

AMM

AUTOMOTIVE MANAGEMENT

www.am-online.com

June 2022 £5.50

EDUCATION AND ENTERTAINMENT / P23

Carwow chief executive James Hind on what it takes to connect with consumers

FUTURE OF MOTOR RETAIL / P27

Will dealerships benefit from using their retail space in different ways?

THE RANGE ROVER QUEUE / P36

Build slots extend to a year as 10,000 sign up for the latest Range Rover



MOTOR TRADE 'IN MY BLOOD'

CHORLEY GROUP'S ADAM TURNER ON HOW FAMILY MAKES BETTER BUSINESS / P18



Let's drive... finance innovation

Where do you turn when your prime lender declines a potential car buyer? Try Startline. We offer motor finance to around one in four individuals who we are delighted to welcome as customers despite their sometimes unconventional credit profiles.

Our flexible approach uses a market-leading scorecard, sophisticated technology and human expertise to offer highly competitive products, service standards and overall terms. It's a dynamic solution that proves remarkably effective for more than half of both the UK's top 50 franchise and independent dealers.

When your frontline motor finance provider steps back, Startline steps in. Together, we can drive finance innovation to the benefit of your business.

enquiries@startlinemotorfinance.com
startlinemotorfinance.com



startline >

EDITOR'S LETTER

We're only a little way into this decade which seems intent on going down in history as the 'troublesome twenties'. But, as we all navigate the ongoing challenges, many stemming from pandemic- or Russia-influenced disruptions, we mustn't lose sight of the importance on another T-word: trust.

Trust may not be a priority with the UK's leadership at present, but in your individual businesses and communities it must remain critical. There's a saying "trust is a fragile thing – hard to earn, easy to lose" and nowhere is it more evident than in transactions where consumers are committing thousands of pounds while simultaneously being assailed by rising costs and wavering economic confidence.

Our news insight on page six reveals the problems the motor retail industry may be storing up for itself as carmakers battle to continue to supply new vehicles amid component shortages. We reveal that one-in-three car buyers is renegotiating because the car they've ordered no longer meets the original specification.

From a market of cars with complex specifications, we're reaching a market of cars with some complex equipment omissions.

By the mid-2020s, in the used car market – often where trust is hardest earned – dealers and consumers may lack 100% confidence whether a car they're looking at conforms to the published specification.

Clear and open communication will help maintain the trust. But this is tomorrow's problem that needs tackling by OEMs today. Or trust will disappear.



OUR WRITING TEAM



Tim Rose
Editor



Tom Sharpe
News and
features editor

COSMETIC REPAIR INSURANCE
 MOT TEST INSURANCE
 ROADSIDE ASSISTANCE WARRANTY
 WARRANTIES SERVICE PLANS
 INSURANCE TYRE & ALLIANCE
 GAP INSURANCE
 SERVICE PLANS
 WARRANTIES
 INSTANT WARRANTY

Reputation that brings revenue.

We have a plan for that.

Reliable reputation, comprehensive service, quality products.
 Warranty and Aftersales Programmes you can trust.

www.carcareplan.com



Car Care Plan

An AmTrust Financial Company

CONTENTS

23
Carwow



UP FRONT

- 06 News insight
- 08 News digest
- 10 Market intelligence
- 15 Opinions

TALENT

- 55 People on the move

SHOWROOM

- 38 Range Rover
- 40 Long-term report

INSIGHT

- 18 Face to face: Adam Turner
At the age of 33 Turner must be one of the youngest dealergroup leaders in the AM100. He explains the important role family plays in Chorley Group's success
- 23 10 minutes with... James Hind
Carwow's chief executive reflects on the evolution of his company and admits: "We live or die by our performance and dealers can turn us off instantly."

SPOTLIGHT: FUTURE OF MOTOR RETAIL



- 28 Benefits of multi-tasking
Dealerships with large showrooms could consider widening the scope of how they use the space to create other income streams
- 31 Focus is on sustainability
We examine the reasons why dealers are being obliged to re-evaluate the environmental impact of their businesses
- 34 The EVolution of SMR income
Workshops have time to adapt to the EV-induced change in service, maintenance and repair as revenue drop is predicted

MISSING PARTS WILL SPARK REMARKETING DIFFICULTIES

Cars delivered now with features omitted may give dealerships problems further down the line

The automotive sector has been accused of “kicking the can down the road” rather than facing up to the long-term implications of new car specification changes.

Retailers currently attempting to placate car buyers missing thousands of pounds’ worth of technology from their vehicles due to component shortages could become the victims of costly stocking headaches when under-equipped vehicles re-enter the sector as used cars, it has been claimed.

And the confusion and potential conflict with clued-up car buyers could be felt for years to come.

A poll conducted by Parkers, on behalf of AM, found that 14.2% of new vehicles delivered in 2022 had items of their expected specification missing.

Among the absent items were: wireless phone chargers; infotainment screens; head-up displays; sat-navs; mood lighting and electric seat adjustment.



But Autorola sales director Jon Mitchell suggested that the true scale of the issue of missing spec could be far greater.

“I suspect a lot of issues are flying under the radar,” he said. “One of the major issues is that vehicles are coming through and the missing parts aren’t even being discussed.

“In some instances, customers are being told there have been omissions

“IT (MISSING EQUIPMENT) IS A HUGE PROBLEM THAT WON’T FULLY REAR ITS UGLY HEAD UNTIL 2024 OR BEYOND

JON MITCHELL, AUTOROLA

from their vehicle, but if they don’t want the car there’s another customer waiting... it’s your choice, take it or leave it.

“These vehicles’ quirks will be very difficult to detect when they re-enter the market. It is a huge problem that won’t fully rear its ugly head until 2024 or beyond. For now, it feels like an issue that is being kicked down the road.”

CAR BUYING HEADACHES

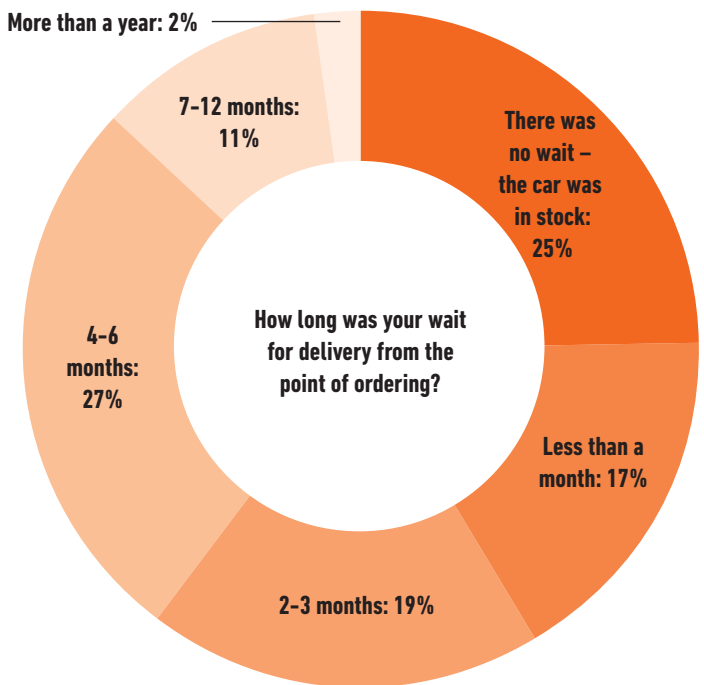
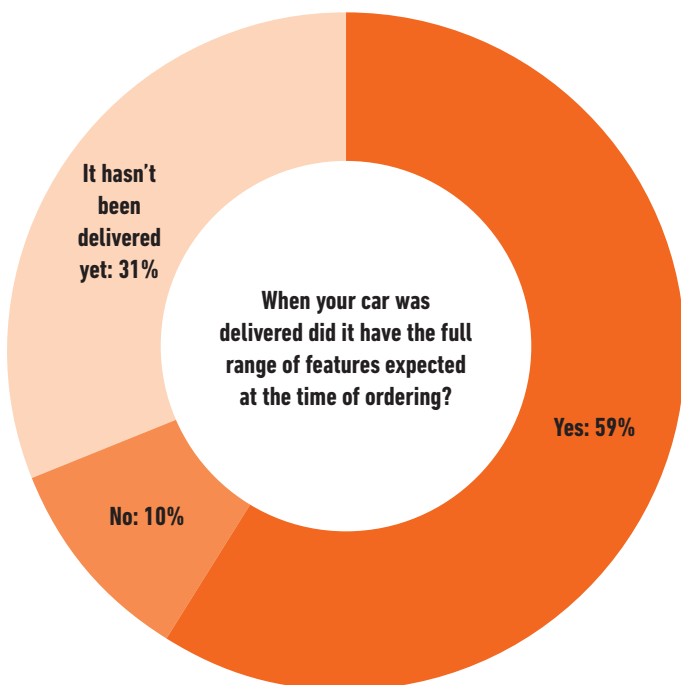
Phillip Nothard, insight and strategy director at Cox Automotive, echoed Mitchell’s concerns and stories of new car customers being issued ultimatums upon the delivery of under-equipped vehicles after a potentially lengthy wait.

With global production likely to be down 40 million units in the three years to the end of 2022 – as a result of COVID-19 and supply issues – many franchised car retailers have entered H2 with a 12-month order bank for certain brands and eager customers waiting to pick up unwanted orders, he said.

AM’s Parkers poll found 13% of new car buyers had waited seven months or more for their vehicle, with delivery taking more than a year for 2%.

The largest portion of respondents (27%) received their car in four-to-six months, while 19% said it took two-to-three months and 17% had their order honoured in less than a month.

The results also laid bare the





market advantage being leveraged by retailers and OEMs still able to offer a ready stock, with 25% of respondents stating they were able to take immediate delivery.

More than a third (35%) revealed they had renegotiated the purchase price of their vehicle, or terms of their finance agreement, between order and delivery.

Nothard said he knew of one car buyer who agreed to delivery of a vehicle missing more than £3,000-worth of technology to avoid a further lengthy wait.

"It's an issue for car retailers who need to communicate extremely well and placate their customers today, but there are potentially even bigger problems being stored up for the future," said Nothard.

"Franchised retailers able to plug into OEMs' systems will likely be able to see the exact specification of a car when it's time for remarketing, but independents tend to rely on DVLA data, inspections and industry knowledge to be sure of what they are buying.

"Growing numbers of dealers will be caught out in future as a result of the volume of spec changes we're currently seeing and it could cost them significantly."

FUTURE VALUATIONS

Tom Marley, the chief executive of the Aston Barclay Group, told *AM*: "It promises to bring real headaches and challenges when it comes to valuations in future.

"Currently, we are asking our

leasing company vendors to document the specification of the vehicles. They have to create their own record when they come to remarket.

"As a sector, we're more reliant on data than ever before. Does that mean we're geared-up to detect those data variances in the future? I suspect not."

COMPONENT SHORTAGE REPORT

In a report into the automotive sector's component shortages, however, Cap HPI said: "We can see from our live data feeds that there are variations, with some manufacturers were amending their offerings considerably more than others as they change the specification available across their range."

It added: "Our new vehicle data shows EVs across all manufacturers are less impacted than ICEs (internal combustion engines). Given the uptick in interest in EVs and the recent fuel shortage crisis brought about by panic buying, the consumer's positive view of EVs has certainly been accelerated and cemented manufacturer opinion that this remains the correct course of action."

Mitchell said he suspected many OEMs were also prioritising technology for privately-bought vehicles over those destined for fleet users at a time when higher margin sales were being sought.

Senior vehicle data editor Christopher Wingate said some OEMs had amended their model line-ups and changed Cap IDs to account for spec



“ WE HAVE GENERATED COMPLETELY NEW DERIVATIVES JUST SO, IN THE SHORT TERM, WE ARE ABLE TO KEEP SUPPLY COMING

PETER ALLIBON, MAZDA UK

changes prompted by component shortages, but conceded that "many haven't".

He played down the impact of this on residual values and the used sector, however, stating: "If you ask the average punter off the street what a 2020 Focus Zetec spec is compared with the 2021 model, they're not going to know."

Nothard said wrongly-described used vehicles threaten the "trust" and "transparency" now prized by car retailers increasingly operating online.

"Customers do their research online and will expect certain things on a vehicle when they take delivery," he said. "If the first time they identify missing spec is after taking delivery remotely, at home, that presents real issues for used car retailers in future."

Mazda UK sales director Peter Allibon told *AM* about the actions it had taken to protect its customers, and residual values, as it was impacted by component shortages.

"We've decontented a couple of aspects, but I think the key with that is communication," he said.

"We want to ensure that residual values are reflected in it and that prices are reflected where they can be. In fact, we have generated completely new derivatives just so, in the short term, we are able to keep supply coming."

QUESTIONS OF CERTAINTY

Allibon said issues with Bose amplifiers on CX-5 Sport had led to the creation of a Sport Edition without Bose, adding: "That gives the customer a choice as to whether they take a car with some certainty over delivery without a particular element or choose the original spec car with a little less certainty as to when they actually get that.

"We've seen the former in most cases because they want that certainty and it's not been fundamental things about the way the car drives."

Luke Broad, brand director at Dacia UK, said wireless Apple CarPlay had been missing from its cars in recent months, describing the issue as "really quite painful".

He said: "You don't want it to be a traumatic experience when it comes to handover. If we have had to remove something, we will always give the customer something to recognise that we've taken some value from a car."

Arbury Motor Group managing director Ben Archer said his staff had been working hard to help customers caught out by specification changes.

He said: "We are aware of cars coming through with Cap IDs that don't match the specification of the vehicle and we do have manufacturers who are sending cars through now that are on order for a customer and they're changing the specification before it lands.

HUGE ISSUE

"That can be a huge problem. If you think about a Motability customer that has ordered an automatic tailgate because they've got a wheelchair (a genuine scenario we've encountered) and it's coming through without, that's a huge issue from a customer experience point of view but also from a Cap ID and future values point of view. It's not hugely prolific, but it's more prolific than it was six months ago."

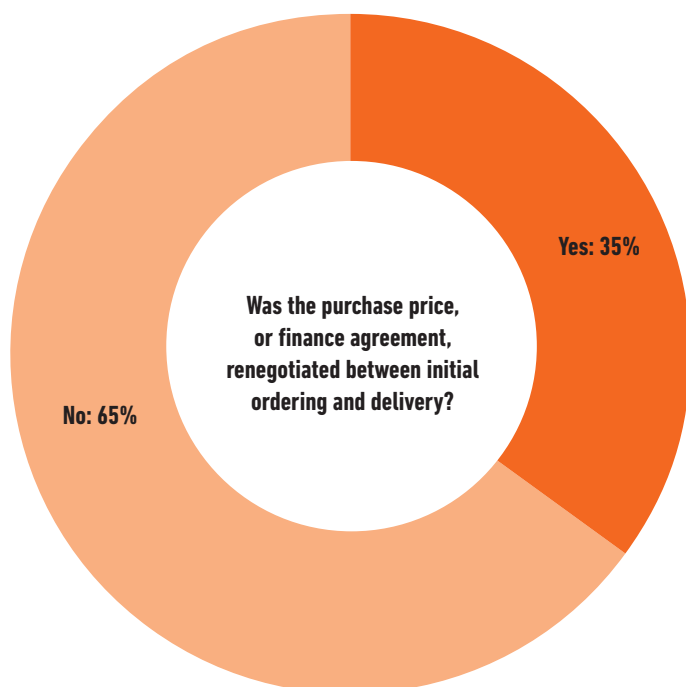
Archer added: "I'm not so sure what happens two or three years down the road. It's going to be a problem."

IMDA founder and Specialist Cars owner Umesh Samani suggested car traders will have to be eagle-eyed when stocking their forecourts in two or three years' time.

"The problem is this is a constant thing. It's going on now but it's only going to get worse," he said.

"Some dealers aren't trained, they rely on data these days, but they are going to have to go back to basics."

TOM SHARPE



ADVERTISING FEATURE

Consumer Duty – the 12-month countdown

By Karl Werner, managing director, MotoNovo Finance



Firms have until April 30, 2023, to fully implement the Financial Conduct Authority (FCA) Consumer Duty obligations.

I'm conscious that flagging a regulatory change that needs to be finalised almost a year ahead of the deadline may seem odd. But, I make no apology because I know how hard we are working to ensure we make all of the changes we need to. I'm keen to ensure that dealers have the Consumer Duty clearly on their agenda for action.

While the rules will not be finalised until July, at approaching 200 pages, the FCA consultation paper, published last December, is very largely prescriptive, containing plenty of information about the changes required.

Dealers and lenders need to consider how well their existing model embraces the outcomes sought by the FCA. The changes cover: the governance of products and services; price and value; consumer understanding; consumer support and more rigorous processes and controls.

To crystallise the importance for dealers to act now, the consultation paper says: "We would generally expect firms with a direct relationship with the end-user to have greatest responsibility under the Consumer Duty. However, all firms that have an impact on consumer outcomes will need to consider their obligations."

The principles behind the Consumer Duty will apply equally, but there are specific requirements for both lenders and dealers. As a result, we will work hand-in-hand with our dealers in the coming months to make sure that, together, we deliver good outcomes for customers and we'll continue to support dealers in any way we can.

Creating ever-better customer journeys has helped enhance consumers' awareness, knowledge and confidence of the unique attributes of dealer finance.

As a result, the market has grown.



THIS MONTH'S NEWS HIGH

MAY

17

THREE BECOMES ONE FOR MARSHALL IN SE LONDON

Marshall Motor Group has condensed its three south-east London Audi dealerships in Sydenham, Bromley and Beckenham into a single site. The move to the new £7.2 million Audi Centre on Chaffinch Business Park, Beckenham, followed a strategic review of its Audi representation in the area.

19

PERRYS REPORTS 'EXCELLENT' 2021 TRADING FIGURES



Perry's managing director Darren Ardron (left) expressed confidence at tackling the car retail sector's headwinds after the group posted a 275% pre-tax profit rise from "excellent" 2021 trading. Revenues rose 22% to £600m as pre-tax profits reached £12m (2020: £3.2m).

24

MERCEDES TO LOSE 10% OF GLOBAL NETWORK BY 2035

Mercedes-Benz revealed a plan to axe up to 20% of its German franchised dealerships and 10% of its global network by 2025 as it moves to agency model retail. The OEM aims to transact 80% of European car sales via an agency model and 25% online within three years. It also plans to refocus its model line-up in high-profit luxury segments.



DACIA UK RETHINKS ONLINE RETAIL OFFERING



Dacia UK director Luke Broad (left) told AM the brand had "decommissioned" its online car retail portal as it bids to improve its omnichannel customer journey. The platform, launched in December 2018, has delivered just 250 wholly online car sales. Dacia UK is now developing an online retail offering which "better integrates with our retailers' operations", Broad said.

25

VW REACHES OUT OF COURT DIESELGATE SETTLEMENT

Volkswagen Group settled a UK dieselgate litigation comprised of more than 70,000 claimants with the payment of a £193m out of court settlement. A statement issued by the manufacturer said it would "continue to work to rebuild the trust of customers here in England and Wales".



FIAT WILL END NON-EV SALES IN UK FROM NEXT MONTH



Fiat revealed its plan to end the sale of all new non-electrified vehicles in the UK from July 1. The Stellantis-owned Italian car brand will make the move three months after it completed the electrification of its range with new versions of its 500X and Tipo. The Fiat 500 hatchback was Europe's best-selling electric vehicle (EV) in April.

30

SYTNER EXPANDS REACH IN LONDON AND SURROUNDING AREA

Mercedes-Benz Retail Group confirmed to AM that it had agreed a deal to transfer its north London dealerships to Sytner. AM understands Sytner, currently Mercedes-Benz UK's largest retail partner with 14 franchised locations, will take on sites in Colindale, Loughton, Stratford, Temple Fortune and Watford along with aftersales facilities at Heathrow, Wandsworth and Stratford.

31

TRADE CENTRE GROUP OPENS SEVENTH SUPERMARKET SITE



The Trade Centre Group expanded into a seventh used car supermarket site after delivering record profitability in its 2021 annual financial results. The Neath-based group

opened its new site on Talbot Way, Small Heath, South Birmingham, after reporting an 8.5% return on sales in its trading period to November 30, 2021. The business returned pre-tax profits of £22m from a turnover of £258.2m.



CARZAM CALLS IN RECEIVERS

Carzam founder Peter Waddell blamed the faltering performance of online-only car retail businesses including Cazoo for his venture's failure. Speaking to *The Times* after the Peterborough-based business entered voluntary receivership, Waddell said the sliding share prices of the likes of Cazoo, Carvana and Auto1 prevented Carzam from attracting the funding it needed.

06

CAZOO REINS BACK AS PART OF SELF-FUNDING STRATEGY

Cazoo revealed plans to axe 750 jobs as part of a bid to cut costs by £200m by the end of 2023. It will also cease signing up new business to its new car subscription service, limit capital expenditure, rationalise its vehicle preparation and customer support locations, and rein in its marketing in a bid to become self-funding in the UK.

07

ADVERTISING FEATURE

Pandemic and the war in Ukraine continue to impact supply chain issues

Ross Barnitt, national sales & marketing director at PIB Group



Data from the Society of Motor Manufacturers and Traders (SMMT) indicates that UK automotive production declined by 32.4% on 2021 levels, going from 306,558 to 207,347 new vehicles registered.

The fall is largely due to fuel and diesel car production going down as battery electric vehicles (BEVs) made 7.5% of the UK total output for the quarter, up 1.1% and 4.3% on last year and 2019 levels respectively.

March 2022 was the weakest for the past 13 years, as production fell by 33.4% year-on-year after UK automotive exports went down 41.4%.

Exports to the US have been hit the hardest, which are down 63.8% on last year, largely due to Honda's decision to close the Swindon production plant, which manufactured vehicles primarily for the American market. Furthermore, exports to the EU declined by 24.5%.

While production volumes have been constricted because of COVID-induced global semiconductor shortages for the past two years, the war in Ukraine exacerbated the situation by making supply parts and freight costs more expensive.

Last month, Volkswagen's global output for 2022 was thrown into question following a shortage of Ukraine-produced wire harnesses, while Mercedes warned the war as well as new lockdowns in China could hinder production.

The PIB view is that we are in a 'wait and see' situation, but the automotive industry is a robust and buoyant one.

To speak to our Motor Trade Practice Group, please contact Ross:

email: ross.barnitt@pib-insurance.com;

tel: 07522 230 384



NEW CAR MARKET

ECONOMIC BLUES CONTINUE TO IMPACT NEW CAR SALES

But the battle for market leadership is hotting up as Ford is back on top

May was another terrible month – second only to May 2020, when consumers could not go out to buy a car. This time it was more a case of consumers not being able to find a car, thanks to supply chain problems. Nor is there much sign of optimism on the horizon.

Supply chain issues may ease over the next six-12 months, but the UK economy is facing the appalling combination of 10% inflation and zero growth in 2023, according to the latest forecasts.

The consumer may go from not being allowed a new car, through not being able to find a new one, to not being able to afford one – all in the space of three years.

Back in the here and now, manufacturer market shares are still subject to some wild gyrations, but definite patterns are emerging.

Ford is maintaining its recent position as market leader, despite a market share figure of only 7.7%.

Pre-pandemic, market leadership with less than 10% market share would have been unthinkable. On the plus side, the Puma is now in a solid No. 2 spot

in the sales charts, and is within shouting distance of the Corsa. The Puma is effectively the new Fiesta in terms of its positioning, a statement underlined by the recent announcement that the Fiesta three-door is being dropped this summer. Anyone with a current Fiesta ST three-door is thus left owning a minor piece of history – the last-ever three-door Ford hot hatch.

Kia is still breathing down Ford's neck in second place, while Audi is currently third. Audi's position is significant, as it points to the new priorities in the VW Group. The group is prioritising its most profitable brands, so Audi is performing much better than VW. Traditionally, VW has been as keen as anyone on sales volume, not least to keep its unsackable Wolfsburg workers occupied, so it will be interesting to see how its new focus on profit margins plays out. VW workers at HQ are probably feeling safe, but workers in other plants may not be feeling so sanguine.

The other big news in the VW Group is the rise of Cupra. Within two years, it has reached 0.6%, but its plans are to go way beyond that. Cupra has just announced that it aims to reach a production level of

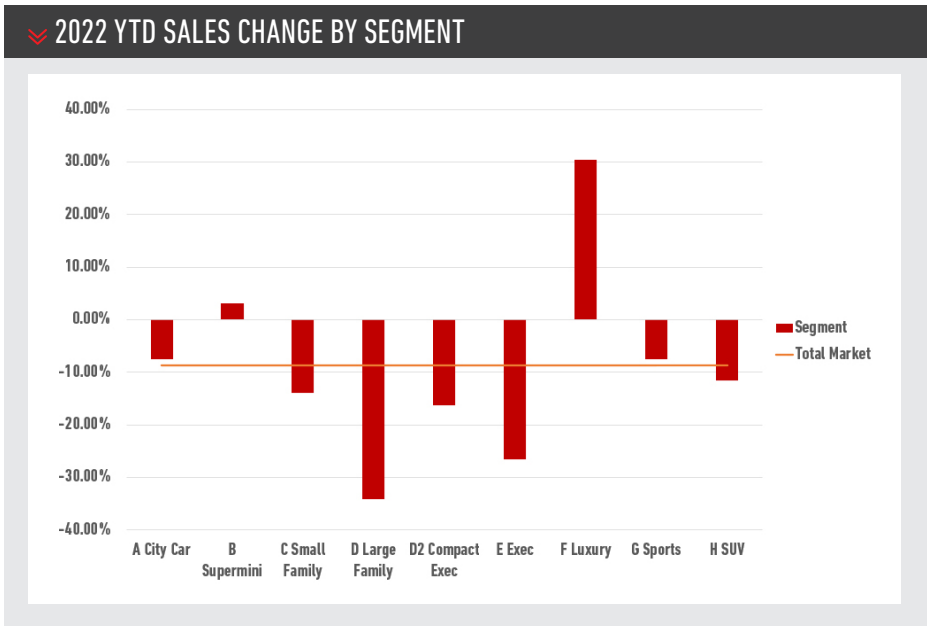
“ THE CONSUMER MAY GO FROM NOT BEING ALLOWED A NEW CAR, THROUGH NOT BEING ABLE TO FIND A NEW ONE, TO NOT BEING ABLE TO AFFORD ONE – ALL IN THE SPACE OF THREE YEARS

500,000 cars per year by 2025. That would be almost the same number as Seat made pre-pandemic (592,000 in 2019), which raises the question of Seat's future. In the early 2000s, the idea was that Seat would become an accessible performance brand – like Alfa Romeo, only viable. Cupra was launched as a performance sub-brand of Seat, but will Seat end up as the economy sub-brand of Cupra?

Of the top 10 brands, it is significant that the only three that have grown year-to-date (YTD) are Asian ones: Kia (up 33.6%), Hyundai (up 40.6% and still recovering from a couple of bad years), plus Toyota (up 2.5%). The rise of the Korean brands has, rightly, got a lot of attention, but Toyota's increase is just as noteworthy. After years in the doldrums, with market share of around 4%, Toyota is now on the march. The new Aygo X, Yaris Cross, C-HR and Corolla are all doing well (the latter being good news for the UK Burnaston factory).

However, Toyota still has a bizarrely long tail of seven models that barely sell at all. The Prius was the future once, but it has registered only 250 so far this year, while the fuel-cell Mirai, which is still available on Toyota's website, has only found a handful of buyers over the past year. Hydrogen makes a lot of sense for 44-tonne trucks, but it is harder to see the point for a family car.

Outside the top 10, one of the brands to watch is Dacia (up 67.2%). The Sandero is up to No. 8 in superminis, and is now outselling such long established models as the Citroën C3, Renault Clio and Škoda Fabia. The Dacia Jogger has only just been launched and its combination of a starting price of £15,000 and seven seats should make it a hit with families on a budget. The forthcoming Bigster (a large crossover, as its name suggests) will further boost sales,



blackhorse   **Straightforward systems and service**

SPONSOR'S COMMENT



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

With so much happening in the present, it's sometimes difficult to pull ourselves away from day-to-day

challenges and get a really clear fix on future strategy.

But, achieving this vantage point and delivering the key actions to shape a successful and sustainable future are the most important goals for any commercial enterprise.

A lot of the challenges we face in the industry today are driven by critical events that long-planned strategies have had to be bent around.

Supply issues on new cars have led to strong used car prices and some exceptional financial results for dealers, driven by improved margins on both.

But, as we move into the second half of 2022, inflation will have a significant impact on retailers, particularly with rising energy costs and increasing wages.

And interest rates are, of course, going up as the Bank of England does what it can to head off inflation. So, lots of potential headwinds on the cost lines.

On the sales side there is now the baked-in challenge of a reduced vehicle parc and consumers facing cost of living increases that will have very significant impacts on their spending power. And then, we have the impacts of electrification.

As we look forward, strategies need to be re-benchmarked against the world we now face.

But, some things remain unchanged. It will be critical for businesses to think long-term and make investment decisions that keep them at the heart of creating great customer value and experience.

As we at Black Horse build our future products and digital journeys, we remain focused on our values of supporting customers and dealers to succeed and prosper as the economic picture develops.

Best performing major brands*	YTD May
MG	2.98%
Tesla	2.37%
Dacia	1.47%
Hyundai	5.02%
Porsche	1.03%



Worst performing major brands*	YTD May
Volvo	-24.3%
Škoda	-30.7%
VW	-32.9%
Land Rover	-42.1%
Seat	-47.90%

*Brands with at least 1.0% market share YTD 2022

although there is still no confirmation whether Dacia's small EV, the Spring, will come to the UK – its price in France is just £16,500 before incentives.

At a segment level, we should pause for a short requiem for what used to be called the large family car and could now be termed the large minicab segment.

Even combining traditional large family cars (e.g. Vauxhall Insignia) and large MPVs (e.g. Ford Galaxy), total market share is now just 1.2%. Only three models have sold more than 500 units YTD (the related VW Passat, VW Arteon and Škoda Superb), while only Ford still makes actual MPVs – although not for much longer. All other large people carriers are converted vans, such as the Mercedes Vito.

Nevertheless, new models are occasionally driven into the quicksands of the segment: quite how the new Peugeot 508 justifies its existence with registrations of 50 units per month is an open question.

Going up-market from large family cars to execu-

tive and luxury saloons, the message seems to be "go large (and electric), or go home".

The executive segment (e.g. BMW 5 Series) has dropped to its lowest-ever market share of 1.44% but, somewhat paradoxically, the luxury saloon segment has risen to its highest-ever penetration of 0.74%.

Five years ago, executive saloons outsold luxury ones by 6:1, whereas today the margin is only 2:1. The main reason for the growth of the luxury saloon segment has been the Porsche Taycan, which is now easily Porsche's best-selling model. A decade ago, we all wondered how sports car brands would adapt to a world without petrol engines. Porsche's answer has confounded all of us: by creating the world's most desirable luxury sports saloon.

DAVID FRANCIS

NEW CAR REGISTRATIONS

New vehicle market remains 'subdued'

A 20.6% slump resulted in the lowest May new car market in three decades, Society of Motor Manufacturers and Traders (SMMT) data shows. Just 124,394 new cars were registered in the UK last month, as car manufacturers still struggle to ramp up production to meet demand, leaving May's volume 32.3% below pre-pandemic 2019. Private car sales declined by 10.3% in May versus May 2021, but still dominate the market with 53.2% share as carmakers prioritise this most profitable channel.

Electric vehicles (EV) remain a key focus of OEM efforts, with a rise of 17.7%, representing one-in-eight new car registrations last month.

Plug-in hybrid registrations declined 25.5%, while hybrids were up 12% year-on-year, meanwhile, meaning deliveries of EVs accounted for three-in-10 new cars.

National Franchised Dealers Association (NFDA) chief executive Sue Robinson said: "Supply side issues, alongside increasing cost of living pressures in the UK are resulting in a subdued new vehicle market."

1 FORD

Proudly at the top of the table again, Ford's star players in May were the Puma (3,580 units) and the Kuga (3,379).



2 VOLKSWAGEN

In the era of the SUV, traditionalists might take heart from seeing the Golf (2,623 units) and Polo (2,118) hatchbacks remain VW's best-sellers in May.

3 POLESTAR

Having the right products at the right time is allowing this EV-only brand to already sell half as many cars as Jaguar less than two years since its UK launch.



Marque	May					Year-to-date				
	2022	% market share	2021	% market share	% change	2022	% market share	2021	% market share	% change
1 Ford	11,106	8.93	11,433	7.29	-2.86	50,904	7.70	60,464	8.35	-15.81
2 Volkswagen	10,502	8.44	16,413	10.47	-36.01	44,234	6.69	65,955	9.11	-32.93
Audi	9,057	7.28	12,839	8.19	-29.46	46,116	6.98	53,396	7.38	-13.63
BMW	8,646	6.95	10,396	6.63	-16.83	44,050	6.66	51,097	7.06	-13.79
Kia	8,530	6.86	8,207	5.24	3.94	48,237	7.30	36,101	4.99	33.62
Vauxhall	7,894	6.35	9,516	6.07	-17.04	37,834	5.72	43,314	5.98	-12.65
Mercedes-Benz	7,712	6.20	9,515	6.07	-18.95	39,148	5.92	49,883	6.89	-21.52
Toyota	7,170	5.76	8,420	5.37	-14.85	41,085	6.21	40,095	5.54	2.47
Hyundai	6,955	5.59	6,228	3.97	11.67	33,212	5.02	23,608	3.26	40.68
Peugeot	5,056	4.06	6,058	3.87	-16.54	26,580	4.02	28,519	3.94	-6.80
Nissan	4,162	3.35	4,639	2.96	-10.28	25,973	3.93	30,761	4.25	-15.57
Škoda	3,758	3.02	6,093	3.89	-38.32	18,138	2.74	26,169	3.62	-30.69
Land Rover	3,635	2.92	5,494	3.51	-33.84	18,759	2.84	32,419	4.48	-42.14
Mini	3,365	2.71	3,563	2.27	-5.56	18,461	2.79	17,473	2.41	5.65
MG	3,143	2.53	2,453	1.57	28.13	19,695	2.98	10,760	1.49	83.04
Volvo	2,738	2.20	4,056	2.59	-32.50	16,903	2.56	22,341	3.09	-24.34
Citroën	2,727	2.19	2,400	1.53	13.63	12,705	1.92	13,646	1.89	-6.90
Dacia	2,237	1.80	1,414	0.90	58.20	9,739	1.47	5,826	0.80	67.16
Seat	1,892	1.52	4,808	3.07	-60.65	10,635	1.61	20,412	2.82	-47.90
Honda	1,831	1.47	2,662	1.70	-31.22	11,656	1.76	9,413	1.30	23.83
Renault	1,688	1.36	2,345	1.50	-28.02	12,635	1.91	12,772	1.76	-1.07
Fiat	1,456	1.17	2,105	1.34	-30.83	9,282	1.40	6,589	0.91	40.87
Porsche	1,454	1.17	921	0.59	57.87	6,808	1.03	5,064	0.70	34.44
Suzuki	1,432	1.15	2,664	1.70	-46.25	8,193	1.24	7,882	1.09	3.95
Mazda	1,235	0.99	2,611	1.67	-52.70	10,203	1.54	10,156	1.40	0.46
Jaguar	1,102	0.89	2,364	1.51	-53.38	5,532	0.84	9,485	1.31	-41.68
Cupra	973	0.78	644	0.41	51.09	3,828	0.58	2,096	0.29	82.63
Lexus	631	0.51	1,266	0.81	-50.16	4,286	0.65	5,634	0.78	-23.93
3 Polestar	428	0.34	239	0.15	79.08	2,275	0.34	1,479	0.20	53.82
Abarth	311	0.25	234	0.15	32.91	719	0.11	934	0.13	-23.02
DS	293	0.24	207	0.13	41.55	1,121	0.17	669	0.09	67.56
Jeep	239	0.19	537	0.34	-55.49	1,012	0.15	1,653	0.23	-38.78
Bentley	187	0.15	103	0.07	81.55	752	0.11	527	0.07	42.69
smart	137	0.11	148	0.09	-7.43	698	0.11	682	0.09	2.35
Alfa Romeo	129	0.10	139	0.09	-7.19	625	0.09	554	0.08	12.82
SsangYong	97	0.08	120	0.08	-19.17	665	0.10	464	0.06	43.32
Subaru	60	0.05	158	0.10	-62.03	445	0.07	596	0.08	-25.34
Maserati	59	0.05	58	0.04	1.72	315	0.05	268	0.04	17.54
Genesis	39	0.03	0	0.00	0.00	188	0.03	0	0.00	0.00
Alpine	17	0.01	19	0.01	-10.53	118	0.02	77	0.01	53.25
Mitsubishi	0	0.00	1,001	0.64	0.00	0	0.00	3,545	0.49	0.00
Other British	153	0.12	236	0.15	-35.17	970	0.15	1,058	0.15	-8.32
Other Imports	158	0.13	2,011	1.28	-92.14	16,387	2.48	10,009	1.38	63.72
Total	124,394		156,737		-20.64	661,121		723,845		-8.67



Flexibility that you and your customers can trust

Give your customers the flexibility
to complete their purchase
remotely or face-to-face with
SignIt Anywhere from Black Horse
– because choice matters.

SignIt Anywhere

For more reasons to become
a Black Horse dealer, visit
blackhorse.co.uk/dealer/why

blackhorse



FINANCE OFFERS

Leaders of the pack offer low PCP payments

The growth leaders for UK new car registrations are offering models with an average monthly personal contract purchase (PCP) price of just £230.50.

MG, Fiat and Dacia have all posted a strong year-to-date registrations performance and this has been backed by more affordable finance offers.

Even with extra cash for households from the Chancellor in the coming months, households remain under pressure from rising energy/fuel costs.

There's a running theme between each of these three brands. Either offer a low price point or have some exciting new plug-in vehicles. Ideally both.

Half of MG's offers highlighted here are for plug-in vehicles. Both the ZS EV and MG5 EV Long Range are available for less than £300 a month.

At a time when many customers are actively thinking about switching to zero emissions MG can capitalise on being able to offer EVs with more than 200 miles of range at a far lower price point per month than the majority of competitors.

Likewise Fiat's new electric 500 is available for less than £300. There's £500 off the 500 mild hybrid version and a further £700 discount in Q2 on the 500X.

What Dacia lacks in plug-in prowess it makes up for in affordability with its entire range highlighted in the AM data available for close to £200 a month.

LOW DEPOSITS

The value-for-money brand has made its deposit levels very simple for Q2 as well, mirroring the monthly payments so customers can get into a new car without needing to put down much money. If customers have a part-exchange, this would likely reduce the monthly payments even further.

MG may find itself some even stiffer competition if Dacia makes the decision to bring its electric Spring small SUV to the UK in the future.

An additional bonus for Dacia customers until the end of June is a two-year service plan based on 12,000 miles a year for any new vehicle on finance.

When looking at total volumes so far this year, Kia stands out from the pack.

The AM Award-winning Manufacturer of the Year for 2022 has such a broad range to cater to all budgets. It has continued with its scrappage scheme that offers discounts of £1,750 off a new Picanto or Rio, or £2,250 off a Stonic.

The Korean brand does this all while running relatively high APR rates of 7% across most of its models, earning the captive finance house and dealers a tidy profit in the process.

Kia is bolstering its new car orders with discounting in Q2, offering as much as £2,500 off models like the Xceed and £2,250 off the Ceed. Every model gets a discount (excluding the in-demand EV6) and the average deposit contribution is nearly £1,350.

TOM SEYMOUR

TOP FINANCE DEALS FOR RETAIL BUYERS

Model	Finance type	Deposit	Term	Monthly payment	Final payment	APR	Offer ends
MG							
HS Plug-in Hybrid Excite 1.5T-GDI 10-speed Auto	PCP	£6,317.96	48	£349	£10,835.85	3.90%	30/06/2022
MG5 EV Excite Long Range 115kW 61.1kWh Auto	PCP	£4,966.32	48	£299	£11,623.20	3.90%	30/06/2022
MG ZS EV SE 130kW 51.1kWh Auto	PCP	£5,585.15	48	£299	£11,835	5.90%	30/06/2022
MG3 Excite 1.5 VTI-tech 5-speed Manual	PCP	£2,007.79	48	£159	£4,584.90	3.90%	30/06/2022
ZS Excite 1.5 VTI-tech 5-speed Manual	PCP	£2,797.25	48	£179	£7,299.30	4%	30/06/2022
HS Excite 1.5T-GDI 6-speed Manual	PCP	£4,522.01	48	£239	£8,747.85	3.90%	30/06/2022
Fiat							
500 87KW Icon 42kWh MY22	PCP	£3,995	48	£299	£14,420	4.90%	30/06/2022
500 1.0 DolceVita Mild Hybrid	PCP	£2,105	48	£199	£5,613	4.90%	30/06/2022
500X 1.0 Cross	PCP	£3,305	48	£264	£10,339	4.90%	30/06/2022
Panda 1.0 Mild Hybrid City Life	PCP	£3,490	48	£163	£4,545	6.90%	30/06/2022
Tipo 1.0 City Life MY22	PCP	£3,310	48	£235	£6,979	4.90%	30/06/2022
Dacia							
Duster Essential TCe 100 Bi-Fuel 4x2	PCP	£195	48	£195	£7,994	5.90%	30/06/2022
Sandero Comfort TCe 90	PCP	£191	48	£191	£6,033	5.90%	30/06/2022
Sandero Stepway Essential TCe 100 Bi-fuel	PCP	£184	48	£184	£6,284	5.90%	30/06/2022
Jogger Essential TCe 110	PCP	£204	48	£204	£8,124	5.90%	30/06/2022
Kia							
Sportage 'GT-Line S' 1.6 Turbocharged Petrol Hybrid Auto	PCP	£9,700	36	£346.48	£19,526.30	4.90%	30/06/2022
Ceed 'GT-Line' 1.5 Turbocharged Petrol Manual	PCP	£4,600	36	£298.97	£11,041	6.90%	30/06/2022
Picanto 'GT-Line S' 1.0 Petrol Manual	PCP	£4,000	36	£210.32	£6,832.75	7%	30/06/2022
Xceed '3' 1.5 Turbocharged Petrol Manual	PCP	£4,900	36	£285.19	£10,633.75	6.90%	30/06/2022
Xceed '3' 1.6 Petrol Plug-in Hybrid Auto DCT	PCP	£6,700	36	£406.76	£12,285.38	7%	30/06/2022
ProCeed 'GT-Line' 1.5 Turbocharged Petrol Manual	PCP	£5,400	36	£275.75	£12,036.50	6.90%	30/06/2022
EV6 'GT-Line S' 77.4kWh lithium-ion RWD EV Auto	PCP	£12,100	36	£545.15	£23,780.40	6.90%	30/06/2022
Stinger 'GT S' 3.3 Turbocharged Petrol Auto	PCP	£9,100	36	£615.82	£16,521.30	6.90%	30/06/2022
Soul EV 'Maxx' EV Auto	PCP	£8,200	36	£392.17	£16,719.88	6.90%	30/06/2022
Stonic 'GT-Line S' 1.0 Turbocharged Petrol 48V Mild Hybrid Manual	PCP	£5,100	36	£241.31	£10,882.63	6.90%	30/06/2022
Sportage 'GT-Line S' 1.6 Turbocharged Petrol Hybrid Auto	PCP	£9,700	36	£346.48	£19,526.30	4.90%	30/06/2022
Sorento '4' 1.6 Turbocharged Petrol Self Charging Hybrid Auto	PCP	£11,700	36	£540.97	£23,892.15	6.90%	30/06/2022
Sorento '4' 1.6 Turbocharged Petrol Plug-In Hybrid Auto	PCP	£13,500	36	£644.91	£24,719.10	7%	30/06/2022



SEARCH FOR FINANCE OFFERS

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

The MG5 EV is available for less than £300 a month



VIEWPOINT



IS THIS ONE BIG NOT-SO-HAPPY FAMILY?

PROFESSOR JIM SAKER is director of the Centre for Automotive Management at Loughborough University's Business School and an AM Awards judge. He is also president of the Institute of the Motor Industry (IMI)

Philip Kotler, the American academic and business guru, stated that 'culture eats strategy for breakfast.' He contended that an organisation can come up with a great strategy to get the company to meet its objectives, but, unless the culture supports the strategy, it will fail.

Without the supportive culture it will eventually consume the strategy causing the organisation to revert to its original state and modus operandi.

The challenge is that managers often don't really have a grasp of what the culture is in their organisation. From their lofty positions they fail to gain an insight into what the real culture is and how it is manifesting itself. Often their view is not only incorrect, but also delusional.

They may feel there is a dynamic leadership culture and that this will inevitably permeate through the organisation. It is important for managers to understand the real culture, not simply their impression of it as seen by viewing themselves.

Over the past months I have spoken with several dealer groups; one medium-sized group really sparked my interest.

The organisation is successful and, on the surface, quite dynamic, but mainly has men in senior positions. It has a clear set of targets. I asked how they would describe the culture of their business.

One phrase came out on several occasions saying that 'we are family'. Once I'd managed to stop

the Sister Sledge song of the same name from going round and round in my head, I asked what evidence did they have to support this idea.

It became apparent that many of the managers had grown up with the company as it has increased in size and opened new sites. Keeping with the musical metaphor they saw themselves as 'brothers in arms' who had battled through tough times and had a bond that linked them as managers.

Their challenge, however, was that many of their new recruits left the business in the first six months and, as a result, they were struggling to recruit the number of staff they needed.

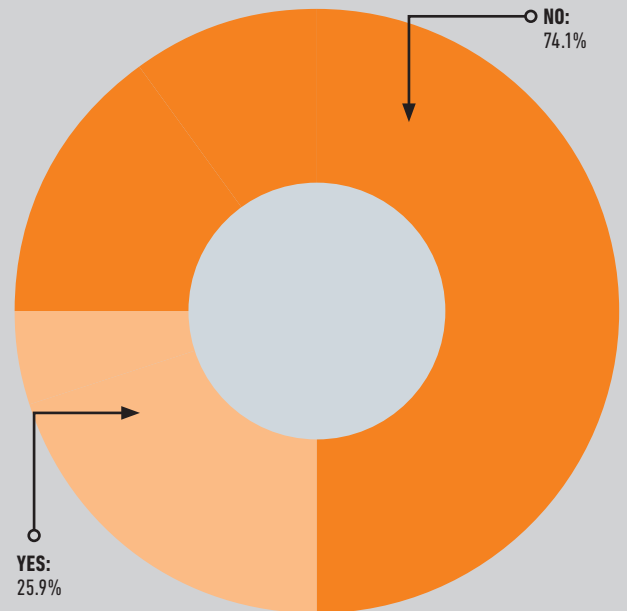
I asked what the problem was and got responses like 'you can see early on whether they will sink or swim,' and 'we stuck at it - we learnt on the job'. It became apparent that the organisation's onboarding process was not fit for purpose and the group said that they would address the issue.

The problem was that the so-called family culture did not extend to welcoming and supporting people as they joined. My challenge to them was to ask how they would feel as parents if their son or daughter had applied for a job in the organisation; would they have been treated differently? Would they have been made more welcome? The silence from the group suggested that there was a need to deliver the culture to embrace not only the nuclear but also the people joining the organisation's extended family.

"MANY OF THEIR NEW RECRUITS LEFT THE BUSINESS IN THE FIRST SIX MONTHS AND THEY WERE STRUGGLING"

AM POLL

ARE VIDEO APPOINTMENTS A BETTER USE OF SALES EXECUTIVES' TIME THAN FACE-TO-FACE APPOINTMENTS?



UK motor retailers adopted video appointments on a 'needs must' basis during the heights of the coronavirus pandemic. But, despite the practice continuing for many companies, particularly for internal conversations and meetings, the general consensus remains that time is more valuably spent if face-to-face with a customer.

Just one in four respondents to our poll argued video appointments are more effective. One of those commented: "Video shopping is becoming a big part of traditional retailing with M&S, Currys and DFS all calling it 'a hybrid' way to shop. They still know there is a need for stores and a website for people who do want to purchase the traditional ways, but they know that some customers would like to visit their stores from the comfort of their own homes via video."

Buying a car is often described as an emotional purchase. "Just like Zoom calls you can get stuff done, but it is much more difficult to create a rapport with the customer and, of course, there is no opportunity for them to touch, feel and smell what they are buying," said one 'no' voter. Another added: "Nothing will ever replace face-to-face appointments: best for profits and best for customer satisfaction."

NEXT MONTH: WILL OEM APPS HELP BRING CONSUMERS CLOSER TO FRANCHISED DEALERS AND OEMs?

VOTE NOW AT AM-ONLINE.COM/POLLS

HAVE YOU CAUGHT UP WITH OUR PODCASTS YET?

Catch the AM News Show podcasts, where motor industry executives share their inspiring stories and advice about keeping work productive, fun and overcoming industry issues.

The **AM**

NEWS SHOW



Keep an eye out for more of the AM News Shows [here](#)

<https://www.youtube.com/watch?v=ZHsSkSO6lq4&list=PLByW-h8My7k1p87a9ANydnqPX7aib6b1c&index=11>

JCT600 head of colleague experience Nicola Tordoff-Sohne is joined by Aston Martin Leeds apprentice technician Sophie Bailey and Mercedes-Benz Sheffield apprentice service advisor Ben Collinson

"How can we match what we do for customers with what we do for colleagues? We pour lots of investment, resource and time into understanding how to optimise the customer experience. Now we're doing the same for colleagues."

<https://www.youtube.com/watch?v=G0saReg7qUA>

Marc Palmer, brand director, Auto Trader and Dylan Setterfield, head of forecast strategy, Cap HPI

"With there being a shortage of stock, a lot of dealers who wouldn't normally touch electric cars, smaller independents mainly, have dipped their toe in and thought 'Oh, I did alright with that'. We've probably had two or three years' progress in terms of widespread adoption in dealer networks."

<https://www.youtube.com/watch?v=i0po7LTZ7XQ&list=PLByW-h8My7k1p87a9ANydnqPX7aib6b1c&index=7>

Steve Young, managing director, ICDP

"We've been saying for some time that the property is the ticking time-bomb. At some point there's going to be a fundamental reshaping of the physical footprint required."

<https://www.youtube.com/watch?v=AicQweeihsc&list=PLByW-h8My7k1p87a9ANydnqPX7aib6b1c&index=6>

Umesh Samani, owner, Specialist Cars of Stoke, and co-founder, Independent Motor Dealers Association

"Over the years I've built this reputation for buying cars privately. I get customers coming back to me not just to buy cars, but to sell me theirs."

<https://www.youtube.com/watch?v=JE9tGFSnAMk&list=PLByW-h8My7k1p87a9ANydnqPX7aib6b1c&index=12>

Peter Allibon, sales director, Mazda UK

"We're a relatively diverse workforce at Mazda UK, with a decent female representation within our senior management team, and our experience is that it is invaluable. We make different decisions as a result of that balance."

<https://www.youtube.com/watch?v=DCFzOFbcziQ&list=PLByW-h8My7k1p87a9ANydnqPX7aib6b1c&index=10>

Kat Lord, data projects manager at Sandcliffe Motor Group, and April Wyatt, head of marketing at Waylands Automotive

"You have to be careful not to get caught up in 'it's the latest, newest, let's just do everything' because it's not always what the customer wants."

<https://www.youtube.com/watch?v=lowpA1ZJ1rQ&list=PLByW-h8My7k1p87a9ANydnqPX7aib6b1c&index=4>

John O'Hanlon, chief executive of Waylands Automotive

"We can invest, we can take on some of the challenges and we can use some of our accumulated experience."

<https://www.youtube.com/watch?v=XaNim7ppXM8&list=PLByW-h8My7k1p87a9ANydnqPX7aib6b1c&index=8>

Darren Ardron, managing director, Perrys Motor Sales

"Whatever we get thrown at us, we seem to find a way to get through it."

FACE TO FACE: ADAM TURNER, CHORLEY GROUP

FAMILY VALUES KEY TO SUCCESS

At 33, Adam Turner is one of the youngest dealer group leaders in the AM100. The motor trade is 'in my blood', he says, and it's easy to see why. Tom Sharpe reports

“I remember sleeping between oil filters and other bits when my bedroom served as the parts department for 12 months. The motor trade has always been part of my life, it's in my blood.”

Chorley Group managing director Adam Turner says the business has never been “hung up” on job titles but nevertheless, at the age of 33, he is perhaps the AM100's youngest car retail group leader.

After seeing the Lancashire business grow rapidly from a Nissan franchise operated from the family's home, he has never known a workplace outside automotive retail.

Now, as the business embarks on a new period of growth, Turner is happy that he was there to witness his father, Chorley Group founder and chairman Andrew Turner, and aunt, previous managing director and now aftersales director Pauline Turner, establish strong foundations to build on.

“My dad started the business with my mum in 1989, borrowing £400 from his mum to buy a Mini which he sold at auction for £800,” Turner tells *AM* when we visited him at the group's newly expanded MG Motor UK dealership. “He'd been my mum's general manager at a dealership called A&B. That was where they met.

“The business did well. We got a used car pitch in a little village called Parbold, just outside Wigan, and were selling 60 to 70 cars a month when dad secured the Nissan franchise in 1994.

“It was a million miles from where we are now as a business. He bought land and agreed to build a dealership, but everything was funded by loans and credit cards and, initially, the franchise was set-up on a work-from-home basis.

“We lived above the forecourt and the new cars were delivered to our home, which was converted to accommodate customers, with the parts department in my bedroom.”

Chorley Group's rapid early growth resulted in it claiming the accolade of being the UK's most successful Nissan site by volume

within two years. The work that followed was geared towards putting it on a firm footing for the future.

“My dad's focus was always on building a long-term, sustainable business. That's what we're about,” Turner says.

“We own every single building, we have a property business and a legal firm, we invest in local communities and do a lot of charity work.

“The beauty of that is I've been given a great foundation to build on.”

'GROW OR GO'

Chorley Group re-entered the AM100 in 94th place in 2021 after delivering a turnover of £128.2 million alongside £1.3m in profit before tax in a COVID-impacted 2020.

A more concerted period of growth has gotten underway since, and Turner expects to report revenues of £198m alongside pre-tax profits of £3.4m-plus for 2021.

In March 2021, the group joined the Vauxhall and Mitsubishi franchises with the acquisition of Lancashire-based 06 Ormskirk.

Managing director John Dickson remained as a general manager in the deal, which added a Vauxhall dealership in Ormskirk and a Mitsubishi franchise in Skelmersdale, which would subsequently become a Citroën franchise.

Turner said the acquisition fitted perfectly with Chorley's “group values and mid-term growth plans across the north-west”.

A year later, Turner told *AM* further growth was on the cards following the acquisition of two Citroën dealerships from BCC Cars.

He believes the sector's rapid evolution had created a “grow or go” mentality in the franchised car retail sector.

Speaking after the BCC acquisition, Turner said: “Organisations of our size have two options, grow or go, because the industry is moving so fast and the big boys are getting so big.

“We recognise that we're in the middle of the pack right now, but we've built a really good office structure, both physically and

digitally. Now we need to roll that capability out over more businesses.

“Discussions are ongoing with all our brand partners about potential growth opportunities. Being a local, a family-run business, we have an idea where those opportunities will arise, and the aim is to grow with multi-franchised sites.”

Other developments have seen the group grow with Isuzu UK, the pick-up brand moving into a showroom left vacant after the development of Chorley MG and its neighbouring eight-ramp aftersales centre.

Alongside the MG showroom opened on Foxhole Road, Chorley, at the start of this year, there is land ready for a second dealership which may accommodate another new brand.

Nearby is the group's first dealership, a Nissan franchise, which will soon be relocated in a move that will progress the group's strategic target of creating cost-effective multi-franchise dealerships.

HAPPY WORKFORCE

While Chorley Group's family-owned status could enter a third generation with one of Turner's two sons, currently aged 13 and four, he is undecided about what area of the business they might be destined for.

Their education takes priority. Turner is an Edge Hill University graduate in business, marketing and management, and he gained a master's in financial management at the University of Central Lancashire.

And, while Turner has a passion for marketing alongside his role as MD, Chorley Group also counts building developer Turner Lambert Developments and automotive legal firm CG Professional – in which the boys' mum, Stacey, is a founding partner – among its businesses.

“Every day the boys see me and Stacey head off to work with smiles on our faces,” Turner tells *AM*. “As a family we are grafters, we love working. I want the same for them and I want the same for our workforce at Chorley Group too.”





“ EVERY DAY THE BOYS SEE ME AND (WIFE) STACEY HEAD OFF TO WORK WITH SMILES ON OUR FACES

ADAM TURNER, CHORLEY GROUP

Under previous MD Pauline Turner Chorley Group was a multiple AM Best Dealerships to Work For award winner and her successor takes pride in extending the group's "family values" to its 350-strong workforce.

Last year's 72.3% retention rate was followed by improved terms of employment.

Already operating a five-day week, it introduced a basic salary of £23,000 for its sales executives, with expected OTE (on target earnings) approaching £50,000 from a restructured bonus scheme which rewards customer service.

Turner says 50% of a sales executive's bonus can be earned for customer service.

Following the COVID-19 crisis, the business gave its entire workforce a 'Freedom Day' off to enjoy the first day after the lifting of restrictions and, this year, it introduced a 'Precious Moments' initiative, granting staff their birthdays and their children's first day of school off.

The group's apprentices – there are currently 28 – get free driving lessons.

It also hosts an annual staff awards which gave away £50,000 in prizes to its top performers this year.

"Highlighting the awards and celebrating our staff is another part of the Chorley Group culture that feeds into our aim of being locally famous," says Turner.

"We want to be recognised as a great place to buy a car and a great employer. That kind of reputation can only boost your business and recruitment."

Chorley Group has a strong female influence. Women make up 66% of its board and 23.3% of its wider workforce.

"My mum was a major influence on the business from the start and cemented that five-day working," said Turner. "I think we've maintained that focus on it being a great place for women to work."

Chorley's aim of developing and retaining its people has paid dividends for group innovation development manager Miles Roberts.

The winner of the AM Awards 2020's Bright Spark Award has gone from acting as a mentor to electric vehicle (EV) buyers to

training fellow staff and driving forward energy efficiencies within the group. He will also audit business customers' premises to assess their suitability for solutions including charge points and solar panels as they transition to a zero-emissions fleet.

Turner says: "He's been a fantastic asset to the business and instrumental to our growth in EV."

ONLINE SALES

While keen to develop a personalised relationship with customers, Chorley Group was well-placed from a digital retail point-of-view when the pandemic hit in March 2020.

By that stage the business had already had a GForces online retail platform in place for a year.

Its in-house marketing team of five – backed by marketing managers at each franchised site – was supported by an eight-strong digital response team, on 7am-to-11pm shifts, seven days a week.

The digital response team was formed after a mystery shopping exercise uncovered a customer enquiry response rate of 50% across the group.

Now it furnishes sales executives with pre-qualified leads – often accompanied by online deposits – into their email inbox each morning, Turner says.

"Creating that in-house marketing support and digital response process came at a cost, but it paid huge dividends in lockdown," adds Turner.

In 2022, Chorley Group's digital processes have brought it to a point where it hopes to become 100% paperless.

While Turner is keen to offer end-to-end online retail he asserts that 95% of car buyers still want some kind of physical interaction before completing their purchase.

Turner says he has "massive respect" for Cazoo founder Alex Chesterman, particularly from a fund-raising, marketing and PR point-of-view, adding: "Ultimately, all he's done is repackaging lots of other services that dealers are already offering."

But Turner doubts the long-term sustainability of purely online used car retail.

He says: "I think the beauty of our businesses is that, when used is going particularly well, we can benefit from sites doing 150 to 160 used cars a month, but when it does get tougher you've got new to fall back on."

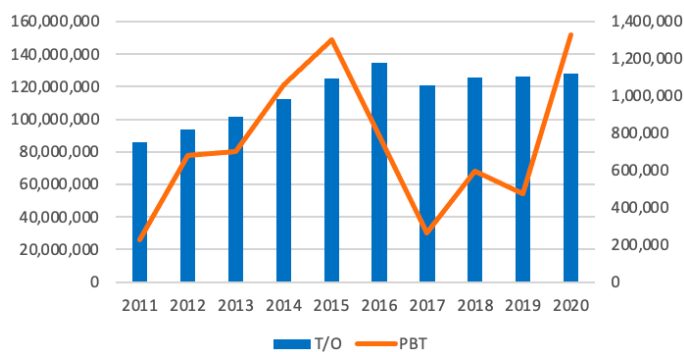
"With most brands we're probably in the top one-, two-, three-ranked dealers in the country. We're currently tracking as Nissan's number one group – we've got three businesses in the top 10 – and we perform very well with Kia, Hyundai and MG."

"To my mind, we have the best of both worlds."

Chorley Group sold around 12,000 cars in 2021. Despite maintaining a stock of around 800 used vehicles which Turner says is



CHORLEY GROUP TURNOVER AND PROFIT BEFORE TAX





“CREATING IN-HOUSE MARKETING AND DIGITAL RESPONSE TEAMS CAME AT A COST, BUT PAID HUGE DIVIDENDS IN LOCKDOWN”
 ADAM TURNER, CHORLEY GROUP

“about right”, supply issues and the cost-of-living crisis remain the business’s main concerns.

“We’re in a really good place, our order books are full. With three of our brands we’re already assured of meeting target for this year, but we can see things getting tougher,” says Turner.

“We know that we’ll have to do all we can to help support our customers.”

FACTFILE

- TURNOVER:** £198 (2021 est)
- PBT:** £3.4m (2021 est)
- BRANDS:** Citroën, Hyundai, Isuzu, Kia, Nissan, Vauxhall
- LOCATIONS:** Blackburn, Bolton, Burnley, Blackpool, Chorley, Ormskirk, Preston, Skelmersdale, Wigan
- STAFF:** 350



Inside Chorley Group’s new, standalone MG Motor UK dealership



Create the perfect pass
from your online leads to your in-store Sales team.

89% of car buyers would like *personalised* online interactions with your in-store Sales people

So why not use video calls or live chat to make sure you're speaking *their* language, answering *their* questions and meeting *their* needs, to help them find their perfect car?

Find out more about what car buyers really want at

keyloop.com/digitalisation

keyloopTM



MINUTES WITH...

James Hind,
Carwow chief executive



Carwow launched in a very different guise to that we see today. How do you view that evolution and the sometimes-frosty reception you received in the early days?

We were thought of as a last resort to sell a few extra cars. The way we came at the market was the way that the market needed us at the time. That was the way the world was, that was the way our model operated. I think through us changing the way we work with dealers and due to the changes in the market, it's just shifted. There's no supply, there's no discounts on virtually anything and we're bigger than ever thanks to the long-term relationships that we've got with car manufacturers and dealers. I think most car dealers in the UK would think of us as a new car place now, but – after the acquisition of Wizzle and birth of Sell Your Car – huge parts of the business are helping consumers sell their used cars, helping dealers buy cars. We're extremely large in Germany – almost bigger now than we are in the UK – and in Spain and, to be honest, a lot of this stuff wouldn't have happened if the market had stayed as it was five years ago. So, like every everyone in the industry, we have been through Brexit, WLTP, COVID, ship (in Suez) crisis, Ukraine crisis, there's been no supply for a long, long time now and that's forced us to look at how we operate. It has also made the business far more successful. The market collapsed last year, but our revenues grew 60% year-on-year.

You changed the charging model some time ago. Where does the revenue come from now?

We charge dealers upon an inquiry that we provide, and we still handle the

“ WE’RE EDUCATING AND, HOPEFULLY, ENTERTAINING AT THE SAME TIME, SO THEY (CONSUMERS) FEEL THE CONNECTION TO THE BRAND ”
JAMES HIND, CARWOW

enquiries or in software-only management tools. Also, car manufacturers are buying those leads or subsidising the cost to dealers as well as paying for marketing. The changes have helped ensure that the discount levels are far more manageable. In the past everyone was on cost per sale, so you'd have a dealer somewhere in the country who would go big on price to try to shift some cars. That would set a kind of price floor for the whole market. That doesn't happen any more. Now everyone makes very good margins on the cars and we're seen as just a marketing channel. We're not like other players, though. There's no big subscription you've got to sign up to. There's no annual contract. We live and die by our performance and dealers can turn us off instantly.

Is further international expansion on the cards for carwow?

Not for at least another 12 months, but we are starting to think about what comes next. The biggest focus is on Sell Your Car. It's big in the UK, but we're launching in Germany as well, and Spain imminently. Then, also, we're pushing now into used cars, so we're inviting all our current

partners and new partners to list their used cars with us. Largely because of the chip crisis, you have a lot of customers who are considering new cars on carwow, but the killer is the wait time. What we're showing is you can wait or here's a very similar one that's one or two years old, which you can have today.

What sort of volumes are you achieving with Sell Your Car?

We're getting about 20,000 people a month listing their car. We've implemented very strict qualifying processes, so everyone must provide 100 photos and be ready to sell their car immediately. Part of the challenge is that lots of people are waiting for a new car so they can't sell yet. Right now, our focus is on signing up more dealers and making them aware because dealers think of carwow and they don't think we're relevant to their car buyers or to independent dealers but now we are – that's exactly who we're talking to.

Facilitating direct online car sales – particularly with carwow investors Mercedes and Volvo – looks to be a huge strength. Was the agency model shift something you anticipated?

No, but it's obvious that's the way everything is now going and both Mercedes and Volvo are, I'd say, ahead of most. We see (the shift to an agency model) as a very positive shift for customers, for car manufacturers and for dealers. It's also good for carwow. If you want to book a nice hotel, if you want to buy a new iPad, if you want to fly to somewhere, you can book or buy direct from the hotel, the Apple shop, from the BA website. But you'll find all of these places on third party sites at the same price, largely. That's how we see the





future. Whether customers are looking at used, not sure whether they should lease, if they're selling their car, they're going to be on carwow. Therefore, it goes back to marketing, we give all these all these manufacturers another way to reach consumers.

So, in that scenario carwow is, essentially, the ultimate online multi-brand new car dealership?

The online version, yes. But we will still always connect you with your offline choice as well. They're still showing as your local showroom because a lot of people still want to go and see the car. That physical offline connection is still really important and I think one thing that some car manufacturers are quite naive to, and to a lesser extent dealers, is you still need humans to be able to speak to.

We keep hearing that new breakthrough brands are on their way to the UK. Are you working with them?

We're doing a lot with Vinfast, a big Vietnamese car manufacturer launching with a full electric line-up of proper cars. We're also doing a lot with the Geely brands, including Polestar, but, again, what we're teaching them is still there's still a big role for showrooms. There's still a big role for dealers or customer experience people. So don't just think online-only, it's got to be a blend of both.

What influence has the growth of online car retailers had on carwow?

We'll work with any form of car retailer. I

think, overall, they're a good thing for the industry, particularly in pushing the more traditional dealers into digital faster. COVID has done that as well, of course. I've been hugely impressed with how franchised independent dealers have made that jump in two years. Almost all their websites now have fantastic inventory, fantastic e-commerce solutions.

What's the leadership structure at carwow now?

It's like most grown-up companies. We started out with about 40 employees, many of them part-time, and we now have around 400. We have a dozen on the board and we've been careful to bring in people who've helped scale big tech businesses, the likes of Expedia, the Farfetch shipping online marketplace, Trainline. They help because I haven't been through this journey myself, I haven't seen it. We also have someone from Mercedes on the board and we're about to have someone from Volvo. They give us insight into how a car manufacturer thinks and operates at a global level, how they're thinking about things like agency and direct selling. That's useful for us to know.

The automotive sector has seen businesses both go public and return to private ownership recently. Is this something we will see from carwow?

I think we might consider going public at some point. We see it only as just a way to raise more capital. We've raised quite a lot of money privately at the moment from

venture capital firms, private equity firms, car manufacturers. It's not a great time to go public at the moment, broadly speaking, though.

How big and how important is that carwow YouTube channel now?

It's the world's largest for cars. We had a billion views last year alone, so we're big on the video side. We're also very large on the written side. It's not as sexy, but it attracts a huge amount of visits. I think what it allows us to do is build a relationship and add value to the consumer very early on. They didn't know what car to buy so they're using carwow. We're educating and, hopefully, entertaining at the same time so they feel the connection to the brand.

What's your outlook for UK car retail sector in the remainder of 2022?

Our view is this supply crisis will continue at least 18 months and, as a result, the big focus from us will be on used cars and helping consumers sell their cars. I can see Sell Your Car overtaking new car in terms of volume and revenue in a very short period, mainly because the market is so much bigger. Also, I'm always learning about the industry. I didn't realise just how interested car manufacturers are in the repatriation of their used cars, their efforts to keep them within the dealer network, so we're starting to speak with a lot of car manufacturers about helping them with that.

TOM SHARPE

FACT
FILE

UK OFFICES:
LONDON,
BRIGHTON,
BOURNEMOUTH
EMPLOYEES: 400
REVENUES:
£22.5M (2020)

TRADE ONLY

Give a big hand for



**carmoving
guys.com**

The **new name** for Driven
& Transport Solutions



WHY USE US?

- Get an online quote in under 60 secs
- Flexibility - you choose the price
- Over 150 delivery vehicles on hand
- Any vehicle, runner or non-runner¹
- Money back if delayed over 24hrs
- Bulk discounts available
- Qualified customer handover
- Experts in moving Electric Vehicles.

Getting a quote is simple...

Go to: www.carmovingcars.com

¹Up to 3.5 tonnes



carmovingguys.com

WE MOVE CARS!

T: 0333 301 1050

E: info@carmovingguys.com | W: www.carmovingguys.com

Find us on:  

CMG 

Car Moving Guys is a trading style of CMG

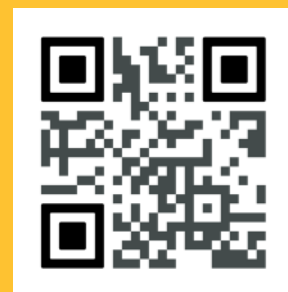


Here for the automotive industry

Ben is the automotive industry charity.
We deliver support for life to help guide you
through the tough times and get you back on
track.

Whether you need some advice, information
or tailored support, we can help.

www.ben.org.uk
Helpline 08081 311 333



SPOTLIGHT:

FUTURE OF MOTOR RETAIL



**New horizons:
pinpointing
today's key car
retail trends
to help
dealerships
prosper
tomorrow**



BENEFITS OF MULTI-TASKING
DEALERSHIPS COULD CONSIDER
WIDENING THE SCOPE OF HOW
THEY USE SHOWROOM SPACE

PAGES 28-29

FOCUS ON SUSTAINABILITY
DEALERS MUST TAKE STEPS TO
REDUCE THE ENVIRONMENTAL
IMPACT OF THEIR BUSINESSES

PAGES 31-32

THE FUTURE FOR WORKSHOPS
REPAIRERS HAVE TIME TO ADAPT TO
THE EV-INDUCED CHANGE IN SMR AS
6% REVENUE DROP IS PREDICTED

PAGES 34-37

SPOTLIGHT:

FUTURE OF MOTOR RETAIL



The large Mercedes-Benz site at Stockport staged an art display at Christmas (far right) and uses its showroom to stage small events such as a tropical handover for a new 71 plate customer

Benefits of multi-tasking

Dealerships with large showrooms at their disposal could consider widening the scope of how they use the space to create other complementary income streams

As omnichannel sales, agency fees and low-maintenance electric cars become a norm, it will become imperative for car dealerships to identify new revenue streams. Given the generally large amount of space at the disposal of dealerships, among the biggest opportunities is using showrooms to host meetings and social events.

Dealers are now renting out their space for everything from business conferences to concerts. Often clients are attracted by the size and convenience of the location, while it also gives dealers the perfect opportunity to promote their brand.

Prime examples of this are Mercedes-Benz's Stockport and Birmingham sites, which are both used as a destination experience. A business enterprise group has booked an event for 200 people at the £65 million, 10-acre Stockport venue off the M60, such is its scale.

In addition, LSH Auto, the dealer group which operates the site, hires out rooms for small meetings, and provides state-of-the-art conference facilities and bistros.

"We believe in offering a variety of reasons to visit our dealerships, but that's absolutely not to replace vehicle sales with alternative revenue streams," says LSH Auto managing director Martyn Webb. "Rather, our additional services are designed to complement vehicle sales."

He adds: "One client has specifically requested some electric vehicles (EVs) are parked outside the event space because they are moving towards an electric fleet. It's a great example of how our facilities can be flexible and adaptable to meet the requirements of the client."

COMMERCIALISED EV CHARGING

By commercialising EV charging, retailers can provide a host of new services to the customer. These include the use of catering and retail outlets while they wait for their vehicle to charge.

EV chargers can also be used by a dealer to display digital marketing to advertise and sell its product to customers. This tends to be used on larger and rapid chargers, where it can be more prominently displayed.

LSH Auto has appointed an EV charging

network supplier to install additional charging spots across its locations, starting with its Mercedes-Benz sites in Tamworth and Solihull. Initially, they will be used to charge new vehicles and those being serviced or repaired in its workshops, as well as for staff use, but, eventually, they could be used at its Stockport and Birmingham bases, where LSH has on-site bistros and longer opening hours.

"It's true to say that offering additional services such as EV charging could help draw people to a forecourt, and many dealers will be considering installing charging points as EVs become more common, so there may be a commercial opportunity there," says Oodle managing director Phil Williams. "However, we think it's a little unrealistic to expect that using a showroom for general leisure activities is likely to generate enough additional revenue to make it worthwhile for many dealers."

LEISURE ACTIVITIES/EXPERIENCES

To make their showroom a true destination, dealers can provide leisure activities or



experiences such as simulators and cinemas. Dealers in other countries are already excelling at this, with the JM Lexus Country Club in Margate, Florida, opening a 3,000sq ft putting green area on its service centre's rooftop terrace, and saunas and swimming pools being installed by some dealers in Finland.

LSH Auto's Stockport branch has a TrackMan Golf Simulator (left) that customers can use while they wait for their vehicle to be serviced. There are even lessons available from resident golf professional, Sophie Walker, who played on the Ladies European Tour for 13 years and competed in more than 200 events including the Women's British Open and US Open.

The site also has a private cinema room for eight to 10 people (left), where screenings have been held previously for customers at Christmas.

It's also available to hire for private use, meetings and events. For example, small groups can choose to watch their favourite sporting events such as the FA Cup and Champions League finals.

In addition, dealers can put on exclusive events through their car owner clubs.

By partnering with luxury and heritage brands, they can offer their members an enhanced retail experience.

"We often put on customer events that are a good fit with our brand," says Webb.

"For example, we recently hosted a men's fashion event with Harvey Nichols and in July we're having an AMG Day with the AMG Owners Club coming to Mercedes-Benz of Stockport, which will be another opportunity to invite customers to bring their friends and family to enjoy a day out."

LAST-MILE MOBILITY

Another potential income stream for retailers is the sale or rental of last-mile mobility such as electric scooters and e-bikes, as well as camper vans. Some dealers even sell lawnmowers and boat engines.

Leading the way is Seat's MO, a 9kW e-scooter, which can do up to 87 miles on a single charge and can reach speeds of up to 59mph.

Peugeot also sells the Micro e-Kick as an accessory for the Peugeot 3008.

Hendy Group has gone a step further with the launch of its Hendy Go short- and long-term car rental service. Provided in partnership with Karzoom, the online service enables customers to rent a range of brands and models from its Bournemouth, Portsmouth, Salisbury and Southampton dealerships.

Peter Vardy Group has also brought out its UK-wide business vehicle rental service. Peter Vardy FlexAuto will provide a comprehensive range of makes and models for hire, from small cars to commercial vans, enabling businesses to better control and reduce their fleet costs.

"This is this a whole new venture which will complement the Peter Vardy vision of 'Mobility for Everyone,'" says Derek Longmuir, operations director at Peter Vardy Group.

"We believe business owners and directors, faced with ever-rising transport costs, will welcome long and short-term vehicle solutions from a family business with an established reputation for being trusted, transparent and customer-focused."

ALEX WRIGHT

Five ways data can transform retailer performance

The ability to see business-critical information, updated in near-real time, opens countless opportunities for automotive retailers to boost productivity and performance during the coming year and beyond.

Turbocharged decision-making

During the pandemic, many retailers moved to overhaul digital capabilities and accelerate the switch to omnichannel retailing.

The speed of this transition intensified pressure on decision-making and underlined the importance of understanding exactly what is going on in your business at any given moment.

That's where AutoBI's Business Intelligence Workspaces come in.

Intelligent data analysis

AutoBI's comprehensive analytics suite provides near real-time updates on critical information including CRM, sales, service and parts.

It seamlessly gathers the data you need from across your automotive business and turns it into clear visual representations of headline KPIs, giving you an accurate overview of what matters the most – with the ability to drill down for further detail.

The benefits of utilising such a solution include:



1. Saving time

Extracting, collating and cross-referencing information from multiple systems is hugely time-consuming and is open to human error. With a digital solution that automatically collates and interprets this data, then presents it via intuitive Workspaces, there are significant time savings – leaving team members free to focus on other areas of the business.

2. One source of truth

Dealer management systems hold data from millions of transactions. By using an intuitive BI Workspace you can extract, interpret and report this information to quickly gain an accurate picture of what is happening across your business. It's data you can rely on and easily share with all stakeholders so everyone sees the same picture.

3. Quick reactions

The negative impact of a reduction in recovery rate, technician productivity or the number of customers receiving test drives can hit a retailer quickly. However, you may not discover this until 'after the event', by which time the damage has been done. With the help of AutoBI Workspaces, you can see the impact of changes in near-real-time and resolve

any issues before they affect revenue, customer retention or reputation.

4. Sharpening your competitive edge

With up-to-date data you can quickly spot important trends you can use to benefit your business. Having identified these patterns you can then invest in appropriate stock, parts, support and communications to ensure you are the destination of choice for customers.

5. No hidden surprises

With the help of the right Business Intelligence Workspace, you will have the information you need at your fingertips – no more chasing for the latest reports. This transparency across all key areas of the business will give you the confidence that there's nothing 'lurking in the cupboard' ready to derail plans or progress.

Knowledge is power

As the pace of change continues to increase, it's never been more important to have a clear, accurate and live picture of Retailer performance. With help of an innovative business intelligence solution, you can ensure you make the right decisions quickly and continue motivating teams to perform at their peak.

For more information about how AutoBI can help you, call 01522 711111, email hello@autobi.co.uk or visit its website www.autobi.co.uk



The focus is on sustainability

A combination of carbon reduction demands from brands and auditing requirements together with spiralling energy costs is forcing dealers to re-evaluate the environmental impact of their businesses

As larger retail groups prepare reports for the Energy Savings Opportunity Scheme (ESOS), whereby large UK businesses collate energy audits for the Environment Agency, to meet the end of year deadline (December 31 2022), the Department for Business, Energy and Industrial Strategy (BEIS) is currently considering responses to its consultation to widen its **ESOS criteria**.

Proposals include a net zero element whereby businesses would evidence measures taken to reduce carbon footprint rather than simply reporting energy usage. Medium-sized businesses could also be compelled to meet ESOS requirements whereas currently participation is restricted to businesses employing more than 250 people or with an annual turnover of more than £44 million.

All AM100 dealer groups have turnovers way in excess of this figure.

Meanwhile, the Department for Environment, Food and Rural Affairs (Defra), has outlined its **environmental targets** for the next 25 years. With 18% of the UK's carbon emissions from businesses and a legal requirement to reach net zero by 2050 under the **Climate Change Act**, the pressure is on to clean up and reduce costs.

But the pursuit of net zero in the automotive sector is also driven by manufacturers as energy specialists Journey Energy Solutions' chief executive Darren Riva says: "There is pressure on supply chains to become net zero or at least show a reduction in carbon. I'm sure the brands will be putting on the pressure."

Sustainability specialist Lee Fraine, who heads up engineering services at property and planning consultancy Rapleys, warned that while brands are pursuing a clean agenda both in vehicle production and wider operations, a balance needs to be struck between savings and capital investment.

RSM UK head of motor retail Alison Ashley also highlighted the corporate identity stand-



ISTOCK/PODMEBACK

ards trend which has seen a move away from aesthetics to meeting environmental objectives. While OEMs deferred CI spend requirements during the COVID lockdowns, she warns: "In a market where a bricks and mortar retail model is constantly challenged, it is critical that any spend futureproofs the attractiveness of those dealerships as a route to consumers and alignment to Government policies."

RISING UP THE AGENDA

Retail groups themselves have their own carbon reduction targets to meet, but soaring energy costs have moved energy efficiency up the agenda.

Riva says: "Events in recent months and the hike in the energy prices has really focused everyone's minds so we are seeing a lot more

engagement than we were six months ago."

Energy was previously a relatively small percentage of a dealer's op-ex, but increased energy prices mean it now represents a much higher proportion. Consequently, Riva's consultancy is now talking to three-or-four times more dealer groups looking at energy saving measures in the past six months.

The more straightforward wins for dealers are considerations such as:

- Ensuring LED lighting is utilised throughout the building.
- Rechanneling energy waste to power other requirements such as heating.
- Placing solar panels or even a small wind turbine on the roof to generate on-site supply, especially as photovoltaic (PV) panels are now more efficient and the return on investment (ROI) is much quicker.

SPOTLIGHT:

FUTURE OF MOTOR RETAIL



- Installing battery storage to store energy for when it's needed.

- Replacing aged air compressors in the workshop, especially if combined with technologies that can recover wastage and redeploy heat to meet the likes of hot water requirements for the workshop or even the whole dealership.

Fraine says: "It can almost take up as much energy usage just to produce compressed air as the majority of the lighting in the building. Compressed air takes about 20% of the operational energy of the property which is quite staggering as it's something you don't see. It's often overlooked."

The savings can be significant, according to Riva: addressing lighting can result in savings of 50%-60%; solar (photovoltaic) PV ROI can be as little as six-to-seven years (based on current prices); battery storage is site-specific, but updating air compressors can result in 40%-50% savings.

He says: "We spread the cost over the useful life of the assets or over a period so, actually, all of our projects are cash-positive from day

one given energy savings and maintenance savings are greater than the payments."

Dealers also need to understand their future requirements for EV charging as it could require upgrading grid capacity or even installing an additional sub-station.

AMBITIONS CONSTRAINED

However, as dealers face a tough marketplace over the coming months, Fraine questions how many of the energy-efficient measures with a high capital investment will be implemented in current dealership builds or as part of dealer refurbishments. Groups striving to reach net zero may also have energy saving ambitions constrained as budgets reflect tighter market conditions.

Fraine says: "We are at a very strange tipping point where it is a balance between energy efficiency driving to carbon neutral and the capital cost."

Those groups with the capital to invest to produce some of their electricity on-site will be able to reduce their dependency

on the grid and energy costs.

Similarly, Fraine highlighted the polar objectives of global brands pursuing a green agenda compared with the cost of cleaner technologies which can be out of reach of most people.

There are also wider considerations for the sustainability of the dealership as brands and online retailers change the way cars are marketed.

Fraine points to showroom size which has reduced by around 25% in the past 10 years in some networks, as well as the emergence of new retail concepts.

Now, though, could be the right time to invest in new, less energy-intensive technologies to take advantage of tax relief.

RSM UK national head of capital allowances Peter Graham says: "Enhanced capital allowances for environmentally beneficial plant and machinery were withdrawn by Government from April 1, 2020. This was a strange move by Government, given the ever-growing green agenda. There is currently a much better relief for qualifying capital expenditure in the form of an uncapped super-deduction, which delivers 130% tax relief on qualifying capital expenditure.

"There is a cliff edge though in that the super-deduction stops on March 31, 2023. The key, therefore, for dealerships looking to maximise their tax relief on capital expenditure is to incur it before that date."

DEBBIE KIRLEW

“ WE ARE AT A VERY STRANGE TIPPING POINT WHERE IT IS A BALANCE BETWEEN ENERGY EFFICIENCY DRIVING TO CARBON NEUTRAL AND THE CAPITAL COST

LEE FRAINE, RAPLEYS

Volume or margin?

Whichever choice you make, Secure Valeting will be there to support you

The 'new normal' may refer to the increasing popularity of electric cars. But many commentators are saying that, in future, the automotive industry should be motivated by margin – not volume sales. The challenge will be maintaining the achievements of current results while faced with an uncertain economic backdrop.

How Secure Valeting Group can help

Most major groups outsource their vehicle preparation requirements to control costs and assist with fluctuating sales volumes. At Secure, we have developed the technology and expertise to help monitor costs and provide detailed financial analysis to our clients. Online sales are here to stay. We have focused on digital technology which will accelerate the process of vehicle preparation and speed to market. Agility and adjusting to events will be the key to future automotive success.

Flexibility you can trust

With more than 400 UK clients, Secure is well placed to help with additional operators when volumes spike. This flexibility helps our customers manage their business without retaining the large overheads normally associated with in-house vehicle preparation.



The skills and controls for future growth

Secure Valeting Group provides the tools to help maximise dealer margins. Our bespoke IT systems help manage all aspects of vehicle valeting. Secure Online, the Progress Chaser portal and tight control of chemicals and equipment costs provide transparency of work allocation and detailed management information which allows clients to control their valeting costs.

Are you heading in the right direction?

In future, technology will be the key to driving profitability and at Secure, we have the systems and data to help our clients achieve this. Using this data we can ensure the provision of reliable financial information.

Secure Valeting Group is a professional valeting service delivered with commitment, compliance, technology, experience and passion. **Safe in the knowledge – your future is Secure.**

For further information, please call 01480 216700
Email: sales@secureplc.com
Visit: www.secureplc.com



EVolution of SMR income

Workshops have time to adapt to the EV-induced change in service, maintenance and repair as 6% revenue drop is predicted

Aftersales departments need to be prepared for a substantial change in their business model in the coming years as plug-in vehicle sales create a complex world with lower maintenance and new skills and equipment needed.

The UK is set on a path to electrification as all new car sales transition to zero emission technology by the 2035 deadline.

Most franchised dealers are already in the thick of it. They have invested in specialist tools and training to cater for the service, maintenance and repair (SMR) needs of the electric vehicles (EVs) already on the road, as well as to adhere to the standards expected of them by their manufacturer partners.

ICDP associate director, France, Thomas Chieux is leading research into projections for how EV sales will impact aftersales work across major European markets. Factors include estimated EV sales rates as well as how average annual mileage impacts the aftersales parc flowing through to workshops.

ICDP is also looking at more mature plug-in vehicle markets such as in Norway.

Norway already has a new battery electric vehicle (BEV) market that accounts for more than 85% of new car sales.

Chieux says: "Our simulation expects there to be a mix of 22% BEVs in UK dealers' aftersales parc for zero-to-four-year-old cars by 2030. We are expecting a 6% drop in aftersales revenue as a result of the penetration of EVs in the UK."

Chieux says this drop isn't perhaps as dramatic as might be expected and while it is possible revenues will drop further in the future, he says that, importantly for workshops, "there is time to adapt".

One area Chieux urges dealers to examine is tyres. ICDP data shows a 20% increase in tyre consumption for EVs compared with internal combustion engine (ICE) vehicles due to the higher torque and overall weight of vehicles leading to greater wear.

ICDP data from Germany shows revenues generated by tyres on EVs have been almost as high as the revenues from general maintenance on the zero-to-four-year-old EV market.

Chieux says: "Tyres is an area of great competition, but it's a segment dealers should be thinking about."

EQUIPMENT INVESTMENT

Individual garages are looking at tens of thousands of pounds, rather than hundreds of thousands, to be fully set up to service EVs, including the cost of tools and training.

Personal protective equipment (PPE), basic additional workshop equipment and insulated tools are needed to protect technicians from the high-voltage systems in EVs. Franchised dealers also have the additional cost of installing a number of charging points.

AM's conversations with various sources show the basic investment in completing routine servicing work for EVs can be as little as £6,000 for an independent garage. But, again, training costs also need to be factored in.

Quentin Le Hetet, the UK general manager at automotive aftermarket intelligence company GiPA UK, told AM: "Most franchised dealers will look at return on investment (ROI) and have a multi-year plan for EV servicing, including recruitment and training.


"When we think about equipment and investment, the biggest investment really is taking the time for the vision for EVs.

"This is what will make the difference. Being able to have that vision and recruit and train accordingly is the most important thing."

EV TRAINING

According to the latest figures from the Institute of the Motor Industry (IMI) only 11% of technicians in the UK are qualified to work safely on EVs.

While this represents a 4.5% increase on 2020, it still highlights the skills shortage in the percentage of the automotive sector competent to work on EVs.

IMI data figures predict a shortfall of 25,100 qualified technicians and this could start to impact the ability to meet EV servicing demand by 2027. 

IT'S BACK AT THE NEC

Automotive management

LIVE

Brought to you by



In association with



SAVE THE DATE **NOVEMBER 10 2022**



Register now at: www.automotivemanagementlive.co.uk

How to source stock in challenging times

Debbie Fox, Commercial Director, epyx



While the situation has probably improved a little for most dealers during 2022, sourcing stock continues to be the motor retail sector's number one headache – and it is not a problem that looks like it will be solved any time soon.

This is an issue that has existed since trading restarted during the very first lockdown and at epyx, we are not shy when it comes to talking about how we have helped our community of 3000 dealers with their supply difficulties during the turbulent period since. Through our 1link Trade Buyer platform, we enjoyed our best ever year in terms of volumes sold in 2021 – up 8% on 2020 and 2% on the previous peak of 2019 - showing how we continue to meet the needs of motor retailers that are keen for stock.

So, what is 1link Trade Buyer? Essentially, it's our answer to the question of what used car and van dealers want when they look for a stock supply solution that will meet their needs throughout this decade and beyond. It has been created with a very sharp focus on one core objective – to enable dealers to identify and acquire the high quality, ex-fleet and rental vehicles they need as quickly and as easily as possible, whatever device they are using.

1link Trade Buyer delivers a buying experience that exactly meets the needs of stock buyers with innovative features such as advanced vehicle filtering with multi-pick selections and dynamic counts, updated vehicle summary and vehicle record cards with more detailed service history and

“
...we continue to
meet the needs
of motor retailers
that are keen
for stock”

clearer data presentation, full screen imagery, key information indicators, downloadable stock lists, improved address tools and much more. All of these have shown themselves to be highly valuable to users in real world situations.

Even though the overall economic picture looks increasingly difficult and tough-to-predict, demand for stock continues to remain remarkably resilient. We believe that 1link Trade Buyer provides a level of efficiency, effectiveness and flexibility that is a proven factor in the success of many dealers.



An important new direction has been established for 1link Trade Buyer with the recent addition of integrated stock funding, initially working with V12 Vehicle Finance (V12VF).

Trade buyers can now link their existing V12VF account to the platform or apply for stock funding with the company. Then, when they want to purchase, they can add a vehicle to their facility as part of the platform's normal online process and receive instant confirmation.

It creates a seamless purchasing option, which is very much the kind of innovation that we plan to continue to bring to 1link Trade Buyer, increasing ease of use and effectiveness for all users of the platform.

- ✓ £99 Buyer Fee
- ✓ Bid & Buy 24/7
- ✓ 1000s of Vehicles Weekly

To find out more visit
www.1linkTradeBuyer.co.uk

SPOTLIGHT:

FUTURE OF MOTOR RETAIL

“THERE IS SOME RELUCTANCE TO INVEST IN EV TOOLING FROM THE INDEPENDENT SECTOR AT THIS STAGE BECAUSE THEY DON'T EXPECT TO SEE EVs COMING TO THEM FOR MANY YEARS YET



QUENTIN LE HETET, GIPA UK

The IMI has called on the Government to invest £15 million to help fund training for 75,000 technicians to get them EV-ready.

IMI chief executive Steve Nash says: "It must be becoming increasingly clear to even the greatest sceptic that the EV movement is now an inexorable trend that they must engage with if they want a sustainable business beyond 2030.

"With one-in-four new registrations now being electrified and EVs predicted to overtake ICE registrations by 2026/7, the economics of not engaging with EV SMR become increasingly questionable."

Nash is urging independents to consider a step-by-step approach to EV investment.

He says: "The investment doesn't have to be huge if taken in bite-sized steps and will ensure that they remain 'in the game', rather than left behind."

GIPA's own November 2021 consumer survey of 420 UK EV and plug-in hybrid drivers in charge of maintenance shows that 57% of them have been prompted to take their vehicle to a workshop they have not used before due to seeking specialist tools and technicians.

EVs are creating a natural retention for franchised dealerships which are seen as leading the way for specialist expertise.

Le Hetet says: "There is some reluctance to invest in EV tooling from the independent sector at this stage because they don't expect to see EVs coming to them for many years yet.

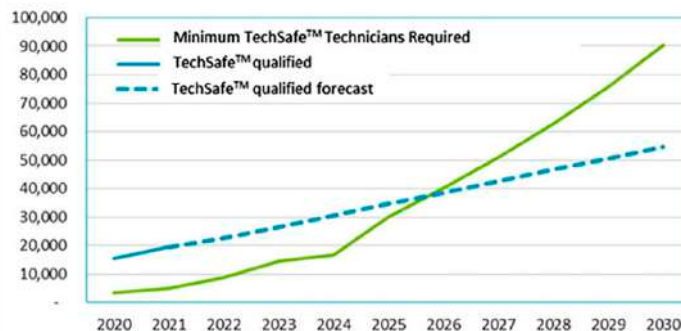
"Customers are keeping EVs longer within the franchised dealer system and so this is holding back exposure to independent garages even more."

ICE EQUIPMENT AND OIL DISPOSAL

Le Hetet thinks it's unlikely workshops will be disposing of ICE specialist equipment in their workshop before 2040.

He pointed out that diesel volumes only started to ramp up from 2009 onwards and have dropped off since Dieselgate in 2015, but the UK aftersales car parc will still have

✓ PREDICTED GAP BETWEEN EVs ON UK ROADS AND TECHSAFE TECHNICIANS



Source: TechSafe

many diesel jobs to do for years to come.

Global technology driveline and EV fluids manager at Castrol Paul Beasley says that, while there will be a change in the mix and types of fluids, ICE maintenance and the equipment required by workshops will remain long after 2030.

The biggest difference will be the continued reduction of engine oil sales as EV sales increase.

However, EVs still require transmission and brake fluids, as well as thermal management fluids and battery coolants, plus EV-specific greases.

Beasley says: "It's still early days in terms of the fluid lifecycle for EVs. The mix will change and that will depend on the deployment of the different technologies from OEMs."

Castrol has been developing new thermal management fluids that will have a higher degree of recyclability.

So, it's likely new collection and recycling methods will need to be introduced.

Beasley adds: "It will be shades of the same. Transmission fluids on EV are very

similar to ICE, but the viscosity is thinner so it's actually quicker to get them moving in and out of the vehicle and so time on the ramp is reduced.

"Much of the same infrastructure for disposal will be the same though."

DIAGNOSTIC WIZARDS

There is a widely accepted view that EVs are mechanically simpler than ICE vehicles, which will most probably reduce overall service and maintenance requirements.

However, the progress of new autonomous, connected, electric and shared (ACES) technologies are making vehicles more complex in other ways.

Nash said: "Taking a holistic view and ensuring that the workforce is appropriately qualified and equipped to look after all of these new and emerging technologies should still provide workshops with plenty of commercial opportunities."

Calibration, electronic work, checking updates and a greater use of diagnostics will require more expertise for technicians in the future.

Manufacturers have quoted savings of between 30-40% on maintenance for an EV compared with an ICE vehicle.

However, that hasn't been the case in practice so far according to Le Hetet.

Le Hetet said: "We're not seeing service pricing on EVs at a lower rate for the franchised sector at the moment.

"Dealers may price a different labour rate for EVs because it's a new investment and there is new training.

"We're still in the late take-off phase so it's too early to say how prices will settle.

"There are fewer parts, but more checks, more specialist diagnostic work and how this will be valued is what will set the market for the coming years."

TOM SEYMOUR

“IT MUST BE BECOMING INCREASINGLY CLEAR TO EVEN THE GREATEST SCEPTIC THAT THE EV MOVEMENT IS NOW AN INEXORABLE TREND THAT THEY MUST ENGAGE WITH IF THEY WANT A SUSTAINABLE BUSINESS BEYOND 2030



STEVE NASH, IMI

At first glance, the differences between the new Range Rover and the outgoing model are not readily noticeable



RANGE ROVER

Five generations and 50 years later, the Range Rover remains at the top of its segment.

When the car launched it created a new segment for luxury SUVs. There have since been many rivals, some focusing on driveability, some on luxury and others on performance. Through it all, the Range Rover has managed to retain the best balance of all three, making it a worldwide phenomenon.

Everyone from farmers to A-list celebrities drives a Range Rover. They're equally at home on city streets as they are off-road, securing a loyal base of buyers. Such is the power of the brand, the Range Rover is no longer one vehicle, but a whole family of premium SUVs to suit a broad range of budgets.

Land Rover revealed the new 'full-fat' Range Rover in October, opening order books with a starting price of almost £100,000. That's an uplift of around £20,000 compared with the outgoing model, but it hasn't stopped 10,000 UK buyers from visiting showrooms and securing one. Build slots now extend 12 months and that's before anyone has even driven one.

AM has been behind the wheel of the new

luxury SUV and we're confident those early customers won't be disappointed.

As part of its VIP ownership programme Land Rover has already given some customers early access to the car and is planning a suite of driving events throughout the year to let them sample the new model.

At first glance, there's not a night-and-day difference between the new Range Rover and its predecessor. The familiar silhouette is retained but, look deeper and you'll notice the retractable door handles and windows that blend seamlessly into the bodywork. Land Rover has worked hard to improve the aerodynamics of the new model to maximise its efficiency and to provide a crisper and less fussy design.

The underpinnings are all-new too – making room for the upcoming electric model's battery and providing rear-wheel steering for the first time.

Inside, the Range Rover makes a departure from the overtly luxurious cabins of its forefathers and opts for a minimalist approach.

Build quality seems better than ever, although there's fewer bits to prod and poke as most of the dashboard is taken up by the giant infotainment screen. It juts out, so it falls to hand more easily, but looks a bit like an

afterthought. The system itself is glorious to use, with high-definition graphics and a responsive interface. It's paired with a similarly high-resolution digital instrument cluster. But, we've seen this all before in the Defender and most Jaguars. The Range Rover is meant to be the pinnacle of JLR's line-up. A bit more digital innovation would be welcome.

Riding on adaptive air suspension and with all sorts of clever gadgetry going on underneath, it's almost implausible that a car as big and tall as the Range Rover can negotiate corners with so little fuss. The rear-wheel steering is a particular boon, giving a turning circle that's comparable to a supermini.

In its most comfortable setting the car exhibits a little bit of chatter over rougher surfaces, while the steering and throttle are a tad benign. When we switched the Range Rover to its Dynamic mode, however, it firmed everything up just enough to make all those problems disappear.

Two petrol engines are available: a 3.0-litre six-cylinder mild-hybrid P400 and a BMW-derived 4.4-litre twin-turbo V8 (P530). There are also two mild hybrid diesels, known as D300 and D350. In each case the model name denotes the power output.



ALL OF OUR RETAILERS HAVE BEEN SET THE CHALLENGE OF HOW TO MAKE THAT (THE VEHICLE HANDOVER) A PROPERLY STAND-OUT EXPERIENCE
RAWDON GLOVER,
JLR UK



Most of the dash is taken over by a giant infotainment screen

A pair of plug-in hybrids, P440e and P510e, utilise a six-cylinder petrol engine and electric motor with a 38.2kWh battery. They offer a real-world zero-emission driving range of 70 miles and emit less than 20g/km of CO₂.

The Range Rover can be specified in SE, HSE and Autobiography models, with prices starting at £97,375 for the D300 SE. A First Edition will be available throughout the first year of production, based on the Autobiography and featuring a unique specification. Buyers looking for more exclusivity can specify an SV model, which features bespoke tailoring.

Both standard- (SWB) or long-wheelbase (LWB) bodies are available with five seats, while the Range Rover LWB is available with a third row of seats to hold up to seven.

There are bigger, brasher and more expensive luxury SUVs on the market, but we're in no doubt that the Range Rover is still the king of this segment. It's faster, quieter, more efficient and more technologically advanced than ever. Land Rover has also made significant investment in its factory to ensure the build quality and reliability of this latest model are better than before.

But with demand seriously outweighing supply does any of that really matter? The buyers have already spoken. **MATT DE PREZ**



£97,375-
£175,800



PETROL, DIESEL,
PLUG-IN HYBRID



0-62MPH
4.4-6.4 SECONDS;
TOP SPEED
145MPH



EIGHT-SPEED
AUTOMATIC



49.5-256 MPG



24-333G/KM CO₂

Q&A



RAWDON GLOVER,
MANAGING
DIRECTOR OF
JAGUAR
LAND ROVER UK

between the seven-seat option and the five-seat option. We're slightly higher in terms of average weighted price point. So, we're coming in at about £125,000, which is obviously great. As a reference point, the outgoing model was priced at about £100,000.

Will online sales play a part in the way the new Range Rover is sold?

There was a time where, perhaps misguidedly, we thought offering customers infinite choice was exactly what we should do with this vehicle. But, if you think about it, then taking that to an online purchase is just unbelievably complex and very difficult to deliver. I think we're still a way off our desire, which is this idea of you should be able to buy a car in six clicks. That's kind of where we'd like to get to. But, we've made huge steps and we see it in the buying habits. In the first week of Range Rover when we launched, about 20% of the sales were online.

Do you have any plans for customer handover?

All of our retailers have been set the challenge of how to make that a properly stand-out experience. For example, some of our Scottish retailers have got a relationship with Gleneagles. They're doing an amazing tasting menu and driving at Gleneagles. We've got people in other parts of the country getting some bespoke hampers of locally-sourced produce, that really works well there. So, we're just making sure they're trying to tailor the experience and make sure it's as good as possible.

How has the luxury SUV market changed since the previous Range Rover launched in 2012?

When we launched the previous model there was very little in the space from a true competitive sense. It's now got very cluttered, very quickly. So, the very fact that we're as far ahead of our expectations with lots of competition at price points similar to us, slightly less than us, and significantly greater than us, that's a testament for where that vehicle sits. The actions at the price point above us have just raised the ceiling in terms of the customer's aspiration of how far they can go. There was a time when we were talking about if we'd get to the first £100,000 Range Rover and we'll pass the first £200,000 Range Rover with this one.

What has the initial order mix been?

In terms of petrol/diesel mix, it's about 40% diesel. So, where the industry is going away from diesel, our diesel mix is also reducing, then about 35% petrol and about a quarter is plug-in hybrid. That is roughly where we thought it would be in terms of its going-in position. Standard wheelbase accounts for the majority of the mix - it's about 80%. Then it's a roughly a 50/50 split

KEY RIVALS



Bentley Bentayga



EXCLUSIVITY



PRICE



BMW X7



CHEAPER



WON'T GO OFF-ROAD



Rolls-Royce Cullinan



LUXURIOUS AND
PRESTIGIOUS



STYLING IS DIVISIVE

REVIEW RATINGS

AUTOCAR



CAR



TOPGEAR



CUPRA BORN V3 150KW

REPORT
PROGRESS



£38,390
 (£38,955 AS TESTED)

150KW ELECTRIC MOTOR, 58KWH LITHIUM-ION BATTERY, 150PS

0-62MPH 7.3SECS
TOP SPEED: 99MPH

263 MILES (WLTP)

0G/KM (WLTP)

CUPRA'S FIRST FULL-ELECTRIC CAR IS BORN

Having spent months in a plug-in hybrid Formentor in 2021 I was keen to get my hands on Cupra's first pure electric car, the Born. While the five-seater shares many of its fundamentals with the ID.3 from its sister brand Volkswagen, the zero emission Born has been restyled to fit in the Cupra family, with a different front end and distinctive interior style.



It's also received a lower ride height and steering tweaks to add some sporty flair as befits the Cupra brand position and driving dynamics.

Sure, it's not a sports car, but it's certainly a fairly hot-blooded hatchback. Our variant has the mid-level powertrain, which is good for doing zero to 62mph in 7.3 seconds, not much off the pace of a five-year-old Peugeot 208GTi. Cupra also offers an 'e-Boost' option which ups the power to 230PS and shaves more than half a second from that 0-62mph sprint.

The 58kWh battery is officially good for up to 263 miles on a full charge. My first few long trips have confirmed this looks nearly achievable; 230-240 is possible in springtime conditions with no fingernail biting.

Cupra also offers the Born with 45kWh and 77 kWh batteries – the latter promising a maximum range of 335 miles.

Over the coming months I'll be sharing more thoughts on the Cupra Born. Meanwhile, if customers ask about the nameplate, advise them it takes its name from the vibrant and fashionable El Born neighbourhood in Barcelona.

TIM ROSE

CURRENT MILEAGE	0	1	5	7	5	START MILEAGE	0	0	7	1	2
-----------------	---	---	---	---	---	---------------	---	---	---	---	---

ZERO EMISSIONS, PRACTICAL RANGE
 NOTHING AS YET

≡ GUESS THE CAR COMPETITION



Steve Goodchild, operations manager at FG Barnes Group in Surrey, correctly identified the Chevrolet Captiva in our previous issue.

See if you can identify this month's model for your chance to win a £20 John Lewis voucher. Email am@bauermedia.co.uk with 'Guess the car' in the subject line and include your job title and company in your entry. The closing date is Friday, July 1.





TOP

TIPS

for

**RUNNING A
PROFITABLE
DEALERSHIP**

Digital Stock **Aftersales** Car Care **People** Finance
Insurance Fabric/Paint Protection **Customer Experience**

DIGITAL: REVIEWS

AM says: “Encourage your customers to leave public reviews on independent websites and invite them to share testimonials for your own online presence.”



SPONSOR'S COMMENT

By Neil Addley, managing director, JudgeService



Reviews can make or break your business. Encouraging your customers to leave public reviews on independent websites will enhance your reputation.

Reviews are essential in driving traffic to your website. They invite customers to spend money on cars and maintenance and allow you to build user-generated content.

We believe in going above and beyond and not just offering reviews but also valuable insight. We can help you discover not only, what your customer is saying about your business, but also how to improve and create raving fans of your business.

We are that confident that what we do works, that for one month only, we are offering a three-month free trial of our used car customer satisfaction programme, ReAct.

■ To find out more why not contact us today –
01423 649040



Video Link: <https://www.youtube.com/watch?v=67nese9RtJg>

Call 01423 649040 email: neil@judgeservice.com or visit: www.judgeservice.com

INSURANCE: SMART REPAIR

AM says: “Highlight the convenience of having SMART repair insurance if a customer is buying on PCP or PCH and might face end-of-contract charges for damage.”



SPONSOR'S COMMENT

By John Saleh, head of field operations



The introduction of UV products across our technician network has led to an array of benefits as well as an enhanced customer experience. The newest UV primer and filler are one-component products that are isocyanate-free and ready to use. The UV filler will cure in five seconds, and less than two minutes for the primer whereas conventional materials can take up to 30-45 minutes. Not only does this result in faster repair times, but also minimises long term quality issues as both products increase the longevity of the repair. These products will not cure until they are exposed to UV light – they require no mixing or reducing. They also have no 'use by' date significantly reducing product usage. All in all, the technical advancements of our repair network have helped speed up repair times, increased productivity and reduced our impact on the environment.



INSURANCE: WARRANTY

AM says: “Offer the customer an opportunity to buy an extended warranty which would cover their used car for the duration of their finance agreement.”



SPONSOR'S COMMENT

By John Saleh, head of field operations



From the moment a customer signs on the dotted line, rest assured, support is on hand should something go wrong with their new or used car. We offer breakdown cover, a service plan to spread the cost of their annual vehicle check-up and an award-winning warranty for financial protection should a fault occur. Instead of the complication of dealing with three different providers, three different payments and three-times the paperwork, they can now get the whole package under one roof all with one simple monthly payment – paid over a 12-month period. Additionally, with the exponential growth of EVs on our roads, more drivers need a warranty that covers the components unique to their plug-in vehicles. Leading the way with award-winning vehicle aftercare products, Car Care Plan's pioneering used car warranty now includes standard wording to give its clients a programme that covers the wide range of vehicles on offer.



If you want to find out more, call 0344 573 8000, or visit www.carcareplan.com

AFTERSALES: SERVICE PLANS

AM says: “Offer customers the ability to spread their service costs through a service plan which is aligned to the duration of their finance.”



SPONSOR'S COMMENT

By John O'Donnell, managing director, EMaC



With the current cost of living crisis, consumers now more than ever want peace of mind and to be reassured their vehicle's servicing costs are all taken care of.

Reminding consumers of the benefits of purchasing a service plan and switching to direct-debit, protecting them against any future increases, will provide much needed comfort.

A properly maintained vehicle will also run more efficiently and, of course, increase its resale value, as a full-service history is a significant asset to boost the trade-in value of their vehicle.

Service plan consumers also score their dealers higher for 'customer satisfaction' and spend more per visit, enhancing dealer revenue and profitability, as well as being more likely to buy their next vehicle from the same dealer.

EMaC.

AFTERSALES: SPREADING THE COST

AM says: “If possible, consider working with a finance partner to allow customers to spread the cost of service/maintenance bills.”



SPONSOR'S COMMENT

By John O'Donnell, managing director, EMaC



With an increased consumer appetite to spread the cost of unexpected bills, Drive Now, Pay Later from EMaC is the ideal solution. Drive Now, Pay Later is a flexible, interest-free monthly instalment plan for dealers to offer to their consumers. Unanticipated maintenance costs can often come as an unwelcome surprise to consumers, with many financing the required repairs using a credit card or dipping into savings. Why not offer Drive Now, Pay Later to help consumers pay for these bills, including parts and accessory purchases. It not only enhances business revenue and profitability throughout the ownership cycle, but also builds lasting relationships and increases consumer satisfaction. By providing this flexible payment option, consumers benefit from greater choice and control over how they pay for their purchases and allows dealers to boost their consumer offering and guarantee a positive experience.

EMaC.

Call 0330 099 6826, visit www.emac.co.uk or email: dealersupport@emac.co.uk

CAR CARE TIP: FABRIC PROTECTION

AM says: “Use demonstration videos or treated seats in the sales process to demonstrate to customers the benefits of fabric protection.”



SPONSOR'S COMMENT

By Chris McDonald, head of Gtechniq Platinum UK



Research suggests drivers spend an average of 30 hours a year stuck in traffic. This means car interiors are subjected to conditions which can encourage the growth of microbes. Food remnants, spillages, dirt, little sticky fingers and dust, can support the growth of microorganisms like bacteria and fungi.

On top of the antimicrobial Biocote® benefits, Gtechniq leather protection can reduce wear on prone areas of leather or vinyl seats, such as piping and leading edges. It also makes dye transfer from clothing easier to remove.

Fabric soiling can be reduced dramatically by using Gtechniq Platinum Fabric & Carpet Protection. It protects all kinds of fabrics from water-based stains. It makes ordinary fabrics waterproof and easy to clean. Spilt coffee, kids' ice creams, even Coke, can, in most cases, be wiped away with a damp cloth, without staining.



Video to play: <https://youtu.be/AWY2zXTfNkA>

Call 07771 887570, email chrismcdonald@gtechniq.com or visit www.gtechniqplatinum.com

CAR CARE TIP: PAINT PROTECTION

AM says: “Use videos or treated panels to demonstrate to customers the benefits of paint protection.”



SPONSOR'S COMMENT

By Chris McDonald, head of Gtechniq Platinum UK



Gtechniq Platinum is the high-performing solution for your car, powered by ceramic coating experts Gtechniq. The system offers a scientifically tested suite of protective treatments that outperform anything else available on the market.

Water-based paints used today are prone to surface marring and micro swirls which, in time, dull the depth of shine on any vehicle no matter how often you wash them.

Traditional polymers are sacrificial and, as such, can be easily removed using chemical-based cleaners and pre-cleaners (like TFR – traffic film remover).

Gtechniq Platinum Ceramic Paint Protection has been designed to reduce the damaging effect of washing and drying your vehicle throughout the lifetime of ownership and also protect your paint from airborne contaminants.

Our hydrophobic coating also improves the water behaviour on the surface throughout the lifetime of ownership.



Video to play: <https://youtu.be/AWY2zXTfNkA>

Call 07771 887570, email chrismcdonald@gtechniq.com or visit www.gtechniqplatinum.com

DIGITAL: LIVE CHAT

AM says: “Increase the number of leads your website generates by providing it with a managed live chat service”

SPONSOR'S COMMENT

By Chris Wateridge, Director, Visitor Chat



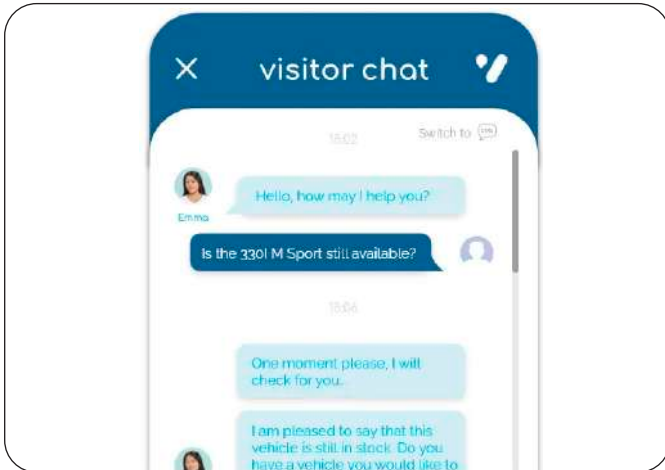
Visitor Chat is the UK's leading supplier of managed, automotive live chat services. The company conducts more than a million interactions per year for its UK automotive client base.

Visitor Chat's 24-hour service and cross-platform technology, means that customers can choose to interact with your dealership via Live Chat at a time and place that suits them.

The platform is supported by industry-specific operators using brand-appropriate processes to deliver live chat, text and messenger leads across multiple URLs, locations and departments.

Our valuable API integrations, across a range of dealer management systems, ensures that enquiries are routed to the correct department within your organisation.

We're committed to helping dealerships maximise the potential of our service, which is why we provide dedicated account managers, who are there to support you when you need us.



<https://vimeo.com/717986950>

For more information call 02382 350130, email sales@visitor.chat or visit www.visitor.chat

FINANCE: SOFT SEARCH

AM says: “Check your finance partner uses ‘soft search’ on your customers (ask why if they don’t). This means your customers can check their car finance eligibility without affecting their credit score/rating. Highlight this in your marketing and promotions.”



SPONSOR'S COMMENT

By Ciara Raison, commercial director



Dealers who win in a busy marketplace put themselves in their customers' shoes. Customers want the buying process to be as pain-free as possible and know that they're going to be accepted for finance.

Check your finance partner uses 'soft search' on your customers (ask why if they don't). This means your customers can check their car finance eligibility without affecting their credit score/rating. Highlight this is your approach in your marketing and promotions.

It can sometimes be a scary moment for customers when it comes to paying for their vehicle and discovering whether they are eligible for finance. By using finance partners that soft search your customers, you give your customer peace of mind that the search won't impact their credit rating.



FINANCE: RISK DIVERSITY

AM says: “Check your finance partner covers all the diverse credit score range of UK customers; ‘super prime’ to ‘sub prime’ and the often overlooked ‘nearly prime’ customers, who, as a group, make up about 30% of UK adults. Are you set up to help them all?”



SPONSOR'S COMMENT

By Ciara Raison, commercial director



Surveys show that people generally don't enjoy the car-buying experience; they don't trust car salespeople and they don't like the negotiation process. Recognising that almost a third of car owners intend to buy a new car this year, the opportunity is significant for dealers.

Check your finance partner covers all the diverse credit score range of UK customers; 'super prime' to 'sub prime' and the often overlooked 'nearly prime' customers, who themselves as a group, make up about 30% of UK adults. Are you set up to help them all?

By widening your panel of finance partners to include both near-prime and prime finance specialists, you will be able to offer more customers the option of finance. Near prime customers expect you to offer the same speed of decision and ease of purchase when visiting your dealership.



Call 0330 303 0568, email V12vfmarketing@v12vf.co.uk or visit www.v12vf.co.uk

DIGITAL: WEBSITE

AM says: “A website built for mobile first, or at least one that is responsive, will keep up with consumer habits. Consider key information such as opening times, site address and contact details and put them front and central. A FAQs page will attract webs visits via SEO.”



SPONSOR'S COMMENT

By Martin Dew, digital solutions director at Autoweb Design



A properly structured website is a tool that will direct visitors to the point of enquiry. This is a tool, though, and needs to be used with a proper content and user experience strategy.

The ultimate goal is a test-drive, reservation or online sale but simply having the facility for these is not enough.

Knowing your optimal audience and deep analysis into what they need is crucial. If not done in-house, then outsourcing to an automotive website agency is a viable option.

This is particularly relevant as consumers become accustomed to electric vehicles and need guiding in a way that is not what the industry has been used to doing in recent years.

As with all optimisations, a tailored analytics and reporting set-up is where it starts. These kinds of reports can go very deep and extend to hundreds of pages if done generically. Remember, data without action is a waste of your time.



Call 01757 211700, email enquiries@autoweb.co.uk or visit autowebdesign.co.uk

FINANCE: SOFTWARE

AM says: “Ask your supplier if they have electronic signature capabilities in their finance sales process.”



SPONSOR'S COMMENT

By Neville Briggs, managing director, Pinewood



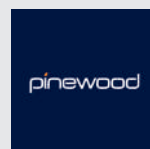
Digital documents are quickly becoming standard – so if you're offering customers an omnichannel experience, you want a DMS provider offering built-in electronic signatures.

Sending out multiple documents at once gets costly if you're paying per signature, so seek providers that offer a fixed price to send unlimited documents.

Using a provider like Scrive means security. Every signed document is digitally sealed to protect against tampering and contains a detailed audit log that can serve as evidence.

Finally, the whole point of digital documents is to remove the paper, scanning and physical storage, so it's important to make sure signed documents are integrated into your system.

With Pinewood DMS, all signed Scrive documents are conveniently stored against the relevant customer or vehicle record.



Scrive: Call +46 70 940 41 89 visit www.scrive.com or email ivan@scrive.com
Pinewood: Call +44 121 697 6600 visit www.pinewood.co.uk or email enquiries@pinewood.co.uk

DIGITAL: EMAIL/SMS MARKETING

AM says: “Scheduled automatic emails or text messages can keep the customer informed of looming services due and seasonal health checks”



SPONSOR'S COMMENT

By Jeremy Evans, managing director at Marketing Delivery



The customer journey doesn't stop once the keys have been handed over – aftersales retention is equally important. However, it can be a challenging task for the service department to stay on top of who's due what and when.

Dealers need to invest in an automated system that delivers personalised and GDPR-compliant email and SMS communications to remind customers when their vehicle is due for a service, MOT or an “amber” health check follow up or other maintenance work. Not to mention accessories, recalls and lapsed customers.

A recent consumer survey conducted by Marketing Delivery found that 65% of people would make a booking with a dealership that proactively contacts them when their service or MOT is due, underlining the importance of timely customer interaction to safeguard aftersales revenues.

Marketing Delivery



Video Link: https://www.youtube.com/watch?v=MC3nAiKY_Gw

Call 01892 599 917, email get.in.touch@marketingdelivery.com or visit marketingdelivery.com

DIGITAL: SOCIAL MEDIA

AM says: “Consumers increasingly voice their complaints on social media. React quickly and take the conversation off-line.”



SPONSOR'S COMMENT

By Gee Kettle, head of marketing at Marketing Delivery



Consumers turning to social media to research, engage with and (unfortunately) complain about dealers is nothing new. However, post-lockdown, we're seeing consumers are more tech-savvy and increasingly impatient.

Marketing Delivery recently conducted a consumer survey in which 44% said that, since the pandemic, they expect dealers to respond more quickly to their enquiries via social media platforms for both sales and aftersales.

Every comment or review – good or bad – should be publicly responded to as quickly as possible to rectify the situation (or give thanks) and clearly show the rest of your followers that you're active online and happy to help.

However, businesses should then direct the conversation off-line to avoid escalation. Encourage the customer to direct message you their contact details and be sure to follow up as soon as possible to prevent a second complaint.

Marketing Delivery



Video Link: https://www.youtube.com/watch?v=NncZqDc_kHI

Call 01892 599 917, email get.in.touch@marketingdelivery.com or visit marketingdelivery.com

STOCK: AUCTIONS

AM says: “Register with the auction house to receive alerts for particular stock you desire and on sale day take time before the sale begins to appraise the vehicle’s condition.”



SPONSOR’S COMMENT

By Zoe Sutton, Sales Director, Motor Auction Group



Motor Auction Group is a family-owned independent business that was established in 1947. After an enormously successful 75 years, Motor Auction Group continues to grow its stock and service offerings while keeping customer service at the heart of everything it does.

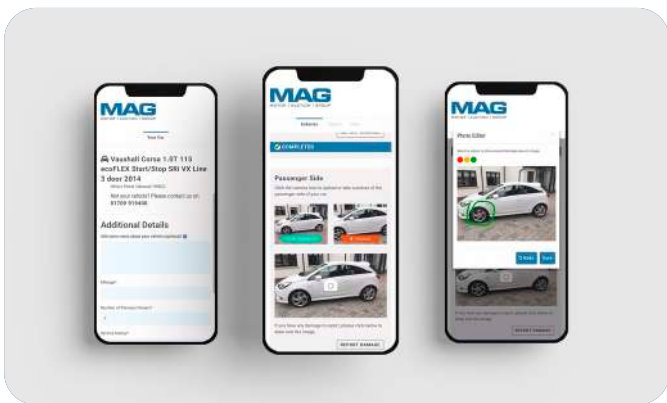
Nationally, Motor Auction Group remarkets 35,000+ vehicles per year including cars, LCVs, motor bikes and non-runners. Vehicles are collected, inspected, and remarketed both physically and digitally on behalf of leading franchise dealers, car supermarkets, fleet businesses, finance houses, the public sector, and large independent dealers.

Motor Auction Group is one of the few to offer a true physical auction. For sellers, it offers a tailorable suite of services; driven by the latest technology. Its combination of physical and digital auctions seamlessly allows sellers to improve efficiencies while maximising returns.



STOCK: VALUATIONS

AM says: “An electronic process ensures the appraisal can’t miss any aspect of the part-exchange and can help the sales executive determine if it’s desired stock.”



SPONSOR’S COMMENT

By Zoe Sutton, Sales Director, Motor Auction Group



Both businesses and consumers can use the MAG appraisal tool to create a full vehicle inspection and accurate valuation in less than five minutes. While being web-based the device is easy to use and requires no training –

indicating where images should be captured and where information is required.

Once the appraisal is complete the valuation and full detailed inspection, with hi-resolution images is viewable in a central portal.

For dealers, the appraisal tool can be white-labelled and allows the purchase of part-exchanges on-and off-site with confidence. Within the central portal, multi-site dealers can trade stock internally for retail, and unsuitable retail stock can be pushed to online and physical remarketing channels.



For more information call 01709 919400, visit mag.co.uk or email: zs@mag.co.uk

PEOPLE: BENEFITS SCHEMES

AM says: "Partnering with a supplier of workplace benefits can boost morale, improve recruitment and drive retention."

47% of respondents believe a staff car scheme is the **number one benefit** for adding value and being cost beneficial.*

*According to a LinkedIn poll carried out by CBS, which received 50 responses over a five day period.

SPONSOR'S COMMENT

By Paul Taylor, managing director, Car Benefit Solutions



The rising cost of living is causing one-in-five car buyers to have a rethink. Inflationary pressures are causing challenges for motor dealers too. Therefore, solutions that help support net profitability and help employees make savings can be a win for both.

Employees are dealerships' biggest assets. With today's market demanding more than a competitive salary, offering a CBS Car Scheme delivers a strong employee value proposition. Schemes can also provide employers with a materially lower-cost alternative to a pay rise to help tackle the impact of inflation.

Beyond recruitment and retention, a tailored, well-structured car scheme can reduce staff and vehicle write-down costs and support profitability by counting towards registrations, providing a used car pipeline and freeing up capital through funding options.

Reduce business costs by providing a workplace benefit that enhances remuneration packages, helping to recruit and retain top talent.



Call: 0161 826 0000 email: help@carbenefitsolutions.co.uk or visit: mycbscar.co.uk/am



AM, Media House, Lynch Wood, Peterborough PE2 6EA
Email: AM@bauermedia.co.uk

THIS MONTH'S QUESTION TO THE AM TEAM:
Name a song that lifts your spirits

EDITORIAL

Editor Tim Rose 01733 46826
tim.rose@bauermedia.co.uk • @AM_editorTimR
► **Metalingus** by Alter Bridge. Turn it up loud and break out the air guitar
News and features editor Tom Sharpe 01733 468343
tom.sharpe@bauermedia.co.uk • @Sharpe_Tom
► **Laid by James**. Upbeat, cheeky subject matter and a great in-car sing-along
PRODUCTION
Head of publishing Luke Neal
► **Your Love Keeps Lifting Me Higher** by Jackie Wilson. Reminds me of the Statue of Liberty scene in *Ghostbusters 2*
Production editor David Buckley
► **Sit Down** by James. The lyric 'if I hadn't seen such riches, I could live with being poor' sums up my feelings about my favourite football team. Second choice: *Here Comes the Sun* by The Beatles

CONTRIBUTORS

Matt de Prez, David Francis, Debbie Kirtlew, Tom Seymour and Alex Wright

PROJECT MANAGEMENT

Head of project management
Leanne Patterson b2bpm@bauermedia.co.uk

Project manager

Ella Harrington

ADVERTISING

Group advertising manager

Sheryl Graham 01733 366467

Account managers

Sara Donald 01733 366474

Kelly Crown 01733 366364

Recruitment enquiries 01733 366473

EVENTS

Event director Chris Lester

Event manager Sandra Evitt 01733 468123

Event manager Kate Howard 01733 468146

Head of exhibitions Katie Gordon-Hill 01733 468289

PUBLISHING

Group editor Stephen Briers

Head of digital/associate editor Jeremy Bennett

CRM & marketing manager Lauren Annis

Managing director of Commercial,

UK Publishing Nicky Holt

Office manager Jane Hill 01733 468319

Chief financial officer Lisa Hayden

MD Automotive group Niall Clarkson

CEO of Bauer Publishing UK Chris Duncan

Subscribe to AM

Visit: am-online.com/subscribe

Email: am-online@circdata.com • Call: +44 (0)1635 588494 • UK: annual £56.10

AM is published 10 times a year; five in print and five digital only. Bauer Consumer Media Ltd is a company registered in England and Wales with company number 01176085, registered address Media House, Peterborough Business Park, Lynch Wood, Peterborough, PE2 6EA. VAT no 918561701. Bauer Consumer Media Ltd is authorised and regulated by the FCA (Ref No. 710067).

No part of the magazine may be reproduced in any form in whole or in part, without the prior permission of Bauer Consumer Media. All material published remains the copyright of Bauer Consumer Media and we reserve the right to copy or edit any material submitted to the magazine without further consent. The submission of material (manuscripts or images etc) to Bauer Consumer Media, whether unsolicited or requested, is taken as permission to publish that material in the magazine, on the associated website, any apps or social media pages affiliated to the magazine, and any editions of the magazine published by our licensees elsewhere in the world.

By submitting any material to us you are confirming that the material is your own original work or that you have permission from the copyright owner to use the material and to authorise Bauer Consumer Media to use it as described in this paragraph. You also promise that you have permission from anyone featured or referred to in the submitted material to it being used by Bauer Consumer Media. If Bauer Consumer Media receives a claim from a copyright owner or a person featured in any material you have sent us, we will inform that person that you have

granted us permission to use the relevant material and you will be responsible for paying any amounts due to the copyright owner or featured person and/or for reimbursing Bauer Consumer Media for any losses it has suffered as a result. Please note, we accept no responsibility for unsolicited material which is lost or damaged in the post and we do not promise that we will be able to return any material. Finally, whilst we try to ensure accuracy of your material when we publish it, we cannot promise to do so. We do not accept any responsibility for any loss or damage, however caused, resulting from use of the material. ISSN 0953-8526.

Complaints: Bauer Consumer Media is a member of the Independent Press Standards Organisation (www.ipso.co.uk) and endeavours to respond to and resolve your concerns quickly. Our Editorial Complaints Policy (including full details of how to contact us about editorial complaints and IPSO's contact details) can be found at www.bauermediacomplaints.co.uk.

Printing: PCP, Telford

BAUER MEDIA GROUP
iO Regulated
The text paper used in this publication is 100% recycled, produced from post-consumer waste.

CUSTOMER EXPERIENCE: **HANDOVER / DELIVERY**

AM says: “For customers precious about their time provide a collection and delivery service”



SPONSOR'S COMMENT

By Calum Slowther, Engineius managing director



Stock shortages, the shift online and new models such as subscription are driving demand and complexity in vehicle movement. As a result, all parties, including dealers, leasing companies and OEMs, are going to be spending increased time and money on their vehicle logistics operations going forward.

At Engineius, our one-stop-shop vehicle logistics solution brings simplicity to an increasingly complex picture for our customers. To put it simply, we believe it should be as easy to book and manage vehicle movements as it is to buy from Amazon or ride with Uber.

Our clients benefit from a network of more than 500 fully trained drivers and agents, managing thousands of vehicle movements every month with comprehensive coverage to all corners of the UK. We're recognised as a market-leading automotive supplier and remain focused on supporting dealerships and others to make vehicle movement easy.

Video Link: <https://vimeo.com/718373595>

Call 0121 828 555, email sales@engineius.co.uk or visit www.engineius.co.uk

TALENT ON THE MOVE



**DAKSH GUPTA,
FORMER CHIEF EXECUTIVE OF
MARSHALL MOTOR GROUP**

Marshall Motor Group chief executive Daksh Gupta has left his position with the AM100 car retail group.

His exit was announced just a fortnight after BCA and cinch owner Constellation Automotive Group received the regulatory approvals required from the Financial Conduct Authority (FCA) to complete its acquisition of the business.

Gupta has spent 14 years at the Cambridge-based retailer, guiding it through its public offering to become a PLC and overseeing a period which has brought about the acquisition of 224 car

retail businesses, a near tenfold rise in headcount and revenues soar from £300 million to almost £4 billion.

The former Ridgeway director was voted Business Leader of the Year in the AM Awards 2021.

Judges praised the way he steered Marshall through 2020's COVID-19 crisis while pouring positive energy into maintaining the morale of the group's 4,000 staff.

Speaking of his departure, Gupta said: "What's been achieved with the team has been amazing, however I feel the time is now right for me to explore new opportunities."

"I have no idea what that will be and am very open minded about it. It's been an absolute privilege to have led the group's transformation and I'm incredibly proud of what our teams have achieved but also the manner in which it's been done."

Marshall's takeover has already prompted a number of board changes. Constellation's Timothy Lampert and Matthew Kelly joined as Alan Ferguson, Francesca Escery, Nicky Dulieu and Christopher Walkinshaw all exited.



**MIKE WRIGHT,
FORMER
REMUNERATION
COMMITTEE CHAIR
AT PENDRAGON**

Pendragon remuneration committee chair and non-executive director Mike Wright has left the car retail PLC after it emerged that the business looked set to face a third successive AGM shareholder revolt over its leadership bonuses.

Shareholder advisory group Glass Lewis branded the group's decision to issue sizable bonuses in a year in which the business claimed almost £65 million in COVID-19 support from the UK Government as "inappropriate".

Glass Lewis lobbied shareholders to vote against the re-election of Wright and to reject the pay report. Anders Hedin, Pendragon's biggest shareholder, has agreed.

Pendragon's AGM is being held on June 21.



**ANDY BARRATT
FORMER MANAGING
DIRECTOR TOYOTA
& LEXUS, AT
AL-FUTTAIM**

Andy Barratt is leaving his post with Toyota & Lexus, at Al-Futtaim in the United Arab Emirates, after 18 months.

He joined the business, which is headed by former Volkswagen Group UK managing director Paul Willis, a month after his departure from Ford of Britain, where he had spent more than 40 years of his career.

During his time with Al-Futtaim, Barratt oversaw the merging of Toyota & Lexus distributor functions; the launch of new dealerships in Dubai and Al Ain; and the launch of the first pre-owned LCV and pre-owned Toyota businesses in Al Ain.

Barratt said: "Having achieved everything that I set out to do at Al Futtaim, I have decided it's time to find my next business adventure."



**LAURENCE VAUGHAN,
EXECUTIVE CHAIRMAN AT
BIG MOTORING WORLD**

Former Sytner Group chief executive and chairman Laurence Vaughan has joined Big Motoring World as its new executive chairman.

The business will accelerate its growth strategy, targeting new locations.

Vaughan brings a wealth of automotive retail expertise and was part of the team that expanded Sytner from a single BMW dealership in Nottingham into a luxury car group, forming the foundations of today's £5bn revenue AM100 leader.



**CRAIG HEATHERSHAW,
CHIEF OPERATING OFFICER
AT AVAILABLE CAR**

Available Car has appointed former Renault Retail Group regional operations director Craig Heathershaw as its new chief operating officer.

He joins the used car supermarket group with more than 28 years' experience in the UK motor retail industry.

Prior to his role at Renault Retail Group, Heathershaw was operations director for the VW division of Inchcape, where he managed 14 dealerships in the north of the UK.



**STEPHEN CASSAR,
BUSINESS DEVELOPMENT
MANAGER AT HYUNDAI**

Hyundai has expanded its fleet sales team to take advantage of the growing demand for electrified vehicles in the corporate sector.

Stephen Cassar and Tim Johnson have joined the brand as business development managers and are responsible for securing new customer sales to fleets of 100 vehicles or more.

John Mahony – fleet operations manager with Hyundai since 2004 – moves to a key account manager role alongside new recruit Liam Bennett.



**ALISTAIR WHITE,
HEAD OF SALES
AT CARWOW**

Carwow has welcomed former Cupra and Seat UK commercial marketing manager Alistair White as its new head of sales.

He leaves the VW Group after more than five years.

During his time at VW he rose from the position of group used vehicle development manager to become the manufacturer's business lead for electric vehicles.

Prior to this, White spent six years with Vauxhall, most recently as the brand's retail sales strategy manager.



**MARK HANKEY, CHIEF
REVENUE OFFICER AT
ASTON BARCLAY**

Mark Hankey has joined Aston Barclay's 'new look' sales team as chief revenue officer.

In his new role, Hankey will head up Aston Barclay's sales team and will also play an active role in helping the company look after its existing customers.

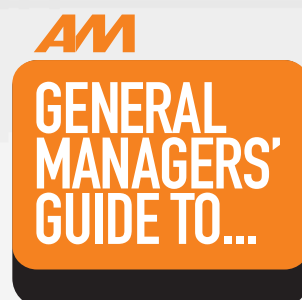
Hankey has worked in the remarketing industry for 30 years, including a stint at Manheim in Australia and, more recently, as group business development director at BCA.

SIGN UP TO AM'S INTERACTIVE WEBINARS

Planned by the editorial team, they share best practice and useful business insights



In our *AM Motor Retail Review* series of quarterly webinars, held typically in the first week of a new quarter, a panel of the most senior executives in the motor retail industry discusses the latest trends and opportunities of the new and used car markets plus other major strategic developments.



In our *General Managers' Guide To...* series of monthly webinars you can hear live from other motor retailers about how they're finding new opportunities in many of the critical areas of the business and tackling some of the common problems. Audience Q&As allow you to discuss the subjects further with our experts.

Busy? Watch any of our webinars on catch-up if you can't log into the live broadcast

AM Motor Retail Review (January, April, July and October) | *GMs' Guide To... used car preparation*
GMs' Guide To... improving customer experience through technology | *GMs' Guide To... effective sales enquiry management*
GMs' Guide To... staff management and motivation | *GMs' Guide To... building your dealership's reputation*
GMs' Guide To... enhancing workshop efficiency | *GMs' Guide To... improving stock turn*

www.am-online.com/webinars