in their communities, support local causes and organisations, and have a culture of giving something back.

Best Used Car Dealer (independent non-franchised)*

Retailing second-hand cars demands a host of skills and processes, from stock acquisition and preparation to marketing and protecting profit margins. We seek entries from independents and car supermarkets that show strength in all these aspects.

Sponsor: Santander Consumer Finance

Best Used Car Dealer (franchised)*

Pre-owned cars should not be the poor relations for the franchised dealership keen to win this award. Entrants should evidence strength in stock acquisition and preparation, marketing, sales and profits.

Sponsor: Tlink Disposal Network

Used Car of the Year

Selected by a combination of readers' and judges' votes.

Sponsor: Car Care Plan

New Car of the Year

Selected by a combination of readers' and judges' votes.

Sponsor: Supagard

Franchise Partner of the Year

Selected by a combination of readers' and judges' votes.

Most Improved Dealership*

Driving a business from being good to becoming great, or turning around a poor operation, deserves recognition, so share your story with our judges.

Sponsor: BNP Paribas

Best Dealership*

This category is open to single-site owner-operators and to best-performing dealerships within a larger group network, to reward strong performance across sales, marketing, aftersales and administration.

Best New Dealership*

Open to outlets opened or brands added since January 2017, this award aims to celebrate the early wins of young businesses and recognise the effort and talent required to make a success of start-ups.

Sponsor: Rapid RTC

Best Dealer Group (up to 10 sites)*

Brand specialists or regional heroes apply here. Entrants should be high-quality businesses, with strong sales and aftersales results, a culture of success and the financial rewards to show for it. Open to franchised and independent groups.

Sponsor: Jewelutra

Best Dealer Group (more than 10 sites)*

Here we recognise great large groups. Entrants should be high-quality businesses, with strong sales and aftersales results, a culture of success and the financial rewards to show for it. Open to franchised and independent groups.

Sponsor: MFG Group

Best Used Car Dealer Group*

Open to franchised and independent dealer groups, this new award seeks to recognise high levels of best practice in used car sales at the group level. Stock management, marketing and financial performance are among the criteria to be examined.

Sponsor: Autoclenz

The Bright Spark Award

New for 2020, this category invites entries about ideas and innovations, no matter how simple or complex, that have come from a dealer's member of staff to make a work process simpler, save time or money, or solve a problem in some way.

Sponsor: CDK Global

Best New Product and Service

Open to industry suppliers that are helping to change dealers' fortunes. We expect to see innovation and measurable results, including examples of beneficial use by your customers.

HEADLINE AWARDS

Supplier of the Year

Open to entries from industry suppliers making a significant difference to dealers' fortunes. Entries will be reviewed and voted upon by readers and the judging panel.

Manufacturer of the Year

This award recognises vehicle manufacturers that are developing and delivering the best products and technology consumers could want, both now and in the near future. Nominated and voted upon by the judging panel.

Sponsor: Carwow

The AM People Investor Award

Companies that regard the development of their workforce as an investment, not a cost, should enter this category. The judges will want to see your training and development strategy, understand how skills are developed and see evidence of the resulting benefits to the business.

Dealer Group of the Year

The ultimate accolade for the best business performance and culture. Selected by the judging panel.

Sponsor: Black Horse

Dealer Principal/General Manager of the Year

The judges will be looking for a dealer principal or general manager who has done amazing things with difficult brands or marketplaces. In doing so, they will have demonstrated excellent leadership skills, drive and innovative thinking that has helped the dealership to achieve business objectives in the face of adversity.

Business Leader of the Year

To recognise strong leadership, vision, visibility and accountability at the highest level. Nominated

and voted upon by the judging panel.

Sponsor: Premia Solutions

AM Hall of Fame

We recognise someone who has made an outstanding contribution to the automotive industry during their career. The recipient is chosen by AM's editor, Tim Rose, and editor-in-chief Stephen Briers.

Sponsor: Shell UK

ENTRY DEADLINE FRIDAY, NOVEMBER 1

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Robert Forrester, CEO Vertu Motors PLC

“heycar has great vision and a can-do approach”

Rob Keenan, Group Operations Director Drive Vauxhall

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