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ABSTRACT

An international team of researchers studied the following aspects of training in the United Kingdom's motor vehicle repair and sales sector: structure and characteristics; institutional and social context; relationship to the labor market; changing structural, economic, and organizational conditions; and training/recruitment and relationship to the British education system. Government statistics were analyzed, and case studies were conducted of five very different companies, including a small franchise of a major auto maker, a large dealership/service center, a vehicle electrical system repairer that is 1 of 700 outlets, and a family business. Each case study included a profile of the company, its personnel management and vocational policies, and its provisions for continuing/ongoing training. The study concluded that the British automotive industry exemplified the demise of the country's vocational and education training system. Although the recent national system of vocational qualifications and other initiatives have promised to improve the level and consistency of training provision in the automotive industry, the main issue now facing individual dealerships remains that of finding the resources to invest in the level of training required to produce the skilled employees demanded by vehicle manufacturers, government standards, and market pressures. (Twenty-two tables are included.) (MN)

FORCE
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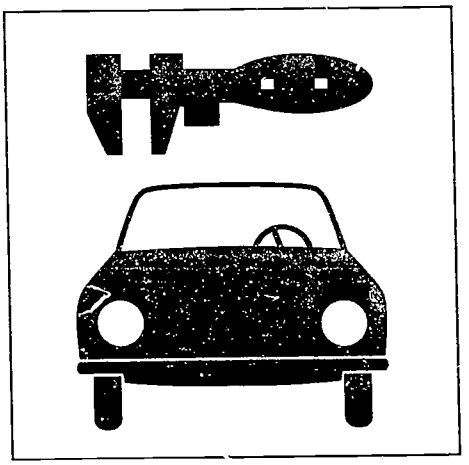
European Commission

UNITED KINGDOM REPORT

# MOTOR VEHICLE REPAIR AND SALES SECTOR





UK

Drawn up by **Cardiff Business School,** coordinated by **ITB, DTI** and **CEDEFOP.**
TASK FORCE – Human Resources, Education, Training and Youth.

MOTOR VEHICLE REPAIR AND SALES SECTOR

# TRAINING IN THE MOTOR VEHICLE REPAIR AND SALES SECTOR IN THE UNITED KINGDOM

## REPORT FOR THE FORCE PROGRAMME

drawn up by
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1993

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# FORCE

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**Commission of the European Communities**
**TASK FORCE**
**Human Resources, Education, Training and Youth**
**Rue de la Loi, 200; B-1049 Bruxelles**

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**European Centre for the Development of Vocational Training**
**Jean Monnet House, Bundesallee 22, D-10717 Berlin**

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# NOTE TO READERS

The conclusions drawn by the authors are contained at the end of the individual case studies and form the last part of the sectoral study under the section "Issues".



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Georg Spöttl, ITB — Bremen
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under the responsibility of Felix Rauner, ITB — Bremen and in close collaboration with Tina Bertzeletou, CEDEFOP.

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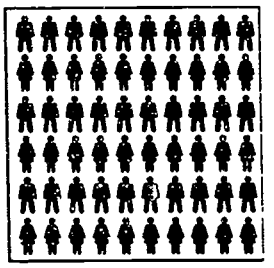

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# CONTINUING VOCATIONAL TRAINING IN THE UK AUTOMOBILE DISTRIBUTION AND SERVICE SECTOR

1.

## 1. Definition of the sector

The sector of study comprises establishments involved in the sale of vehicles, both second hand and new, and both commercial vehicles and passenger cars; the servicing and repair of such vehicles; and the servicing and repair of components. We do not look at the distribution system as such, and therefore do not include vehicle wholesale organizations, those involved in contract distribution, or those involved in vehicle finance.

While the core of the sector, in terms of the franchise sale and service networks of the vehicle assemblers, is well defined, the periphery of the sector is less precise. There is for example a large but unknown population of very small passenger car repair establishments, often operating within the unofficial economy, which cannot be included in this study. There is no information on the numbers of such firms, their character (eg sole person businesses, etc), the skills and training levels of the workers, or the numbers of people involved. This category of establishment has been excluded therefore, though we note the existence of such establishments. Equally we have excluded petrol stations, leasing agents, and motor components factors, though we would note again that some vehicle sales and repair outlets also operate petrol retail facilities – and indeed one of our case studies reflects this state of affairs. Subsidiaries of the vehicle producers were not explicitly excluded, though we would note that it is not normal practice for vehicle producers to own retail and service outlets directly. This does occur sometimes, often when a particular dealership has financial difficulties or is between franchise holders. In general the vehicle manufacturers are unable to sustain the cost of actually owning the network.

On the other hand the bifurcated structure of the UK sector means that official dealerships and repair workshops tend to be larger than is the average in mainland Europe, and our survey tends to reflect this bias. That is to say, in the UK the sector is characterized by a few large independent retail firms, and a much larger number of small (often one site) firms. In the UK the large retail groups are very important, but again the vehicle manufacturers have been reluctant to allow these groups to take a dominant role. Thus each manufacturer / importer of vehicles will restrict the total number of dealerships which any one large group can hold and will prevent the large groups from holding contiguous sites.

Data on this sector is by no means comprehensive. In the remainder of this report we have recourse to a wide range of data sources in an attempt to describe the sector. Currently the sector as a whole is under enormous pressure in the face of a dramatic decline in vehicle sales. Dealer margins on new vehicle sales have been reduced discounting on new vehicle prices (essentially arising out of the build up of stock in the system as manufacturing failed to reduce in line with sales) has in turn undermined the used vehicle market.

Table 1 shows the number of outlets by type in 1989. It is widely expected that there will be a decline in the numbers of all types of establishment over the 1990s.

## 2. Structure and characteristics of the automobile sector

Historically the structure of the UK automotive retail and repair sector has reflected the desire of the vehicle assemblers to control the dealer network through a large number of relatively small independent franchises. Against this must be set the relatively advanced nature of retailing in the UK in general, and the emergence of a few very large dealer organizations such as Lex.

The franchised sales outlets which sell new vehicles are also the largest dealers of used vehicles, indeed this activity may be more profitable than selling new vehicles.

### 2.1 The structure of the UK passenger car market

Table 2 shows the status of the stock of cars in use in the UK in 1990 in terms of the date when vehicles were first registered. It shows that about 10% of the total stock consists of vehicles registered in the current year, though the recession has reduced the proportion slightly. The recession has caused consumers to retain vehicles longer, to reduce the level of servicing, etc – though this is less obvious in the case of commercial vehicles and most marked for specialist components outlets such as Lucas Service (discussed later as a case study). Over the past 11 years the UK car stock has risen by 28% to just over 22 million, there are now about 0.39 cars per person in the UK. The average age of passenger cars has risen in 1992 to 5.4 years, despite an increase in scrapping of cars over ten years old. The average life of a car in the UK is more than this, being about 11 years (i.e. of cars first registered in 1980 about 50% are still registered by 1991).

The new car market in the UK is still dominated by fleet sales, although recent legislative and fiscal measures have reduced the attractiveness of company cars both to the individual and the company. Company cars account for about 3.5 million of the total vehicle stock. Of the total stock only about 6.5 million cars were bought as new by their owners, of these new vehicles about 3 million are company cars.

Table 3 shows the changing pattern of market shares for passenger cars in the UK, an important feature because these changes underpin the major shifts in the dealership network. Most notable here is the decline in the market shares of Ford (30% in 1980, 24% by 1991) and Rover (18% in 1980, 14% by 1991) and the overall market decline from a peak of 2.3 million units in 1989 to 1.59 million units by 1991. In contrast GM/Vauxhall has increased its market share from 9% (1980) to 16% (1991). Again one of our case studies highlights the difficulties for dealers in transferring franchises (in our case from Volvo to Nissan), and the problems for manufacturers in establishing a dealership network.

## 2.2 The structure of the UK commercial vehicle market

All in all, the commercial vehicle sector has suffered even more from the UK recession than the car sector. Compared to the boom year of 1989, sales are down by around 40% reflecting a market size not seen since 1954. Over recent months, however, a steady upturn has been evident, especially in the heavier truck segments. More recently, the other segments have also shown signs of improvement. Over the first 11 months of 1992, van and truck sales are still down by 4.4% compared to the low year of 1991, however. Vans up to 1.8 tonnes gross vehicle weight (GVW) are down 3.02% over 1991, medium vans 3.9% and trucks over 3.5 tonnes 3.14%. Heavy trucks of more than 15 tonnes GVW, however, show an improvement of 2.05% over the same period in 1991. It must be stressed that any improvement is from a very low base.

Further growth from this very low level is expected during 1993, albeit at a slow pace. The reason for this is that in the competitive road haulage industry where breakdowns cost money and vehicles are used intensively to high annual mileages, replacement can only be postponed for a limited period.

Leyland-DAF continues to be market leader in this low truck market, with a share of over 25%, followed closely by Iveco with 23%. In vans, Ford remain market leader with more than 45%, followed by GM in the light segments and Leyland-DAF in the heavier segments, with 32% and 15% respectively.

## 2.3 The structure of the UK replacement parts and service market

The UK market for replacement parts (cars only) is estimated at £2.5bn at wholesale prices (£3.4bn at retail prices). In total the automotive sector in the UK accounts for about 4.5% to 5.0% of GNP, while the distribution and repair sector accounts for about 2.5% of GNP. The market consists of thousands of different parts that may need replacement at some time in the life of the vehicle, ranging from major components such as gearboxes and engines, to routine maintenance items such as brake pads, tyres, exhausts, and windscreen wipers. Many parts, typically electrical parts such as alternators, may be serviced and / or reconditioned by components suppliers. Some parts are produced by the vehicle assemblers themselves. Most are produced by a large number of component manufacturers who often (but not always) supply both to the vehicle assemblers as original equipment to be fitted during assembly, or for onward sale as replacement parts.

By way of illustration, take the case of Fram Europe. This firm produces oil filters to be fitted on vehicle engines – it is the largest supplier of such filters in Europe producing 24 million per year. In the UK it accounts for about 90% of the original equipment market. However, original equipment sales only account for 5% of Fram turnover. Of the remainder, about 75% of sales are to the official parts supply systems of the vehicle assemblers or, in the case of Rover, the firm contracted to supply service parts. In all these cases the filters are badged with the appropriate brand name e.g. Motorcraft, Unipart, Jaguar, etc. The residual 20% of sales are to motor factors and wholesale organizations and carry the Fram name.

There are two main streams to the flow of replacement parts. About 55% of the business is from the vehicle assemblers / importers to their independent dealer network. About 45% is from independent components firms (including importers) either supplying workshops and retail outlets direct or (more usually) via wholesale and distribution companies. These two streams are largely separate – the vehicle assemblers supply parts only to the franchised dealers, and the franchised dealers do not purchase from independent suppliers even where, as in the Fram example above, the product is exactly the same. In some cases non-franchised garages undertaking vehicle repair will source parts from franchised dealers – usually an unofficial imitation exists. Despite the growth in the car fleet, the market for replacement parts has not grown greatly in the last ten years – which suggests greater component longevity. At the same time the vehicle assemblers have captured a greater share of the wholesale market, reflecting extended warranty periods, greater vehicle sophistication, and the importance of the company car sector (which tend to have service packages included in the purchase or lease arrangements).

Table 4 shows the structure of the UK replacement parts market in the period 1986 to 1989 (note, this table uses retail prices)

About 60% of main dealer service work is on cars bought new, only 12% is on cars over 6 years old. Independent workshops and garages are much less likely to service cars bought new (most of this work is covered under manufacturer warranty), only about 20% of work is on such vehicles. Table 5 shows responses to a survey by Lex (1992) of just over a thousand motorists, when asked who does the servicing work (all types). Table 6 shows the standard warranty packages available from manufacturers on new cars in 1990. In many cases these standard packages may be extended (for models higher up the range) or by the dealers themselves.

An important and growing feature of the UK vehicle service sector is the fast fit operation. In 1989 there were an estimated 4,500 fast fit centres, 400 mobile service operations, and 200 autocentres. The fast fit operations are frequently franchised chains (e.g. Kwik-Fit, ATS) or parts of a bigger group (e.g. Halfords). They focus on very high volume and routine service items such as tyres, exhausts, batteries, oil changes, and basic interval servicing. They are not model specific, and generally offer a 'while you wait' service. Typically they offer a 'menu' service where customers may choose which items they want at a pre-set price. Generally only limited diagnosis or skilled assessment is needed: the workforce tends to be young, and work long hours. Mobile servicing is provided in a range of forms. The most well established are the emergency break-down services offered by the RAC, AA and similar motoring organi-

zations. Individual motorists or companies pay an annual fee, with usually a range of cost and level of service options available. In some instances the emergency service is more specific, for example windscreen replacement. Mobile electronic or ignition services are also available, mostly provided by very small firms or self-employed individuals.

Table 7 emphasises the difference between vehicles bought new and those bought as used. In some cases limited warranties are provided by dealers on used vehicles (partly in an attempt to retain service work).

### 2.4 The UK franchised dealer network for passenger cars

Table 8 shows changes in the total number of retail outlets by manufacturer in the UK from 1982 to 1990. The overall aggregate decline in franchises is clear, although the true effect may be masked because many of the smaller franchises (e. g. Proton, Kia, Lada) as well as high value prestige makes (Porsche, Rolls Royce, etc) are held in multiples on one site. That is, one dealer may have several franchises.

Generally manufacturers are opposed to this, but in some instances they recognize the economic justification for shared franchises. The decline in market share enjoyed by Rover and Ford has also been mirrored by a decline in the number of dealerships with their franchises. Ford has the largest number of dealers (1022 in 1990) but also the largest number dropped (nearly 200 over the period 1982 to 1990).

Against this there has been a rise in the average number of vehicles sold per outlet – indicating a general trend to fewer, but larger dealers (see Table 9). The market leader, Ford, has the largest dealerships – averaging 668 sales per outlet in 1989, although GM has also increased sales per outlet rapidly to reach 627 per outlet by 1989. The more specialist makes, as well as those of importers with a small market share, tend to be the ones with lower sales per outlet and by implication tend to be of a smaller size – although this will be offset somewhat by the tendency for such makes to be on multiple-franchise sites.

### 2.5 Used vehicle sales, independent repair outlets, etc

Beyond the aggregate number of such outlets there is little information on this sub-sector. The UK DVLA which administers vehicle registrations and sales does not release information which would make it possible to characterize the used vehicle market. Official data on this sub-sector is unavailable.

### 2.6 The UK franchised dealer network for commercial vehicles

Table 10 shows the structure of the dealership networks in the UK in 1990. The categories of dealers refers to UK legislation on commercial vehicle gross weights, full line dealers are those which cover the whole range of a manufacturer. Some manufacturers distinguish between light commercial and heavy commercial sales (Citroen, Renault, Fiat, MAN/VW). Our case study in the commercial vehicle sector (Leyland DAF) is a full line dealer.

Table 11 shows trends in the total number of outlets from 1982 to 1990 which shows an overall aggregate decline in numbers from 1,001 in 1982 to 712 in 1990 (though the numbers did fall as low as 622 in 1987). The table also shows commercial vehicle sales by weight range by make in 1989 and gives total sales per outlet. From this it can be seen that Leyland DAF averaged 221 sales per outlet, the largest except Mercedes Benz with 222 sales per outlet. Our case study reflects this, it is by comparison with the rest of the commercial vehicle retail sector a relatively large outlet.

Table 12 shows the operator support services provided by commercial vehicle manufacturers. While passenger car firms may provide some emergency cover this is largely done via specialist vehicle rescue and recovery firms such as the RAC and National Breakdown. That is, the vehicle is sold with one years' free membership. In commercial vehicles this aspect of the sale is much more important, the quality and nature of the roadside assistance and contract service work offered are key both to the initial sale and to the retention of customer service work. Leyland DAF, our case study, have been a leading firm in terms of the operator support services they offer.

## 3. The institutional and social context

The institutional and social context for training in the UK automotive repair and distribution sector is undergoing considerable change at present. The framework for training, the nature and role of governmental and non-governmental organizations, and the nature of the qualification system are all changing. Until recently the main organization concerned with training in the UK was the Road Transport Industry Training Board (RTITB) which had statutory authority to raise a training levy against firms, and to award training grants. It was succeeded in September 1992 by two industry training organizations: one for the road haulage industry and one for the vehicle distribution and repair sector. This latter organization, the Motor Industry Training Standards Council (MITSC) is discussed below.

The UK is in the process of establishing a system of National Vocational Qualifications (NVQs). Within each sector there are lead organizations which are shaping the details of the NVQs in their particular case (ie the Occupational Standards). Qualifications are then constructed by awarding bodies on the basis of those standards; and the National Council for Vocational Qualifications accredits those qualifications as NVQs if they meet certain specified critieria in terms of levels (see below) and in terms of being properly based on the assessment of observed competence in the workplace. The general definition of NCVQ levels is given below:

Level 1. Competence in the performance of a range of varied work activities, most of which may be routine and predictable.

Level 2. Competence in a significant range of varied work activities, performed in a variety of contexts. Some of the activities are complex and non-routine, and there is some individual responsibility or autono-

my. Collaboration with others, perhaps through membership of a work group or team, may often be a requirement.

Level 3. Competence in a broad range of work activities performed in a wide variety of contexts and most of which are complex and non-routine. There is considerable responsibility and autonomy, and control or guidance of others is often required.

Level 4. Competence in a broad range of complex, technical or professional work activities performed in a wide variety of contexts and with a substantial degree of personal responsibility and autonomy. Responsibility for the work of others and the allocation of resources is often present.

Trades Unions are strong supporters of the NVQ system, and usually have representation at national level (e. g. on sector Lead Bodies) and on local TECs. NVQs are seen as offering job mobility and career development within a flexible framework which allows updating of knowledge and skills.

There are three main industry organizations involved in training, the IMI, the RMI, and the MITSC.

### 3.1 The IMI

The IMI (Institute of the Motor Industry), founded in 1920 is for individuals, and seeks to represent all vocations and all levels of status in the motor industry. Individuals may apply for membership on the basis of qualifications and / or experience at one of several levels, and pay an annual fee for such membership. There are no corporate members. The levels of membership are:

- *Student.* A person currently undertaking a course of study that should eventually lead to full membership. Annual membership fee of £16.50.
- *Affiliate.* An individual member under training or employed by the industry who is not technically qualified to be an associate, but who conforms to the Code of Conduct. Annual membership fee of £30.50.
- *Associate.* A person qualified to work to a given set of standards without supervision. Annual membership fee £41.50.
- *Member.* A person qualified by training and experience to hold a middle management appointment. Annual fee £48.50.
- *Fellow.* A person qualified by experience and training to hold a senior management appointment. (£72.50).

The IMI also provides two specialist vocational qualifications.

- Certificated Automotive Engineer. CAE. A fully qualified vehicle technician.
- Licentiate Automotive Engineer. LAE. Broadly equivalent to the German 'master' technician. (Meister)

There is an initial joining fee of £25 and an upgrading fee of £10. The IMI does not provide training, it validates courses as being of a standard to meet their entry requirements. Over 70 organizations, groups and colleges have established joint certification of their courses with the IMI, when an employee completes all the courses in their progrmme they are considered to be eligible for affiliate or associate membership of the institute. Thus for example Leyland DAF courses are recognized by the IMI. The emphasis in IMI is on portable qualifications. IMI members are encouraged to think in terms of a career path linked by IMI qualification level. Traditionally the IMI has found most of its members in the retail and distribution sector, though some are from manufacturing or academia. The IMI has been very keen to emphasize professionalism as a culture – in response to the generally low public esteem afforded to the retail motor trade. The Code of Conduct commits members to be both law abiding and to offer a courteous service.

The IMI does not restrict its membership to the UK. On the contrary it has an active role in generating more members, and has strong centres in Hong Kong, Singapore, Zimbabwe and, increasingly, European countries. The IMI sees its approach as a means to establishing a European standard for automotive qualifications.

The IMI has also proposed that its system of levels of membership be taken up by the NVQ council as the basis for NVQs in the motor industry.

### 3.2 The RMI

The Retail Motor Industry Federation (RMI) is a limited company which acts as an umbrella organization for several related associations, to which companies may join. Table 13 shows the membership of the RMI in 1990 and 1991 by main area of activity. In practice many members have more than one activity on site, but the table gives some idea of the main spread of interests. Unlike the IMI the RMI both sets standards and is an active provider of training. Its training activity is carried out by ReMIT (Retail Motor Industry Training). The RMI has the following structure and activities.

1. *Franchised retailer division.* The RMI acts as a representative of the franchised retailers in discussions with motor manufacturers and the government, and this division also conducts or commissions research, market monitoring, etc.
2. *Independent Retailer Division.* This group subsumes non-franchised car sales, service and MOT testing. Again the RMI acts as a representative e. g. in submissions to the recent MMC inquiry, provides advice, and provides equipment at discounted prices.
3. *Petrol Retailers Association.* Again the main emphasis here is on representation in discussions with the government (e. g. on licence regulations to operate a forecourt petrol garage), and talks with the oil companies.
4. *Motorcycle Retailers Association.* RMI claims a

prime role in the National Motorcycle Apprenticeship Scheme, and again acts as an intermediary between the individual dealership and government or the motorcycle manufacturers.

5. *Association of Vehicle Recovery Operators.* Here the RMI has been active in developing a BS5750 scheme for recovery operators (BS5750 is discussed below) as well as the usual liason activities and membership services.

6. *Retail Motor Industry Training.* The youth training programme (initial training) run by ReMIT provided places for 3,269 in 1991, and also provided training for 7,235 technicians on the new MOT requirements on emissions (in conjunction with the MOT organization).

7. *Motor Industry Pensions Limited.* A subsidiary of RMI providing transferable pension schemes for the retail motor industry, with independent trustees, covering 700 companies and 8,700 individuals.

The RMI also has an important role representing the industry to the media, in marketing activities, in running an information and advice service for members, and in producing publications on the retail motor industry.

ReMIT offers a range of courses in both technical and managerial areas. These courses are designed to appeal to a broad base, and are provided at several venues around England. All of the technical courses last two days and cost £190 plus VAT for members (£220 plus VAT for non members). The courses run at four levels and consist of vehicle electrics; introduction to fuel injection; engine management; programmed ignition; basic braking; and anti-lock braking systems. The management courses usually last one day and cost £125 plus VAT for members, £140 plus VAT for non-members. Courses are: supervisory management (2 days); Customer Care Workshop; Make That Sale; Health and Safety for Garages; and Motor Trade Law.

As with the IMI the RMI has developed a code of practice, in association with the SMMT (the Society of Motor Manufacturers and Traders) and the Scottish Motor Trade Association. This Code of Practice was developed in consultation with the Director General of Fair Trading. The Code of Practice covers such areas as new car sales, warranties, used car sales, replacements, and repairs and servicing.

ReMIT has joined forces with a number of other organizations in the field of retail motor industry training to form Motortrain Limited. Collectively Motortrain can provide 500 training staff in 16 regional centres in England and Scotland. It has contracts with most of the Training and Enterprise Councils (TECs) and recognition from City and Guilds, the IMI and others. The emphasis here is on youth training (as mentioned above) to NVQ standards.

### 3.3 MITSC

The Motor Industry Training Standards Council was established in 1990 to become the Lead Body for the UK retail motor industry and its associated sectors. Its role is to supervise the development of standards for NVQs and to co-ordinate arrangements for the delivery and award of those qualifications. MITSC has been established by the industry's major trade associations including:

| | |
|---|---|
| RMI | (Retail Motor Industry Federation) |
| VBRA | (Vehicle Builders and Repairers Association) |
| ADF | (Automotive Distribution Federation) |
| SMTA | (Scottish Motor Trade Association) |
| SMMT | (Society of Motor Manufacturers and Traders) |
| NTDA | (National Tyre Distributors Association) |
| BVRLA | (British Vehicle Rental and Leasing Association) |

MITSC is now an official Industry Training Organization, and has already made considerable progress in terms of developing industry NVQs. The first range of NVQs, all of which are offered by all of the awarding bodies, are:

Level 2. Vehicle body fitting
Vehicle mechanical and electronic systems, unit replacement

Level 3. Vehicle mechanical and electronic systems, maintenance and repair
(light vehicles)
Vehicle mechanical and electronic systems, maintenance and repair
(heavy vehicles)
Motorcycle mechanical and electronic systems, maintenance and repair
Vehicle body repair

The accredited awarding bodies in England and Wales are: City and Guilds of London Institute jointly with MITSC; RTITB Services jointly with MITSC, and the IMI. In Scotland the awarding body is SCOTVEC (Scottish Vocational Educational Council) jointly with MITSC.

In partial fulfillment of its remit, the MITSC has carried out a survey of skills and requirements in the sector, with a view to establishing a strategy for the 1990s.
MITSC has essentially the objective of acting as a strategic focus for training and for the development and implementation of standards on behalf, and for the benfit, of the motor industry through the following activities:

- Development, implementation, monitoring and promotion of standards
- Raising awareness of the benefits of training workers
- Encouraging integration between business plans and training plans
- Research into skills and training issues e.g. skills gaps
- Provision of accurate and reliable information on all aspects of training
- Establishment of partnerships with all relevant bodies for training
- Representation of the industry on all training

issues at local, national and EC levels
- Promotion of the role of the MITSC within the industry
- Improving the competitiveness of the industry through training
- Increasing the status of the motor industry as a career

Further organizations involved in providing training include the Vehicle Builders and Repairers Association which issues training videos.

### 3.4 Other issues

Outside of direct training issues the most significant force for change in the sector has been the BS5750 accreditation. BS5750 is a government standard of quality which has primarily been applied to manufacturing establishments but is increasingly being found in retail and service applications. To achieve BS5750 a company must first establish quality targets, then specify the measures to be used to attain those targets, and finally prove to the inspectors that the measures proposed can actually be deployed in practice. For many corporate and governmental customers the possession of BS5750 is a pre-requisite to the award of a contract or business – a factor which is becoming more evident in service sectors. Thus Leyland DAF for instance have emphasized the importance of the standard in their dealerships. One element of BS5750 is that the firm should have a detailed training plan at both corporate and individual levels. In the future the equivalent standard on environmental impact, BS7750, will play an important role.

Tables 14, 15 and 16 outline the contractual arrangements and vehicle finance schemes currently in operation in the UK passenger car and commercial vehicle dealerships. Note that the gross margins on new vehicle sales have been reduced in many cases. There are no restrictions on opening dealerships or service workshops as such, apart from those found in the planning system (i.e. planning permission must be given for buildings and land to be used in these activities). In the larger firms a standard 39 hour week is usually worked. Wages are negotiated at the local (and often individual) level. Often the wage rate is not so much negotiated as set by local owner-managers, who have a good 'feel' for local labour market conditions. Equally, workers in the sector, especially those with some experience, will also have a feel for the 'going rate for the job', which is not a published and fixed agreement between organized labour and capital, but a more contextual 'free market' solution.

Tables 17 and 18 provide evidence from the Lex consumer survey on servicing. Given the consumer-orientated nature of governmental approaches to regulation (ie in line with the production of the Citizens Charter and related specific charters in many fields) these measures will be of increasing significance. It is notable that poor quality of work was the biggest complaint, a fact which underlines the significance of BS5750 accreditation.

## 4. Employment and labour

### 4.1 Employment

In addition, the Department of Employment collects employment data every four years divided by industry using a census of employers. This is collected on a different basis to the data quoted in tables 20, 21 and 22 so that the two are not strictly comparable. Moreover, information from the 1991 census will not be available until April 1993. The data for 1976, 1981, 1987 and 1991 are shown in table 19 and indicate that through the 1980s employment in the sector has increased by around 2%. This followed a fall in employment in the sector of 15% between 1976 and 1981. Data from 1991 shows that modest growth in employment in distribution was accompanied by a decline in full-time employment in repair – possibly reflecting a decline in small, independent repair businesses.

Whilst total employment increased through the 1980s, it is clear that this reflected a growth in the number of people employed in motor vehicle repair and servicing at the expense of those in retail distribution, a situation which appears to have reversed by 1991. In addition, part-time employment in the sector was cut back in both industry groups up to 1987, again the situation was reversed in 1991 with a growth in part-time employment evident.

We also show the separate results for employment in the two sectors for Wales. Interestingly, employment in both vehicle distribution and vehicle repair fell in both time periods. This reflects the fact that traditionally both vehicle distribution and vehicle repair have been characterized by small scale establishments in Wales. Over time, there has been a move, nationally, towards larger scale operations in both sectors. This rationalization has, as a result, had a bigger impact on employment in both sectors in Wales.

Table 20 shows employment changes in the period 1978 to 1984. Of most interest is the large decline in the commercial vehicle and diesel engine repair workers, and an aggregate decline in employment of 20%. Table 20 shows the number of employers, where the largest falls have been in petrol station operators and those undertaking specialist auto-electrical repairs. In table 21 employment by occupation is shown. Here the critical point to note is the decline in apprentices of 69%.

### 4.2 The changing system of vocational education and training in Britain

In response to a growing perception that Britain's system of vocational education and training (VET) was failing to provide either the quantity or quality of skill-formation required for the 1990s, the UK government has developed a series of initiatives which have attempted to promote VET. The most notable of these is the development of 82 locally-based Training and Enterprise Councils (TECs) in England and Wales and 22 Local Enterprise Companies (LECs) in Scotland. This has been allied to an

attempt to develop a nationally-recognized system of vocational qualifications via the National Council for Vocational Qualifications, but TECs were not simply created to implement the NVQ system.

The rationale behind the development of TECs/LECs is that the previous system of training support, based on national coordination, was not responsive to local needs. It was also suggested that the implementation of government schemes by public servants failed to address the needs of private sector employers. TECs/LECs were therefore set up as locally-based companies which are controlled and run by persons from the private sector. Their functions are to organize the implementation of government schemes in their localities and encourage companies to spend more on industrial councils in the United States. Two-thirds of the boards of directors of TECS/LECs are chief executives of private sector companies.

The TECs/LECs have been primarily concerned with the function of distributing government cash. This largely reflects the fact that they have been born during a severe recession. This role has involved them in much conflict with the government, resulting from the efforts of the government to reduce the levels of its expenditure during the recession. As a consequence the TECs have had to devote quite a lot of resources to administering government schemes, notably Youth Training and Training for Work. The function of promoting private sector expenditure on training has been much less fully developed and typically involves broad exhortations for improvements in this respect.

TECs/LECs have generally been welcomed by the training community and there is clear cross-party support for their continued existence. Employers have typically viewed them as a positive force, although there is some concern that they might fragment the training system and operate different rules in different locations. These fears are particularly strong in national industries such as the automotive industry.

The objective of developing a more uniform system of VET in Britain has largely involved the attempt to develop a national system of vocational qualifications. There are two main aims in this area. The first is to synthesize the array of different qualifications which exist in the area. The second is to build bridges between academic and vocational qualifications. Progress in the former respect has been considerable and a national system of vocational qualifications is beginning to emerge. The situation is less positive in the second area, although the increasing tendency for sixteen-year-olds to remain in education is focusing attention on the need for a more vocationally-oriented curriculum (i.e. GNVQs for post-16 year olds).

### 4.3 The changing requirements for skill formation

In recent years western industrialized countries have witnessed a growing interest in the development of new systems of organizational structure. One of the key elements in this structure is an expanded and new role for training. This mainly reflects the changing skill requirements that are needed for the new organizational forms.

These changes have largely reflected both the increased competitive pressure that businesses have experienced in recent years and changes in the technology of production. This has provoked firms to investigate new ways of reducing costs and increasing productivity. A key element in these changes has been the search for a greater level of flexibility at the workplace. In many cases this has resulted in a broadening in the definition of jobs and increased flexibility of workers between job assignments.

Such a system of work organization has major implications for training. In particular, it suggests that training procedures should develop broad skills which cut across traditional skill barriers. This has resulted in a severe questioning of the British apprenticeship system with its emphasis on intensive training in a specialist area. Consequently firms have been less willing to involve themselves in the expense of offering apprenticeships and there has been a large fall in the number of apprentices. However, there has not developed a comprehensive system to replace the apprenticeship system and an ad hoc system has emerged based on small-scale schemes which have developed between employers and a variety of training providers. The Youth Training Scheme is intended to provide initial training which is in many ways comparable to apprenticeship.

The British automotive industry has provided a clear example of the demise of the vocational and education training system. There has been a major decline in the scale of the traditional apprenticeship system and its succession by a series of organization-specific arrangements. While some of these arrangements involve a high level of training, others do not. The development of the national system of vocational qualifications and the work of the TECs promises to improve the level and consistency of training provision in this industry but the current situation is one of considerable flux and variable provision.

## 5 Changing conditions and their implications for skill requirements and training

Technology in the vehicle is playing a considerable part in shaping the need for new training courses, as may be expected, for vehicle technicians. It is also having knock-on effects on the training needs of parts and sales staff, especially for those in the commercial vehicle sector. There are problems here in equipping 'mechanics' with the abilities to perform sophisticated diagnostics on modern electronic components and systems, but in general modern systems in the vehicle are matched by new diagnostic equipment which has been designed to suit the vehicle. One important effect of these developments is that it becomes easier for vehicle manufacturers via their retail outlets to 'lock in' customers. Diagnostic systems are expensive, and often model or make specific, so an independent service garage would find it difficult to generate enough business

to justify the investment. Moreover the vehicle manufacturers are reluctant to release equipment outside their franchises, not least because of the safety implications of untrained workers servicing ABS or engine management systems. On the other hand some dealerships may not wish to invest training resources in some areas, such as alternators and starter motors, when they can buy such skills on the market via firms such as Lucas Service and Bosch which operate speciclist auto-electrics franchises.

More significant than technology per se is the issue of quality and its relation to corporate culture. In both manufacturing and service activities more and more UK firms are seeking to establish Total Quality Systems based on pro-active involvement by all staff in a consensual workplace culture. This approach is clearly seen in the Nissan case study, and is also evident in many aspects of the other case studies. Much of the training effort is devoted to embodying the right culture. There is a close link between this 'cultural' training and the corporate policies on recruitment and promotion. There is a recognition then that quality cannot be achieved by skills alone, but rests ultimately on the commitment of the individual to strive for ever greater performance. To achieve this it is necessary that there is group consensus on overall aims and measures, and that individuals equate their prosperity with those of their employer.

## 6. Training and recruitment

The Nissan case study clearly illustrates the links between training and recruitment in both an aggregate sense (ie for the whole dealer network) and at an individual level. When Nissan sought to build its own dealership network following the split with AFG (see the case study for details) it recruited heavily from the Volvo franchises. Not only were Volvo franchises in difficulty following a collapse in Volvo sales and problems in the parent manufacturing firm, but Volvo had an advanced 'Lifetime Care' policy which required a high quality service workforce. Thus Nissan recruited those dealers because they already had training and experience in being 'customer-orientated'. Many of the individual staff in the Nissan central dealership management body, both in the UK and Europe, were ex-Volvo staff.

More generally recruitment into the sector depends upon the level of training received. In general, for example, those recruited as fitters or mechanics will be expected to have completed the relevant City and Guilds course. According to respondants in the research, both within the individual dealerships and at the training centres of the vehicle manufacturers, there was little satisfaction with these courses, though comprehensive data on this are not available. The teaching staff were felt to be behind the times, lacking in awareness of current products and issues, and the courses too academic with insufficient hands-on experience.

## 7. Issues

For the individual dealership or workshop the main issues are simple. How does the dealership find the resources to invest in the level of training demanded by the vehicle manufacturers, BS5750 and market pressures to improve the quality of service in all aspects of the business. It is clear that smaller retail and repair outlets, and indeed ultimately the sole dealership operation are threatened by the costs and difficulties of keeping up with training demands, not least because of the current recession.

At a more aggregate level it is not at all clear what the overall policy on skills in the industry is. That is, we can distinguish two broad approaches to defining skill in the sector. The current, predominant approach is that greater levels of skill are reached by achieving a broader spread of competencies. An alternative is the GP/Specialist model. To take this medical analogy, it could be argued that most vehicle service staff need generalized training in order to diagnose problems, effect basic and simple treatments and, if necessary, refer the problem on to higher level specialists. In practice this is often what actually happens in the individual workshop, but the less skilled staff who pass on problems they cannot do are not necessarily able to perform a competent diagnosis.

The slow pace of establishing the NVQ system has frustrated many firms and individuals involved in training, not least because of the levels of uncertainty surrounding their own courses and qualifications.

At the establishment level there is a growing awareness of the centrality of training to overall business strategy, an awareness that training does indeed matter and that it shapes fundamentally the ability of the firm to pursue its market objectives. In this context it is unsurprising that the firms have become more critical of the courses and skills available to them from all sources, and that consequently those sources of training have all been brought into much closer contact with user firms. This trend is true both of central dealer training providers, and the state education system.

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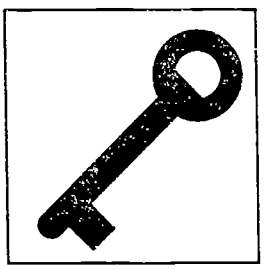
# PART 2:



Case study 1

Case study 2

Case study 3

Case study 4

Case study 5

# CASE STUDY 1

## 1. General description of the case

This case is a fairly new firm which holds a sole franchise for Leyland DAF commercial vehicles, including, as a recent addition, light commercial vehicles (ie vans). It currently has 62 staff and an annual turnover of about £10m. The firm has links with two related operations, one in Newport and one in Bedwas (both within 20 miles).

CVT is obtained from the producer centre, at Thame in Oxfordshire, and from local further education colleges for more general and low level skills. In a few cases training is provided elsewhere, e. g. health and safety training from St. John's Ambulance; training on fitting new tachographs from the equipment maker.

Although the firm technically has two sites, in practice the management and administration of the two sites (which are in any case very close together) are subsumed under one organization and are thus treated as one case here. The second site is concerned with sales, servicing and MOTs for vans. The firm also has a fleet of vehicles on the road at all times, both for parts delivery / sales and for emergency vehicle servicing (DAFAID). With respect to the latter point, Leyland DAF competes in the market against much larger firms (Mercedes, Iveco, etc) on the basis of its excellent after-sales support and servicing. Leyland DAF has around 1,400 fitters throughout the country dealership network. There are 53 main dealers, and 135 van dealers.

In the commercial vehicles business the profit margins on actual vehicle sales are very low compared with that for parts sales and, especially, service and maintenance work. Consequently the dealerships can only survive by selling service contracts as a package with the actual vehicle. Again the DAFAID system is an important part of the package. In this the dealership must also compete with large fleet owners who will often undertake service work in-house themselves. Thus some of the biggest customers (e. g. BRS, Quicksave) are also their biggest competitors for service work.

Commercial vehicles are usually bought by customers with a specific application in mind, and different applications require different vehicle configurations. Consequently sales staff are expected to be more technically informed than those selling passenger cars.

## 2. General description of the firm

Table 1 – Employment change

| Year | Labour force |
|---|---|
| 1987 | 35 |
| 1988 | 42 |
| 1989 | 50 |
| 1990 | 55 |
| 1991 | 52 |
| 1992 | 62 |

The firm has a turnover of about £10m.

- Private limited company.
- Commercial vehicles between 2.2 tonnes and 38 tonnes gross vehicle weight.
- Leyland DAF commercial vehicles only. Note however that under the DAFAID system the firm may end up repairing non-Leyland DAF vehicles.
- The firm sells new vehicles and undertakes a wide range of support activities including parts sales and delivery, routine maintenance, on-site emergency repair, on-site maintenance and repair, and off site or mobile emergency repair.
- The firm is located in Cardiff. It has links with two smaller satellite operations in Bedwas and Newport, both nearby, which are concerned with repairs, parts supply and maintenance for Leyland DAF vehicles.

The firm started business on the current site 1st September 1986 with 15 staff, a private limited partnership between two brothers with long experience of the haulage industry. Initially a Leyland franchise which had fallen vacant when the then holder (Howells) pulled out. After the Leyland-DAF merger in August 1987 the site was one of the first in the UK to become a full Leyland-DAF franchise in November 1987. In 1990, they expanded onto a second site very nearby, this site opened in April 1991. The firm is considered to be a good one by Leyland DAF and has sustained its performance during the current recession to a remarkable degree – the expansion into light commercial vehicles was a factor here.

New technologies in the commercial vehicle market do make an impact, but not as pronounced as in the passenger car market. Commercial vehicles and their related components tend to remain in production over a far longer time period than cars. New model introductions do lead to a surge in the training load for sales and service staff, less so for parts and administration where, once the 'system' has been learned, the need for new skills is relatively small.

Within the repair and distribution sector for commercial vehicles there are a number of changes underway. The firm, as with the vehicle assembler, is interested in encouraging larger fleet buyers to outsource a greater proportion of vehicle maintenance generally. However, fleets have the advantage of not having to buy official Leyland DAF parts or of having to meet fixed administration costs for warranties. Currently the firm sells repair and maintenance contracts for a fixed fee to Leyland DAF, and then invoices Leyland DAF for work performed, though the costs of this system mean that changes may be made in the future. More generally the main concern is the fate of the Leyland DAF parent manufacturing operations which, after a profitable period during the 1980s is now faced with possible takeover and/or major rationalization due to heavy recent losses. The impact this will make on the dealership structure is unknown; much will depend upon which company eventually acquires all or part of DAF.

The firm is organized into four main functional





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areas: administration / management; sales; service; and parts. The non-administrative functional areas all are headed by a line manager. Within the administration area there is 1 company accountant and 1 credit controller. Overall business control is with the owner-managers.

The guiding principle of work organization is devolvement of responsibility coupled with flexibility. For workshop and parts the firm is open 7 days per week. Under the DAFAID system there are always some vans on the road, ready to respond quickly to an emergency. The Leyland DAF motto of "Working harder to keep you working" in practice requires the firm to respond at short notice to customers who either bring a vehicle in for repair, or who call up the DAFAID system. Thus, even where a customer brings in a vehicle with no notice at all, and even where the vehicle may ultimately require a longer period in the workshop, the firm will endeavour to turn that vehicle around very quickly. It may be necessary to make a 'running repair' as a holding operation and then book the vehicle in for complete repair at a later date. The overall structure of service activity is handled by the service manager. Day to day shop-floor organization and task allocation is done by the foreman, who has a clear knowledge of the skills and weaknesses of each individual worker, and who decides on the allocation of tasks according to load. Again it should be stressed that most of this detailed workshop management is informal in character. The foreman, for example, may need to balance the desire to get a job done quickly by giving it to the most competent person for that job, against the need to have a spread of skills in the workshop so that he is dependent upon no one individual worker if a certain class of job comes in. Thus while it is clear that some fitters may be faster on, say, gearbox stripdown and repair than others, there is a resistance to allowing total specialization. With respect to skills the firm has to attain a degree of multi-skilling at both the individual level and across the firm as a whole, without 'over-training' people with skills they would not use sufficiently.

Of the above workforce in 1992, 5 were women, 1 was part-time and there were no short-term contract workers. Everybody in the workshop and parts areas worked 40 hours per week, with an average of 10 hours per week overtime. Staff worked five days on, two days off in a shift rota system to enable the firm to be open seven days per week. Staff were provided with 20 days holiday per year (other than statutory holidays, weekends, etc) and the company also runs a pension scheme. Average pay for service staff is £265 per week, and only the parts sales staff have a bonus system. A bonus system had been tried in the workshop, but was found to be divisive. Senior shop-floor staff get a small additional payment.

Shop floor staff are required to have City and Guilds as a minimum entry requirement, other functional areas had no specific requirement, but experience in the sector was seen as generally important. Shopfloor staff were given sample jobs to undertake to see if they could meet the target times. In practice the City and Guilds qualifications were seen as too academic, they did not provide enough depth of actual experience, recruits would rarely be able to perform as quickly as expected. Neither were promotion or pay increases linked directly to the attainment of certain qualifications. Promotion was very much a case of assessment of the individual merits of the case – staff which did not wish to be promoted were not pushed into it. On the other hand shop-floor staff could move up into other areas of the business if they had the personal motivation and willingness to learn. Again the emphasis here is on flexibility rather than rigid structures, career paths, etc. In the prevailing economic climate the recruitment and retention of staff was not seen as a particular problem, though there was a feeling of under-supply of really good fitters. It was felt that the collapse of the apprenticeship system in the early 1980s had contributed to an overall shortage of fitters, and the firm was now recruiting apprentices (3 at present). Heavy commercial vehicle fitters were seen as different to those recruited for the light commercial vehicle operation. However it was felt that shop-floor staff were not transferable between the heavy commercial vehicle work and that for light commercial vehicles. The external market for commercial vehicle fitters is very different from that for passenger car fitters. CV fitters tended to be specialized, and also moved about from job to job less than car fitters. Staff turnover for fitters tends to be higher at initial recruitment, when unsuitable staff were filtered out, and subsequently staff turnover was considered low.

## 3. Providers of continuing vocational training

By far the most important in terms of skills specific to Leyland DAF vehicles is the national dealership centre at Thame. Thame also provides most of the senior management training, though this is a more recent addition. Some training is undertaken by consultants who travel to the locality to provide training, for example by using hotels / conference centres. These consultants work under the auspices of Leyland DAF at Thame.

The customer service training centre at Thame provides a broad range of training services to dealerships, though dealerships have to pay for those courses. Some of the courses are run elsewhere (Birmingham or Preston) and some of the material is distance learning, but the bulk of the activity is at Thame. The centre also provides service training for large fleet buyers, ie competitors to the dealerships for servicing (often at the customer site). The overriding aim of the centre is to bring up all dealerships to a fully professional level by adopting the BS5750 quality standard. The centre will check on the training record of each dealership, and expects the dealership to fulfil a quota of courses every year (say 20). The courses at Leyland DAF, and the levels of attainment which can be reached, have been validated by the IMI. The centre provides training across a range of functional areas, mainly technical / service; technical / parts; sales; and management. As an illustration we may use the technical / service scheme.

The Leyland DAF technician scheme. Under this scheme, introduced in 1990, staff are expected to achieve competence in a range of basic skills, and a selection of optional skills as shown below in Table 2.

Table 2 – The Leyland DAF technician scheme

| Core subjects | Additional subjects |
|---|---|
| DAF engines/fuel | Perkins engines |
| Cummins L10 engine | 300 series engine |
| Brakes | Series 95 electrics |
| Vehicle electrics | Air suspension |
| ZF gearboxes | ECAS air suspension |
| Axles and diffs | Steering |
| | Eaton twin split gearbox |
| | ABS Brakes. |

To achieve the status of technician staff must pass all six core subjects and one additional subject (all with a pass mark of 90% or over). To expand this illustration further, the Cummins L10 engine course may be used as an example. The course is for workshop supervisors, all technical staff and workshop receptionists and lasts 3 days at a fee of £12 per day. The vehicle manufacturer pays the rest of the costs. It covers the following areas during a strip-down and rebuild operation.

- Use of special tools and test equipment
- Guides to reassembly
- Lubrication system
- Cooling system and DCA system
- PT fuel system
- Fault diagnosis and power problems
- Product improvements.

One of the most popular courses is that for apprentice development, available to 1st to 3rd year apprentices and lasting 5 days. This was felt to be one of the most useful by the dealership, which found it difficult to organize or justify the expense of detailed apprentice training on their own site.

Note that the levels are equivalent to IMI classifications. For sales staff there is a distinction made between techniques (e.g. telephone manner, negotiation methods) and product knowledge (e.g. the merits of the latest model against the competition) with a great deal of literature provided on a regular basis to keep sales staff up to date with technical changes, etc.

One interesting feature is the TOPEC 'driving licence'. As has been noted, sales of commercial vehicles often entail making decisions about vehicle specification with respect to customer application, which in turn entails knowledge by the salesperson. TOPEC is a computer-based system, soon to be made available at dealership level, which enables sales staff to check the accuracy and feasibility of the technical specifications decided upon. In order to use this system, sales staff must first attend and pass the course as the use of the system to make sales has legal implications and may commit the firm to actions which are unsupportable.

The centre at Thame has 6 main classrooms with a range of engines of various types, as well as demonstration vehicles, complete wiring harnesses, brake systems etc. Typically the average class size is 8 students. Teaching methods are largely 'chalk and talk' together with hands-on practice. The emphasis is on correct procedure rather than speed of performance, trainees are not expected to meet standard times for instance.

### 4. Training policy of the firm

The firm has a definite commitment to training. It regards training as essential for continuing success, but noted that as the firm was making a profit then training was not such a burden. With respect to fitters the firm considered that training probably saved them money in terms of having staff who could, having been trained, do the job more quickly and without causing further damage. The overall training approach represents a combination of the firm's own assessment of its needs and priorities, the view of Leyland DAF in Thame, and the aspirations of the staff themselves.

Under the provisions of BS5750 the firm has adopted a formal training plan, while at the central level the national dealership centre also has an overall plan.

At the workshop level these plans are translated into 6 month long periods of action. The dealership is informed of course availability at the centre and asked to nominate staff for courses. To some extent the centre 'sells' training to the dealerships. However at the workshop level it is clear that the approach to training is more varied. Some staff expressly did not want to go on training courses and, provided they were competent at doing some jobs, this desire could be accommodated. Typical complaints about the courses were concerned with the time away from home, the distance of travel involved, etc. though in some cases staff felt they would not be able to cope with certain skill areas (e.g. vehicle electronics).

Training provision is thus a complex blend of what is demanded (by the centre, by the dealership, by the individual) and what can be supplied. While the dealership does have a training plan, this is only the basis of actual training provision and is not used to programme precisely who gets which training. The central training facility is, however, responsive to innovations and comments from the dealership network with respect to training. The firm requires a range of skills within its workforce, ideally embodied in several individuals, so that it can respond quickly to all reasonable demands. However the training demands must also be balanced against those of the on-going business. The firm has started taking on apprentices again, in a measure which reflects the increasing shortage of skilled fitters. Most of the required skills are specific and concrete and, for fitters especially, tend to be incremental with respect to existing skills – thus the training concepts developed are mainly concerned with the provision of technical information and 'hands on' practice. There is an emphasis on 'real world' experiences with, for example, tests on fault finding.

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It should be noted that all training is negotiated between the firm and the individual in the light of a) the firm's needs for particular skills and b) the abilities and preferences of the individual. As a system it depends upon a close working knowledge of both the business (i. e. what skills will be required for the firm to remain in business) and the individual. In terms of target groups it was recognized that different occupational areas had different training needs. Thus for fitters there was often a heavy continuing training demand to enable staff to remain up-to-date with products as well as to enhance the overall skills base of the staff. With parts staff the training was more likely to be 'front loaded' in that staff had a heavy training demand in terms of learning the parts system, parts recognition, ordering, etc. but that further training was more likely to occur in related areas such as sales techniques.

In the last full year for which records are available the training for staff was as shown in table 3.

Table 3 – Training days by category of staff

| Type of staff | Number of days |
|---|---|
| Management | 38 |
| Administration | 0 |
| Sales | 38 |
| Shop-floor | 280 |
| Parts | 21 |

Access to training was voluntary.

The development of training plans and courses has to be seen in the context of the dealership network as a whole. When Leyland was merged with DAF the inheritance of dealerships was different. The Leyland dealerships tended to be large, with the involvement of major groups such as Lex, whereas the DAF dealerships were smaller, with a high proportion of owner-managers. Much of the training effort can be seen as seeking to integrate and create a more uniform dealership network in which worker skills are matched by professional management. In this process the dealership centre at Thame cannot simply impose its will on the dealership network, it is a negotiated process with a high degree of formal and informal feedback on the form and content of training. Under the Leyland DAF system training courses are offered in 6 month blocks with advance notice, so the dealership Training Action Plan tends to reflect this.

An illustration of these themes is the development of a general management course. This is a recent innovation which arose from the perception that at a senior level dealership management lacked some key skills. In the past, management streams within the dealerships tended to be separated according to functional area, thus there would be different streams for parts, service and sales with little preparation for staff to take on a broader management responsibility. Leyland DAF established a Training Action Group comprising senior Leyland DAF staff from both manufacturing and sales, outside consultants, and selected dealership principals who designed the course. The group visited 22 dealerships and conducted a series of interviews. Now the 'Management for Success' course runs for a total of 6 periods of 3 days based at both Thame and with mobile consultants. Of the 53 dealerships, 48 have thus far sent staff on the course which has only been running 18 months.

Clearly this course has a close link between participation in CVT courses and occupational career. In general the participation of staff in CVT courses is a useful but not absolutely necessary condition for career progression. The Leyland DAF approach is to make it possible for staff from basic grades both to improve their position within those grades and to make a transition to other areas of the business, but it is in no way compulsory. There are no trades unions in the firm, and there is no collective input into the training system in formal terms.

The Leyland DAF system does allow dealerships to inform the centre of any problems they have in completing service and repair work so that appropriate procedures may be adopted, courses adapted and, if needed, manufacturing changes made. Initially the majority of courses are designed by the centre in conjunction with manufacturing. Staff from the centre at Thame make frequent visits to dealerships for more informal discussions on the merits and weaknesses of courses, of training needs and other issues, as well as to sell courses to the dealerships.

Courses are carried out by full time instructors, several of whom have a military background.

Trades unions have no input into course design or any other aspect of training. In contrast there is a closer working relationship among the vehicle manufacturers and also with the IMI. As was noted above the Leyland DAF courses are recognized by the IMI, although it was felt that the IMI had been too inflexible in trying to set the NVQ standards nationally. Since the demise of the RTITB some impetus has been lost. Leyland DAF participates in the Motor Manufacturers Training Group, established by the IMI (though their involvement has now stopped) and comprising largely the automobile manufacturers.

Costs for CVT depend upon which items should be included. For service staff the standard cost of tuition per day is only £12. However the dealership must also pay the employee while he / she is being trained (and not working), and pay travel and subsistence costs so that the total costs are somewhat higher. For the firm the total costs of training are shown in Table 4.

Table 4 – Total costs of training, 1987 to 1991

| Year | Cost (£) |
|---|---|
| 1987 | 4840 |
| 1988 | 6298 |
| 1989 | 1500 |
| 1990 | 11425 |
| 1991 | 8153 |

The above total costs show a major surge in 1990, presumably reflecting the addition of light commercial vehicles to the operation. Fees of £12 per day are not sufficient to cover the full costs of training. For other courses costs are higher. The parts operating procedures course for example costs £70 per day.

## 5. Evaluation of training concepts

The training concepts reflect an integrated and holistic approach to training in which staff may progress sequentially through specific skills to attain certain levels of competence. Moreover the courses are designed to fit national criteria and thus, at least in theory, to be portable. Great emphasis is placed on personal commitment to the qualification process, with staff encouraged to think about their own longer term development.

Individual responses to the employee questionnaire (10 in total) show the diversity of training experiences and educational backgrounds present within the firm. While the overall intention within the Leyland DAF group is to provide at least 3 days training per individual per year, in practice this does not mean all staff average the same level of training. The majority of training courses were short term (i. e. between 1 and 3 days) and took place at the Thame central dealership headquarters. However some service staff had up to 6 days training in a 12 month period.

This firm can be taken as an example of best practice in Leyland DAF, which itself is a best practice example of training by vehicle manufacturers within commercial vehicle production. There is a fluid combination of specific knowledge-based courses with more generalized techniques and methods-based courses and all staff have the opportunity, if they show sufficient ability, to obtain training to enable career progression within the firm.

Mobility is an issue for the firm with respect to training. There was a reluctance from some shop-floor staff to travel away to attend courses. To this end, some courses have been delivered in a decentralized manner, but it should be appreciated that the very nature of much of commercial vehicle technology means that only parts of the total training requirement can be delivered in this form (i. e. a commercial vehicle engine and gearbox is not the sort of item that is readily moved in and out of hotels, etc!).

Course content, especially for the technical skills, was largely determined by the technologies under consideration. In general there was a clear focus on courses which could ultimately improve the competitive performance of the dealerships and a willingness to learn from those dealerships where appropriate. Most, though not all, of the courses are traditional in concept. The more innovative courses tend to be those associated with sales and marketing, though even here the emphasis is on the development of particular skills and techniques rather than, say, attitude and personality.

Given the centrality of good efficient service to the competitive position of Leyland DAF, CVT is a core area to ensure a sufficient skills base to support the manufacturing and marketing strategy. The Leyland DAF approach, which links their courses with the IMI validation, seeks to lend greater legitimacy and significance to the qualifications so obtained and, through its involvement in national bodies the company as a whole is seeking to influence the continuing development of training activity in the UK.

## 6. Conclusions in relation to best practice and normal practice

To conclude, we consider this firm to be an example of good practice with respect to training in which the development of formal training plans and review processes are tempered by a realistic and interactive assessment of the needs and capabilities of the individual.

# CASE STUDY 2

2.

## 1. General description of the case

The subject of this case study is a small dealership in South Wales, which has recently taken on the Nissan franchise.

Some background information is required to introduce this case. From the 1960s, Nissan vehicles were imported into the UK by a privately owned importer. This company, Nissan UK, was run by a Mr Octav Botnar and went from strength to strength as Nissan sales increased. The associated company AFG became a major dealer chain in the UK relying almost exclusively on the Nissan franchise. During the 1980s, Nissan Motor attempted on several occasions to buy the company, however Mr Botnar resisted and in the end, Nissan Motor resorted to legal action.

The legal action deprived AFG dealers of the Nissan franchise and further supplies of new Nissan cars. A great deal of resentment was created as AFG dealerships sought alternative franchises and Nissan Europe, headquartered in Amsterdam, set up a new UK sales company and dealer body during late 1991 and 1992.

Dealers were recruited from existing non-AFG Nissan dealers, from dealers holding other franchises as well as from some of the large dealer groups. The average Nissan dealer now employs 13 people, reflecting the bias towards smaller companies. The subject of this case study switched to the Nissan franchise in 1992 from Volvo, which it held for many years.

Although Nissan does not appear to be a first league player in the UK car market, it is the best selling Japanese nameplate and the best selling car to private buyers in a market dominated by company car customers. It is also a growing local manufacturer with assembly facilities in the north-east of England.

All training is handled by Nissan Motor (GB), set up in 1991. Various locations have been used for dealer training over the past year to cater for local needs. In the early stages some trainees were flown to Amsterdam for training. Much of the very high initial training load during 1992 has been taken up with basic product and company knowledge in view of the start up nature of the organization to familiarize its new dealer associates with the Nissan "culture".

## 2. General description of the firm

- Private limited company
- Cars and light commercial vehicles
- Nissan
- This dealership sells new and used cars and LCVs and offers parts sales and service and repair facilities as part of the standard Nissan franchise. In addition it has tried to retain as many of its previous Volvo customers as possible by offering specialist non-franchised Volvo repair and service facilities, using its Volvo-trained mechanics. The firm also operates a petrol station.
- The firm is based in western Cardiff, South Wales, and operates two related sites about 100 metres apart along a main road. One site is used for vehicle sales only, with a 22 car showroom as well as a petrol station. Parts and repair facilities are located on the other site.
- This dealership employs 17 people at present. This represents a decline from about 30 people two years ago and illustrates the effects of the recession.

Until the end of 1991, the company held a Volvo franchise. It has established a good reputation locally with this product and was noted for its customer care. When the five year franchise agreement came up for renewal, the owner decided not to renew as he had no confidence in the long term future of Volvo (note: this is a personal view). In addition, decline in demand for Volvos and the removal of the popular 340 model from the range meant that his projected sales for 1992 were too low to sustain the dealership. To retain acceptable volumes, the Korean Kia franchise was briefly taken on, but this was too little known to be an immediate success. In view of this it was decided to take the opportunity of joining the new Nissan organization, although at a time of the worst recession in the UK motor industry since the war, this was done at considerable cost.

The company is experienced in working with new technologies from its previous franchise. Although changes are having to be implemented as a result of the switch in franchises from Volvo to Nissan, these present no major obstacles in view of the firm's familiarity with the Volvo tradition of quality and customer care. However, parts numbers, ordering procedures, accounting practices, etc. all have to be changed to fit into the systems used by Nissan, as opposed to Volvo. This obviously puts extra strain on the organization.

The firm's Nissan customer base is relatively new and runs very new vehicles with a good reliability record. As a result workshop facilities are underused. This provides some flexibility for introductory training, while Volvo customers have been retained for service and repair, to better fill capacity.

The dealership is part of a range of activities including a restaurant, and a number of other non-vehicle activities. Within the dealership, personnel is divided up into:

*Sales:*
dealer principal/owner is general manager, sales manager dealing with advertising, used cars
fleet manager who doubles as salesman at weekends
2 full-time salesmen
1 part-time cleaner
1 full-time valeter

*Petrol station:*
2 full-time staff
1 part-timer
1 Sunday attendant



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*After sales and accounts:*
2 staff
owner's wife deals with training, customer relations and accounts

*Workshop:*
1 receptionist
1 service/parts director
1 parts man
3 skilled mechanics

- gender: 5 female, 12 male
  nationality: ?
  conditions of employment: 3 part-time, 14 full-time

Although there is a general shortage of skilled mechanics, the current recession relieved this problem temporarily. The number of mechanics was in fact reduced from 7 in the Volvo days to the current 3.

The major problem for this workshop was the cost of training at a time of an expensive transition to a new franchise. This in itself created practical problems such as the delivery of too many new vehicles, which could not be stored.

### 3. Providers of continuing vocational training

Nissan Motor (GB) is the main provider of CVT to the dealership.

NMGB training is coordinated from the company's head office in Maple Cross, just outside London. All staff here were recruited from the middle of 1991 onwards and themselves had to understand the Nissan culture first. Training courses for dealer principals and management as well as sales staff involve visits to the Nissan Motor Manufacturing plant in Washington, Tyne and Wear. Such courses are normally held in or near the factory in the north-east of England.

In other cases, NMGB tends to hold its training courses near the dealers rather than in a central location. This enhances central staff's understanding of local market conditions, as well as making the system as a whole more flexible. This differs from other companies which tend to favour one central training location. Nissan has 21 regions in the UK and tries to link its training in areas such as sales with these regional divisions. In all cases training is contracted out to specialist firms which provide training services.

### 4. Training policy of the firm

The basis of the firm's training strategy is to move from a product-orientated company to a customer care-orientated one. This strategy is symbolized by the Japanese term KAN DOH; 'A level of service that touches the heart'. This major principle was developed by consensus across the new company and then presented to management. Training is regarded as a long term commitment reflecting the long term relationship between Nissan Motor GB and its dealer body.
This approach also extends to workshop training in that customer care is at the basis of even technical training.

Nissan is aiming to relate its series of courses to the new NVQ levels 1-4.

NMGB was only formed in April 1991. For legal reasons, dealer recruitment and training could only begin towards the end of that year. By January 1992, 116 dealers had been signed up by the new company and 1152 dealer staff were put through the initial training course during a concentrated 6 week period at the end of 1991.

During the first year, the main emphasis of the training programme has been to train all dealer staff in the Nissan Way. Part of the sales training has been the 'drive for knowledge' programme in which sales staff drive a range of competitors vehicles and compare them with the Nissan models.

1993 will see a change of emphasis in dealer training. While basic introductory courses will be retained for new dealers, new follow-up courses will be introduced to build on the groundwork laid down during the first year. During the start-up phase, the training department has been playing a crucial role in Nissanizing the new dealer body and it has planned for a 3-5 year long term training programme.

All dealer employees are potential recipients of training.

All sales, managerial, parts and shopfloor staff are eligible for training and from 1993, each of these is expected to do at least two day's worth of training each year. Mechanics are expected to receive 4 days per year.

Access to training is on the basis of the type of job and future prospects; no other criteria are taken into account.

The CVT courses are all carried out by Nissan Motor GB staff or consultants hired by them to deliver training geared specifically to NMGB's needs and requirements.

During the initial phase, NMGB has not charged for any courses relating to new model introductions or general courses introducing new dealers to Nissan's way of thinking. A modest fee of £55/day has been charged for courses on existing models. These also included a visit to the Nissan Motor Manufacturing (UK) plant.

A new system of charges is currently being planned for introduction in 1993. This will involve dealers in paying a standard fee of £180 person per year. This will be invoiced quarterly in arrears. On average 13 people will qualify for training in each dealership. The estimated revenue will cover about 25% of the actual training costs.

### 5. Evaluation of the training concepts

The training concepts in terms of what is taught and how it is delivered are very much up to date with best practice in the UK. It is perhaps the case that not all of the dealership body is prepared to accept the value of these courses, especially given the cur-

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rent overall economic condition in the industry. While qualifications achieved during or as a result of training were seen as important, it was of greater significance to obtain the commitment of individuals to the job. At a corporate level there were clear goals to be achieved via training, e.g. to be number one in customer care, to have the best product range and dealership network in the UK – though it might be commented that these sorts of goal are very difficult to measure. More importantly, there are basic market goals to fulfil, e.g. to gain 10% market share.

For the workers overall, and especially those on the service side of the industry, the Nissan approach to training can perhaps be disconcerting. Of course most of the staff in the case study had experience of Volvo training courses, as the dealership had only recently changed franchises. There was some unease over the training courses conducted in the Netherlands, a situation which existed for the first few months of the dealership taking on the Nissan franchise. While some staff enjoyed such visits, others found them both a source of concern and quite stressful. As was noted earlier, staff were asked to sign an undertaking that if they left the dealership within a certain time period then some or all of the course fees or other costs paid by the dealership would be repayable to the dealership.

In general the staff in the dealership had a good record of training, at least in terms of days attendance on courses, both in the Volvo days and under Nissan. Of course the training records of those who were made redundant from the dealership over recent years are not known, and it may be that in this situation the better trained workers are more likely to be retained.

It is apparent that for this case the training load will continue to be high for some time to come. Not only is there a continuing need to entrench the Nissan way in the dealerships at all staff levels. Nissan itself is expanding its manufacturing operations and imports for Europe as a whole. This means not only a greater volume of cars, but also a greater range of models. In common with other Japanese firms Nissan has sought to reduce model lifetimes as a competitive strategy, and this in itself imposes greater demands on the dealership network for the range of tasks that need to be carried out, spares carried, etc.

Moreover, for Nissan, the emphasis is on continuous improvement, targets are never realized or, if they are, new ones are immediately put in place. Nissan believe that the only way to ensure continuous improvement is through continuous training. Of course there remains a basic difference of opinion between the dealership network and Nissan GB because the dealerships lose staff time and have to pay expenses when staff are sent on training courses. But notwithstanding this difference, and the need to be sensitive to the economic conditions facing the dealerships, Nissan is firmly committed to making the most of a golden (if expensive) opportunity to rebuild an entire national network.

Over time the 'cultural' content of the Nissan training programme may be reduced somewhat, to occupy a more residual role in induction training. But other elements and the overall approach will remain the same. That is, firstly all training is expressly linked to wider corporate goals. Secondly, staff of the dealerships are seen as customers by the providers of training at Nissan, it is not a pure market but it does allow greater interaction between the trainee and the training organization. New technology was not seen as an issue as such, there was no concern that the training required for new technology could not be given.

Much of the training effort is decentralized to regional centres, thus helping to reduce the demands on staff travel and accommodation costs.

CVT strategy in this case was related to the need to fulfil some short term aims without prejudicing longer term plans. That is the dealership network had to be up and running as soon as possible but it was vital that the quality image of Nissan was not damaged in this time, as it is far more difficult to rebuild a quality reputation. Equally while Nissan had high expectations of training levels in the dealerships it was recognized that dealerships were in a difficult financial situation at a time of great market uncertainty, and as such were reluctant to invest resources in training. Careful selection of dealerships (especially ex-Volvo examples) enabled training costs to be kept down and for the quality image to be enhanced.

## 6. Conclusions in relation to best practice and normal practice

In conclusion this dealership network is still in its early stages, with relatively little experience in the organization as a whole compared with, say Ford or General Motors in the UK. On the other hand, there is also no 'baggage' from the past, no outmoded concepts or established training organizations to impede change. Thus the Nissan case shows a good example of a modern, aggressive and strategic view of training in vehicle distribution systems. Of particular merit is the clarity with which organizational aims are communicated to staff in the dealerships, and the coherence of the training approaches overall.



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# CASE STUDY 3

2.

## 1. General description of the case

This case is a well established retail outlet in Newport, South Wales, which is part of a large group – Lex Service plc. Lex are a very large group, having a total turnover of £1,320.8m in 1991 (which was a very poor year for the industry as a whole and for Lex – turnover was down some £400m on 1990), total employment of 7,170 and 56 franchised retail outlets (and 18 franchises). The Lex group has interests in vehicle leasing and various contract hire operations as well as its core business in car distribution. Lex Retail sold 27,000 new cars in 1991 of which some 40% were fleet sales, the group also sold 17,000 used cars. In terms of sales turnover, Lex Retail Service plc rank in the top 100 UK companies. Lex have a strong reputation in the UK motor retail sector as having a well trained professional management cadre in sharp distinction to the traditionally rather mixed qualities of individual owner-manager dealer principals.

Large groups such as Lex can have a rather ambivalent relationship with the vehicle manufacturers they represent. On the one hand the vehicle manufacturers recognize the professionalism and management quality which Lex can deploy in dealerships, and the security afforded by being a large group. On the other hand all the vehicle manufacturers take steps to ensure that large groups do not become dominant. Thus typically for any one manufacturer Lex is restricted in terms of the total number of franchises it may hold and in terms of the location of those franchises (i. e. they must be more than 30 miles apart in the case of Ford). Lex holds less than 2% of this highly fragmented market place, but are the number two group in the UK. This ambivalent relationship also applies in the area of training, because Lex has its own training programme which has the potential to conflict with that provided by the vehicle manufacturers.

The case is mainly a Rover sales outlet, though other makes are represented. Rover has suffered a decline in market share over the last ten years, taking new franchises on to the site is a reflection of this decline. The case is a large one, selling over 600 vehicles per annum. CVT is done at a number of sites including the Rover Dealer Training Centre (West Midlands), the Lex Retail Group HQ (Bourne End, Buckinghamshire) and local colleges and conference venues. Training is also carried out under block release schemes at Birmingham Automotive Training centre, the Henley College, and the Motor Insurance Repair and Research Centre at Thatcham.

## 2. General description of the firm

- The firm sells over 600 vehicles per annum, and employs 80 staff.
- It is a branch of Lex Retail Group and Lex Rover Group. Lex is a plc.
- The firm sells passenger cars and light commercial vehicles. It also provides parts and services for these vehicles.
- The makes represented are Rover, Landrover, Leyland DAF (light commercial vehicles), and SEAT (started selling in December, 1992). The case also sells used vehicles of all makes, and often has to repair or service such vehicles prior to sale.
- Apart from new and used vehicle sales (it is a main dealer) the firm runs a full service and parts capability.
- The firm is located on the outskirts of Newport close to the M4 Motorway, and has a prominent site.
- The firm employs 80 people.

The firm was initially located in central Newport, but relocated to the present site over ten years ago. It has long been associated with the Rover make (and the various brand names which preceded this, such as Austin-Rover; British Leyland, etc). The additions of the Leyland DAF van franchise and the SEAT franchise are more recent. The site is considered a good one by Lex and Rover, as is indicated by the involvement of the branch manager in providing training courses to other Lex staff (this issue is discussed further below). The site is one of 12 Rover sites held by Lex in 1991. The branch manager is also Lex Group representative in discussions with Leyland-DAF, a reflection of the very flat management structure within Lex (again we return to this issue later).

The firm strategy can only be understood in the context of that of the Lex Group as a whole. They have sought to develop a culture-led system in Lex, based on the ideas of shared philosophy and values which is centred on people rather than product. The Lex Group have also sought to develop their own staff through a comprehensive development programme. It is possible to join Lex at any level in the organization and, by following the training system and being prepared to relocate as job opportunities arise, move up through the Group to become a dealer principal. A key role for the Lex Training and Development staff is thus the identification and development of potential managers at all levels through the provision of generic skills rather than the specific competencies created at vehicle manufacturer training centres. Being a large group enables Lex to attract good staff and thus gain some market advantage through having professional management and sales staff. They may also be more creative in how the business is run, in that successful practice in one part of the group may be transmitted to other parts of the group. The Lex brand has benefits for the employees and the customer.

New technologies, especially in terms of electronics in the vehicle, were an issue here. But these matters were seen as mainly to do with the vehicle manufacturers, and to be addressed in their training programmes.

As a large group with many franchises and outlets, Lex is to some extent immune to the variable fortunes of any one vehicle manufacturer. On the other hand it is exposed to a general decline in the market such as the one the UK is currently experiencing. However as a large group Lex remains less vulnerable than individual franchises or small groups, and

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the firm has been able to grow rapidly in recent years. In 1992 it bought 25 Swan National retail outlets, other recent acquisitions include Nash Group (South Wales).

Other issues of importance to Lex include the changing character of the fleet market, where Lex has a strong position.

Despite the size of the group there are no special economies of scale enjoyed in terms of the price at which vehicles may be bought. Lex cannot influence the price of the product, the nature of the product itself, or the place at which it is sold.

The structure of the firm has to be placed in the context of the overall group first. Lex has a flat management structure. Above the individual franchises, run by a branch manager, there are only 8 regional managers and then HQ staff. Much of the administrative and management effort for the group as a whole, while co-ordinated centrally, is actually undertaken by staff in the dealerships. Thus the branch manager in this case represents Lex in dealings with Leyland DAF, and provides training services to other Lex staff.

Within the branch the structure is again flat. In this case the different franchises held on the one site are run as separate profit centres (and in physically separate parts of the site). Under the general manager there are line managers (department managers), supervisors, and then other staff. The site has functional departments segmented by product area. There is therefore a sales department, parts department, service department, and body shop department for each product area (i. e. Rover, Landrover, etc.).

Work organization in the firm may be described as structured flexibility. In the sales area, for instance, the firm had two sales staff for Rover vehicles. One was technically well informed and tended to sell the vehicle by discussing its specifications, performance and technical features. The other sales member did not become involved in detailed technical discussions but sought to lead customers away from the actual vehicle and effectively 'sell himself' to the customer.

In terms of the service area workshop, staff tasks were generally done to specific times. The point was not that those times should be bettered so much as the job should be done thoroughly and competently, without risk of incurring damage whilst doing the work. There was no attempt made here at either customer diagnosis or reception diagnosis of problems. Though these were recognized as possible means to improving service, and that in some cases ex-testers were employed in service reception areas, the general manager felt that these approaches were also liable to erroneous diagnosis of problems which would ultimately be seen by the customer as poor service.

There are no trades unions on this site, and only 3 sites in the whole Lex group have any trades union representation. Workers in general have a standard 39 hour week, with wage rates set locally. The majority of the staff are full time.

The significance of prior qualifications is perhaps less with this case than with others, at least in the sense that the firm values the attitude of recruits as much as their 'on paper' qualifications. Technical staff are expected to have the appropriate qualifications.

An especially interesting aspect of this case is the approach to further promotion and training. This matter is returned to below, here it is sufficient to note that internal promotion within the group as a whole is premised upon progress through the group management development training plan, and that 'fast-track' promotion is possible according to individual aptitude and desires (and generally a willingness to be geographically mobile).

One problem for the group, which arises out of the flat management structure, is what to do with 'high flyers' given the very few senior posts beyond that of general manager. While Lex offers greater job security, it is the case that their general managers could earn higher wages as a dealer principal in their own right or within a small franchise.

## 3. Providers of continuing vocational training

The providers of CVT are: the Lex group (management training and skills); the vehicle manufacturers (SEAT, Rover, Landrover, Leyland-DAF); Newport College (a very minor input), and the three specialist colleges detailed below. Broadly speaking the vehicle manufacturers provide product based training which is very much concentrated on their vehicles. Lex provides a range of skills courses designed to facilitate the development of a management cadre with a broad base of skills. In this sense the providers of CVT are complementary. On the other hand there are areas of overlap and potential conflict, notably in terms of the management and sales courses established by the vehicle manufacturers.

Trade associations and public centres were insignificant.

Most of the Lex courses were short, one or two days usually, but they covered areas not often featured in the training programmes of the vehicle manufacturers. The training and development programme overall contained five main elements:

- Management and supervisory training constituted the bulk of the training load, with courses on, for example, commercial management, recruitment and selection, performance appraisal, and advanced presentation skills. All courses have a clear statement of who is intended to benefit, course objectives, skills which will be acquired from attendance, and course content.

- Development in Lex is critical to the functioning of the human resource management system as a whole. The role of the development centre is to identify potential in Lex staff at junior, departmental or general management level. Development

programmes seek to put aspirants for promotion into simulated situations, situations which may reasonably reflect challenges to be faced in the 'real world' job. Realism is enhanced by the use of Lex personnel drawn from the dealerships to create and manage the development programme. Development programmes involve discussions, group exercises, role plays and case study.

- Other dealership programmes cover health and safety and developing bodyshop sales. Again the purpose of courses, the staff they are intended for and the course content are clearly stated.

- Trainee schemes are run via two year block release at one of three specialist centres. Parts distribution traineeship is conducted at Henley; technician traineeship at Birmingham, and body repair at Thatcham. In the case of the first two courses they lead to BTEC National Certificates (NVQIII), in the case of the latter they lead to National Craft Certificate City and Guilds (also equivalent to NVQIII).

- Accreditation is seen as an important element of the training programme, with all programmes accredited in association with the IMI.

**4. Training policy of the firm**

Training is absolutely central to the firm and its business strategy. The commitment to training is embedded in the firm from the managing director downward. Lex have developed a sophisticated assessment and training system, structured to develop existing skills and disclose and redress weaknesses.

The training process starts on induction to Lex. All staff go through induction training for a period of 1 to 3 days on acclimatization with Lex as a company, and on basic procedures, practices and health and safety issues. The Lex view is that people are recruited to careers not jobs, and their system actively encourages all staff to reflect on what the future may hold, what work they see themselves as doing in the future, etc.

The Lex group training framework is shown in Diagram 1. It shows that it is theoretically possible to move from technical, sales, or parts apprenticeship to senior management. Indeed the personal career path of the General Manager of this case illustrates the Lex approach very well. Nine years ago he joined Lex as a graduate accountant in a Leeds branch. He moved into line management and rapidly became the parts/wholesale manager for 30 months. After a second post in after sales in a different Leeds site he moved on to Bolton, where he ran the Jaguar cars sales operation – a relatively small site with 24 staff. After 12 months in this post he obtained his current post in Newport, and has taken an increasing role in Lex group matters.

Lex employ a system of self appraisal and peer appraisal to establish the training needs of each individual. Those employed in supervisory or higher grades undergo a series of personality and attitude tests administered by Lex central staff. The management training courses include outward bound courses which contain both group and self criticism.

An annual site appraisal is conducted by the general manager as part of the management audit process. This is necessarily flexible in that individual needs and aspirations have to be reconciled with those of the business as a whole. Progression through the system depends upon successful completion of assessment sessions. For instance, line management staff which aspire to general management are put through a two day course in which, for one day, they have to role play the position of general manager dealing with 'real' events (i.e. they get phone calls, letters, a diary of appointments, and unexpected events such as a disciplinary dispute between staff); potential managers are then analyzed in terms of how they coped with these events. These courses are largely run by existing Lex staff seconded from the dealerships. These staff are paid extra for undertaking this work.

Each level of staff in the firm seeks to identify staff under them that have potential for higher posts. For very promising staff there is a fast-track system (staff have to be under 30 years old) which has a higher annual training load.

All members of staff are targets for training.

No specific figures on participation in training. An overall aim of 2 training days per year applied to the workforce as a whole, though individual dealerships could vary in the amount of training they undertook. As was noted above, Lex have a fast-track system to give really promising staff extra training and thus push them through the management levels more quickly. The fast-track programme entails a greater training load, three courses of one and a half days duration in 1993, and is especially useful for those who have enjoyed little formal training to date.

Access to CVT is voluntary, but staff are encouraged to be concerned about their own future development and therefore demand more training. There is in this sense strong social pressure to undergo training, it is part of the culture of Lex. Technical staff and sales staff are expected by the vehicle manufacturers to take the appropriate courses associated with new models, and to have a suitable range of skills for the site to fulfil all the functions of a main dealership. Lex group does not enforce a particular level of training on individual franchises.

Lex as a whole have a well-developed approach to training, and the case site reflects this. The inclusion of line management from the dealerships to help provide the training (after they have attended a 'train the trainers' course) gives the courses a 'real world' flavour. The emphasis throughout, and at all levels, is on the practical utility of courses. Lex recognize the dangers of what they termed the 'IBM syndrome', that too much training on the 'correct' way of doing things may stifle initiative in an industry where entrepreneurial flair is still an important ingredient for commercial success.



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The development of the training plan is based on meetings held four times per year by the Manpower Development Committee. This committee is chaired by the managing director and acts to review progress, assess difficulties and problems, and propose training solutions. The annual training programme devised by Lex group central staff is then released to the dealerships, which may reserve places for staff. At dealership level, training needs at site and individual level are reconciled. Lex Apprenticeships are conducted at Henley Technical College, Birmingham Automotive Centre (parts), and Thatcham Bodyshop Repair Institute (body repair) – these establishments were felt to have more up-to-date equipment than that available on courses provided in local colleges via the TECs. Lex courses in management have accreditation with the IMI and Warwick University to provide a Certificate in Management and Higher Certificate in Management. Lex are currently investigating the development of an in-house MBA in conjunction with a suitable university. However, accreditation is seen as 'the icing on the cake, not the cake itself' – that is training should be driven by business objectives rather than academic standards.

Lex relate their training to succession planning within the group as a whole, it is effectively a system designed to enable Lex to handle individual variety and reconcile this to the needs of the group as a whole.

Costs for CVT centrally amount to £500,000 per annum. Dealerships rather than individuals pay the cost of courses. Every dealership pays a 1% levy on the payroll to contribute to training costs, it is up to the dealerships themselves if they receive benefit from this by sending staff on courses. Accommodation for overnight stays at Bourne End, where the Lex central staff are based, cost £90 per night.

### 5. Evaluation of training concepts

Lex emphasized the strong link between training and evaluation at an individual level. Training concepts emphasized skills which would be needed at individual level to meet corporate objectives.

Lex workers had a more varied training experience than those of other firms considered in this survey. The majority of the technical training was given by vehicle manufacturers, though individual staff did not have to keep to one particular brand if the site was multi-franchise or if they wanted to move.

This site is a good reflection of the overall commitment of Lex to training, and to the imaginative way in which training needs are met. Training is defined very broadly, including for example 'outward bound' courses designed to enhance the ability of individuals to reflect upon their own strengths and weaknesses. Nonetheless there is nothing esoteric about the training provided, having a professional management cadre at all levels of the business was seen as a key strategic advantage in an industry where such skills were unevenly developed.

Future CVT needs were expected to follow the current pattern, in that training itself would continue to occupy a central place within group strategy. Lex really capture economies of scale through their ability to identify best practice and then have that best practice disseminated throughout the group – often by the very same people that developed the best practice in the first place. Lex have a clear view of the skills needed by management in automotive distribution and repair, they expect senior dealership staff to have a broad range of abilities and knowledge, and will continue to pursue their current approach to meet that end.

### 6. Conclusions in relation to best practice and normal practice

This case is an excellent example of good practice in a large dealership group. Within the group, the case actually used may be taken as one of the better examples, certainly not all Lex dealerships are as enthusiastic as the one studied. On the other hand it is clear that this dealership is regarded by Lex as the sort of dealership the group needs to have. Lex do have some challenges in terms of 'inheriting' staff when they purchase other existing dealerships – the inherited staff may not quite relate to the Lex 'way'. Here the emphasis is on slow assimilation into the Lex culture, through persuasion and argument rather than compulsion.

# CASE STUDY 4



## 1. General description of the case

This case is a relatively large site concerned with the sale and repair of vehicle electrical systems, it is a branch of Lucas Service UK, which in turn is part of the large manufacturing firm Lucas Aerospace. Lucas Service are in the Aftermarket division of the Lucas Automotive group, with training based in Solihul (Birmingham) and the administrative HQ at Sheffield. The Lucas Aftermarket division also includes Lucas Autocentres which provide a 'menu'-based vehicle service operation. Lucas Service UK has an annual turnover of around £60m.

CVT is mainly obtained through the Lucas central training facility, though some is provided by the manufacturers of specialist vehicle equipment such as tachographs and commercial vehicle cab heaters.

The firm has recently occupied new premises which have been purpose-built to their needs, and encompass a reception area, parts warehouse / loading bay, administrative offices, workshops, and four-berth garage area.

The case is one of about 700 outlets involved in the sale and / or service of Lucas systems and parts. Of these 700 some 64 are branches owned by Lucas, 243 are main franchises, and the remainder are secondary franchises. The case is one of the 64 branches owned by Lucas, and is equivalent to a 'fullservice' site in that it can undertake repairs and diagnosis across the full range of Lucas Service UK capabilities. They operate in a highly competitive market, but are able to differentiate themselves from the competition and charge higher labour rates by virtue of the increasing sophistication of the technology.

## 2. General description of the firm

*Employment change*

The case employs 34 staff currently, and has not changed greatly in size in the last five years.

- It is a branch of Lucas Service UK, and is run as a profit centre in its own right.
- The case provides parts and service for most electrical and electronic components for all categories and types of vehicle – but particularly those manufactured by Lucas.
- Apart from direct sales of Lucas electrical and other parts, and the servicing of electrical parts, the case also acts as a wholesaler or factor of parts to others in the motor vehicle repair sector. The main electrical items involved are those concerned with ignition (including fuel injection) and lighting systems. Other items such as windscreen wipers are also sold, as is garage diagnostic equipment such as exhaust gas analysers. In Lucas Service UK the vast majority of turnover (about 90%) is to the 'trade' i. e. those businesses involved in the repair and service of vehicles or the final sale of parts to customers. Only 10% of turnover is attributable to direct customer contact. Again within the UK group, about 70% of turnover is attributable to parts wholesale (mainly but not only Lucas parts), with 30% attributable to the repair and overhaul of parts. The case may reasonably be said to reflect these aggregate figures.
- The case is located in a traditional mixed industrial and commercial area (which includes several related automotive activities) near to the centre of Bristol, England.
- The firm has 34 employees and a turnover of £2.2m (ie about twice the size of the average Lucas Service UK branch).

The firm started on this site in December 1992, and was therefore still adjusting to the new location and the upheavals of the move. This move was forced by a compulsory purchase order, enacted by the local planning authority in order to enable the construction of a road. Prior to this move the case had been long established in Bristol, having been present in some form since the 1930s. The move was not a great one, the new site is only 2km from the old one. This relocation has not had a significant impact on trade in that the case has a long-standing list of regular trade customers who were not lost in the move. The new premises will, in the longer term, undoubtedly help in attracting and retaining customers. The case has considerable investments in specialist electrical diagnostic equipment.

The case is considered to be a good one by Lucas Service UK. It has won several group awards for performance, is larger than average, and has achieved BS5750 Part II quality status which enables the site to undertake work for public organizations and bodies. This type of business is potentially of some significance, in that it often involves relatively high volumes of work and also greater regularity of work. On the other hand it is fair to say that the Lucas Service UK part of the Lucas Aerospace group has been relatively neglected in terms of corporate funding for training.

New technologies have had a major impact on this case following developments in vehicle electrical and electronic areas. Of particular note are recent developments in diesel fuel injection with electronic engine management systems, now being installed in some light commercial vehicles (e.g. Ford Transit) and expected to be installed more widely in the future. As a main branch the case has to have competence in 'EPIC' (Electronic Petrol Injection Centre) diagnosis and repair of sophisticated fuel pumps and in electronic ignition systems. ABS was seen as a likely future area of work, though the parent Lucas company has failed to make a successful impact on this market in which Bosch and Teves have a powerful position.

Within the repair and distribution sector for electrical vehicle parts there has been a continual process of differentiation underway. Lucas Service UK has sought to position itself as an expert in specific fields. In simple terms this may be understood as a medical analogy: Lucas Service UK thought that it was impractical for all garages and repair outlets to train all their workers in diagnosis and repair of such parts, and to install the expensive equipment

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needed to undertake this sort of work. For the average garage or workshop the volume of work coming in would be insufficient to warrant the investment in people and equipment. Thus what is needed is a system of general practitioners and specialists. The general practitioners would then refer work up to the specialists when it was beyond their own competence and resources.

The case does occupy a slightly strange position in that it will often wholesale parts to firms which act as competitors for service work. However a high volume of work was derived from others active in vehicle distribution and repair, including franchised dealerships. In the view of Lucas Service UK there were few staff in generalist workshops capable of tuning a modern engine properly.

The case may in some instances act as a regional service centre in that it can undertake tasks which smaller branches or franchise outlets are unable to do – for example on diesel engine management systems. It is worth noting that the start-up costs of a basic franchise operation for Lucas are quite low, of the order of £3,500 for the basic equipment and initial training required, and that many independent competitors exist in either motor parts wholesale and retail, or in servicing of electrical and electronic parts. Thus while the case charges an 'official' labour rate of £26 per hour that rate does not always apply. Changes are at the discretion of the branch manager, and need to be, in order to be sensitive to local market conditions. The case expects to achieve a 65% productivity rate, where productivity is measured as the number of hours available, divided by the number of hours charged at full rate.

The case is run by the general manager, who reports to a regional manager (who in turn reports to a divisional manager). Within the case there are four departments: service; administration/accountancy (provided by Sheffield HQ); parts sales and delivery; and ordering and inventory control.

The occupational structure reflects this organizational structure. Under the branch manager there is a service manager and a parts manager. There are skilled workers in the service area with 6 staff in the electrical workshop, 2 in the diesel workshop, and 4 in the garage.

Customers were generally from the trade. The case has a reception area which deals with initial inquiries and logged the sale and ordering of parts into the Lucas Service UK national computer system. Customers did not normally have direct contact with staff undertaking service work. Within the workshop area staff were more specialized.

This specialization needs to be seen in the context of the nature of the work undertaken, and the nature of the workforce itself. With respect to the former point the case sought to undertake service and repair work in about 38 distinct areas including, for example, cruise control, electric windows, injectors, security systems, cab heaters, and car telephones. This broad spread of task areas generates a high training load, and to keep all members of staff fully trained in all areas would be both prohibitively expensive and inefficient in that the workshop always had a variety of tasks in progress. With respect to the latter point, the case enjoys low labour turnover and absenteeism rates, and its workshop staff have frequently been with the company a long time. This factor has enabled specialization to develop.

The electrical workshop has a 'leading hand'. He is not a foreman, in that he does not organize tasks in the workshop, but is very broadly skilled and experienced, and may be turned to by other staff when they encounter difficulties with a particular task.

Age data on staff is not available. However it was observed that the reception and delivery staff tended to be younger, while the workshop staff were generally middle aged and male. All staff were full-time workers, with the exception of one part-time female cleaner. There were 9 women staff, of which 6 were in the sales area and 3 were elsewhere. There were no women workshop staff.

Staff all worked a standard 39 hour week. There was a reluctance to allow workers overtime, because these extra labour costs could not be passed on to the customer. In general, overtime was only worked when a particular job demanded it, overtime was not worked simply in the hope of attracting more business. Wages ranged from £9,700 to £12,900. There was a bonus system, applicable where productivity exceeded a specified limit.

The case takes a long term view of its workforce. It has enjoyed labour stability in the past and expects this to continue. In this context its view of recruitment is that while some basic qualifications are useful they value actual abilities and attitudes more highly. Traditional City and Guilds or BTEC courses were seen as overly academic in content, and insufficiently focussed for Lucas Service UK needs. Thus for workshop staff the case will seek to ensure that recruits are able to perform certain tasks. The case valued the ability to work with other people highly, because so much of the business involved contact with people outside the case.

Given the stability of the workforce in the case, the situation of the external labour market was of reduced significance. Bristol is generally regarded as a relatively prosperous and increasingly expensive area in which to live, but has suffered more than most areas from declines in its traditional industries – notably aerospace. Competition for labour was not thought to be an issue. It must be realized that the physical working conditions in the case are excellent, considerably better than would be found in most establishments dealing with this sort of work, and this is a considerable attraction to the workforce.

### 3. Providers of continuing vocational training

CVT is entirely provided by Lucas Service UK except in the case of specific items or components (such as tachographs). Trade associations and public centres are not used. Some of the training is delivered on

site, and occasionally consultants are used by Lucas Service UK to deliver specific training packages.

The Lucas training centre (the Technical Training Centre in Birmingham) is fairly basic. It provides traditional 'chalk and talk' programmes which are largely product based. There are some courses on sales and commercial activities, but these too were relatively old-fashioned.

One training programme of note is the Lucas Aerospace CET programme which is available to staff in Lucas Service UK. The Continuous Education and Training programme is funded centrally at a cost of some £3m per annum. Any individual may apply, although the training sought has to be job related (unlike the Ford EDAP scheme for instance), but is separate from specific business needs. Each operating unit has a CET administrator (in this case the branch manager), expensive proposals are referred up to a central committee who define rules, eligibility, etc. As an example, one branch manager has taken a degree in Business Management through CET. The case currently has one member of staff on CET.

## 4. Training policy of the firm

The case is the first in Lucas Service UK to be awarded BS5750 which, as part of the approval, requires the case to have a corporate training needs analysis and plan. This is drawn up on a matrix by the general manager, treating each functional area in turn. Training needs were defined in terms of the need for specific product knowledge, this type of training constituted the vast bulk of the demand.

Product-based skills generated the bulk of the training demand, and gave rise to traditional concepts of training requirements. In some instances other training was required. All staff went through an on-site induction training programme, similarly all staff went through a quality awareness training programme in compliance with the requirements of BS5750.

In this case there was some resistance to a strategy of simply training all staff to be fully capable. Rather the work was structured in such a way as to make this both unnecessary and inefficient. In the parts sales and distribution area, for example, the case had a gap in the skills base in that insufficient staff had full awareness of the product range. However the case had decided to alter the way it conducted business here, with greater emphasis on an efficient parts delivery service. From the current split of 7 sales staff and 3 delivery staff, it was intended to move some of the sales personnel into delivery, thus improving customer service and reducing the need for generalist staff training across the whole product range. The case did not place strictures on those who received training. That is, there was no agreement to repay the cost of some or all of the course fees if the member of staff left within a certain time period.

All members of staff were potential targets for training, though the highest training load was in the service area. The key targets for Lucas Service UK were in fact the management in those branches where quality needed to be raised and BS5750 achieved. This was seen as a cultural issue in that management needed to understand the importance of quality and the role of training in achieving quality.

There was a high training load in general, so the policy was to develop core clusters of expertise in certain staff, and then seek to broaden that core over time until staff were more generally skilled. However there was a limit to this process, as the business needed a mixture of skills at any one time. In consequence some staff were quite highly specialized, and their training tended to reinforce this specialization.

Access to CVT was voluntary, but it was understood that workers needed to keep skills and knowledge up-to-date. Access to the CET programme depends upon individual initiative.

Training plans were prepared on an annual basis. Since 1987, apart from the changes required by technological developments, the most important emerging feature is that associated with training in quality awareness. In the future it is expected that environmental legislation leading to plant level audits will generate a training demand.

Broadly speaking there is a linkage between occupational career and training participation in that departmental and general management staff were expected to have a good knowledge of all elements of the business. Within the workshop the leading hand was expected to be knowledgeable about a range of technologies. On the other hand, for many of the staff, there appears to be little sense of having a career, and no explicit encouragement for staff to think in those terms. Opportunities for promotion are relatively limited. It was recognized that training was required to keep staff up-to-date, in this sense training enabled staff to retain their jobs – staff who refused training would eventually become technologically redundant.

Lucas Service UK were very critical of the traditional system of training in the UK and the qualifications associated with that training. The RTITB was seen as, at best, ineffectual and at worst positively harmful. The industry, especially in the components and vehicles service area was highly fragmented. Against this background Lucas Service UK were very positive about the NVQ system which could recognize the very specialist courses Lucas runs. The highly political nature of the NVQ setting process was seen as a potential problem (i.e. it was liable to be dominated by sectional interests to the detriment of the specific needs of Lucas Service). Accreditation was seen as one means to achieve a higher profile for training and greater support of the training effort among the branches.

Staff were selected for courses at the general manager's discretion.

Courses were conducted in a traditional chalk and talk style with demonstrations of strip-downs, etc.

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They were very much functionally orientated towards meeting workers' needs to deal with specific products.

CVT courses are carried out by full-time instructors at the Lucas Centre. From time to time consultants would be contracted to provide courses, usually these would be delivered locally and be on more general issues than product knowledge.

The main emphasis to date in CVT courses has been the continued development of product knowledge. Lucas Service UK felt that even here there were difficulties in ensuring the whole Lucas infrastructure was kept up-to-date. This training need was determined centrally by Lucas Service UK staff.

Training in Lucas is separate from and has no real connection with product development. This reflects the relatively low status enjoyed by Lucas Service within the large Lucas company as a whole, and the fact that product development in these areas tends to be conducted in conjunction with the vehicle manufacturers.

Training needs evolve continuously, not just in line with Lucas products, but also following other products in the vehicle electronics area. The case does not restrict itself to working only on Lucas equipment, therefore it is important that staff are kept abreast of new developments in other firms' products. Training concepts have not really changed as a result of new technologies.

Social partners have no influence over training. There are no trades unions on this site or involved in the CVT centre. Trade associations are not relevant either.

There are no collective agreements on CVT in the firm.

Employees bear no costs for CVT.

## 5. Evaluation of training concepts

The training concepts used reflect the need to be highly focussed on business requirements. In such a competitive product area where any extra costs may impact unfavourably on market share it is imperative that training costs be kept as low as possible – especially given the difficulty in persuading branch and franchise managers of the importance of training and quality. The CVT centre was therefore under considerable pressure to provide cost-effective and useful training, but found it difficult to experiment with training provision.

Employees followed the above patterns in that the highest training load was on the workshop staff, several of whom had accumulated many years experience in this type of work. Per person training was variable. Almost all training was given by Lucas in Birmingham.

In terms of the sub-sector (ie the repair and replacement of vehicle electric parts) this case is certainly an example of good practice in that it is far better than most establishments of this nature. The site was seen by Lucas Service UK as exemplifying the direction which they want the whole network to go, but it was recognized that the commitment to training was very unevenly developed in the group. It was clearly recognized that training was a central part of generating quality, though many of the actual courses were traditionally structured and presented.

CVT demand would continue to grow, it was widely expected. The proliferation of electronic and electrical technologies – often integrated with mechanical technologies such as injectors – created a high load for updating training. Beyond this the requirements of environmental legislation was expected to feature in the future. Mobility was only an issue as far as travelling to courses was concerned. Some courses were provided at the site, and in some cases consultants were engaged to provide local training.

Thus far the majority of the approach to training can be described as tactical rather than strategic. The main intention was to meet immediate needs in terms of skills required to complete specific tasks. This should not be seen as a reflection of a lack of commitment to training, or of a lack of awareness of the value of a more strategic approach. This particular case (in Bristol) is one of the most committed to training within the Lucas Service UK network, the difficulty was that the network overall was very uneven in terms of attitudes and receptiveness to training. Lucas Service UK (at central management level) saw this as essentially a cultural problem – and its endeavours to achieve BS5750 in its branches is as much to create cultural change as to meet direct commercial needs. That is, for central Lucas Service UK staff the key issue was to pursuade the many franchises of the benefits of and necessity for training plans in association with gaining BS5750.

## 6. Conclusions in relation to best practice and normal practice

In conclusion, this case illustrates clearly the difficulties of increasing training, and developing more innovative training concepts, in a sector which has traditionally suffered from a highly fragmented and competitive market. To some extent Lucas stands above this maelstrom of competition, as they are able to differentiate themselves through the increasing technological sophistication of the components they repair, service and sell.



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# CASE STUDY 5

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## 1. General description of the case

The case is a long established family business in the Rhondda valley, South Wales. It is a Vauxhall (GM / Opel) dealership. Most of the continuing vocational training is done either at or through the Vauxhall College, though the case also undertakes formal in-house training itself. Some of the training provided by the Vauxhall College is decentralized into regional centres, otherwise it is conducted at the College itself in Luton or Ellesmere Port – near to the production centres for Vauxhall in the UK. Some training is also provided by specialist equipment producers.

The case is one of many Vauxhall franchised dealers, it is a main dealer capable of full sales and customer support. The case has a five year franchise agreement with Vauxhall, has been long established as a Vauxhall dealer, and may be regarded as one of the better dealerships in the UK.

## 2. General description of the firm

The case currently has 35 staff, an increase of 2 on 1991, and is expecting to increase employment by a further 3 staff in 1993.

The case holds a sole franchise for Vauxhall cars, where it covers the full range. The cars themselves are produced in the UK (by Vauxhall) and Germany (by Opel), though it also sells the Frontera which is produced by the joint venture company IBC in the UK (IBC is a 50/50 joint venture between Isuzu and Bedford, a GM-owned company). The case also provides parts and service for Vauxhall cars, and sells spare parts and servicing / repair. As a consequence of the new cars sales the case also sells used cars which have been part-exchanged.

The firm is located on two sites in close proximity. The main offices and sales outlet is alongside a busy main road, about 15 minutes drive from the M4 motorway junction 34. The case has two other buildings located a few hundred metres away off the main road. In one building there is a parts sales and warehouse operation, in the other there is a servicing area and body shop.

35 staff. Turnover or sales of cars not known.

The firm has a very long history of undertaking business activities in the Rhondda area. The firm as a whole has a diversity of business interests.

The company was originally established as a family firm in 1895, it is currently in the fourth generation of being a family firm. The business originated as a butchers' shop. This activity then led to interests in meat wholesale and distribution, which in turn led to the firm developing a vehicle servicing operation. The case developed its motor trade interests in 1928, and has been a Vauxhall main dealer since 1967. In 1977 the food and motor trade sides of the business were formally split, though the family still controls both elements.

As the owner-manager commented, the firm is no stranger to trading under difficult market conditions, the Rhondda has suffered long term structural decline in the wake of the collapse of the coal industry since the 1930s – with insufficient new industry arriving to create jobs. Consequently the firm is well used to difficult market conditions and has been a 'lean' operation for many years. In this 'thrifty' economy the current recession has not been that noticeable, the case does not tend to suffer peaks and troughs in sales as firms in, say, the South East of England – and has deliberately sought not to get too big in the 'good times'. Thus the firm is well prepared for a static market.

The firm also has a very strong presence in the local market. In the Rhondda area the only main dealers are Ford, Rover and Vauxhall – with none of the Japanese makes represented. The long term presence of the case has given them unrivalled local knowledge and a strong, steady market for vehicle service, repair, and parts replacement. Although sales were strongest for the smallest car in the Vauxhall / Opel range (in the UK known as the Nova), the case had enjoyed fast growing sales of the Frontera. Given the strength of the current Vauxhall model range, and the well established market for servicing, etc. of Vauxhall vehicles in the locality, there was no great incentive for the case to change franchises in the immediate future.

The Rhondda of course has a reputation as the heartland of radical working class politics because of the historic strength of the National Union of Mineworkers. However this militant unionism rarely extended beyond the pits of South Wales, even in the height of coalmining activity prior to the 1930s, and now that the last pit in the Rhondda has closed much of that culture is eroding away. In fact this case has never been unionized, no attempt had been made by any unions to establish a presence.

The impact of new technologies was seen to be more important in terms of recruitment than CVT, though the two are closely related. The major impact was seen in the work and skills of the mechanics or service staff. The continuing reduction in the need for mechanical servicing as electronic components and systems become more sophisticated and pervasive was considered likely to require a more talented workforce of greater initial educational standard. The vehicles of the future are expected to have fewer moving parts, and those moving parts are going to be more reliable, so the demand for mechanical servicing would continue to fall as it had over the last ten years. Sales staff too had to keep abreast of such changes, but only in so far as it impacted upon selling the vehicle.

As was noted above the case has worked over many years to create a strong local market presence. As with other dealership networks, Vauxhall are seeking to improve the overall performance of the system – both for vehicle sales and those of parts. This drive towards 'lean' distribution is only just beginning. Thus for parts, for example, there is currently a 25% VOR (vehicle off road) surcharge for parts delivered overnight and there is a 14 day cycle on parts ordering. However Vauxhall is looking at reducing this to 7 days cycle.

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An organizational chart of the firm shows 17 in administration and marketing, 18 in management and technical (including service). Two of the family run the case, below them are department managers. As with other examples the shop-floor controller of the service activity is seen as a critical role – essentially the person who runs the service activity on a day to day basis, and is broadly qualified in many skills.

The senior management fulfilled a range of roles and could be said to be the most flexible of the workforce. In the workshop area the most multi-skilled member of staff was the foreman, who organizes the flow of work through the service area and body shop.

It was generally felt that the level of education of the workforce would rise in that new recruits were expected to be of a higher standard than hitherto. There is a long serving workforce and this stability, which contributes to the concensual style of management, is valued. The case considers that an applicant's circumstances are as important as qualifications in recruitment: a philosophy that was illustrated by citing the case of a new recruit who left after a few months because she was pregnant. Much of the training in this case, as with others studied, is related to keeping staff up-to-date rather than to promotion per se.

The external labour market has for many years been very weak, with high levels of male and female unemployment, a relatively unskilled population, and particular problems in terms of finding work for the young. Indeed the Rhondda area has been suffering steady population decline and out-migration for 50 years.

### 3. Providers of continuing vocational training

CVT is obtained at or through the Vauxhall College – often the courses are decentralized to one of 6 regions, especially those for sales staff. Other than that directly linked to Vauxhall, training is provided by the makers of specialist equipment. Two examples were given: Sikkens, a Dutch company which provides paints for the body shop, has a training centre in Hungerford where the firm gives instruction on colour matching, thickness of paint, etc; secondly the Motec Centre at Bridgend provided simple basic training on brake systems for staff in the first few years of work.

Although Vauxhall as a manufacturing operation has been tightly controlled by GM Europe, with most of the actual control in Opel Russelsheim, the sales organizations are separate. This means that the training owes less to direct control from Germany than might be supposed. The technical content of much of the training is initially established in Germany, but the training given to Vauxhall staff in the UK is not necessarily equivalent to that given to Opel staff in Germany, even though they are both controlled by the same group, GM. At a more general level, GM is trying to establish greater commonality between all of its operating units across Europe, with for example a harmonisation of computer systems for vehicle ordering.

As these moves progress, both the courses to do with vehicle servicing and those to do with distribution will show greater commonality of content, but whether this will result in commonality of qualifications is less certain.

Centre of Trade Associations not relevant.

Structure of public centres not relevant.

### 4. Training policy of the firm

Having achieved BS5750 quality status the case undertakes a training needs analysis every 6 months with an overall annual plan. Under this process the case reviews the available skills, the likely future requirements, and subsequently the training needed in the next period. The training needs analysis is linked to course availability and specifies what training is required, when, and the qualifications to arise from training. An important feature here is the reporting of results / feedback after training.

Training concepts and the level of training required are not necessarily linked, as the case has no real power to influence the character of training provided – only whether that training is used. GM took a very broad view of training and the means by which it may be delivered, with use of both traditional teaching methods and more flexible methods such as video-based training. In general the vehicle service based training was more 'hands on', while media such as videos were used more for information and image presentation.

The required skills were essentially functional to specific tasks that were required to be completed. There was a general requirement determined centrally for each dealership to undertake a minimum level of training days per year.

Resulting from the above, training concepts were also functional.

Training was not compulsory, and was mediated between the individuals concerned and the dealer principal. The amount of training given was really an evaluation of what the business could bear under the prevailing circumstances.

The development of training plans and courses has to be seen in the overall context of Vauxhall in the UK, and the circumstance of the case in particular.

With regard to the former point Vauxhall have held a growing share of the UK market with a highly competitive range of products, though like many firms they have sought some rationalisation in the supply base. As part of a more deeply based culture change within GM the firm is trying to redesign its distribution structure which is seen as inefficient and expensive to run. Two initiatives are of relevance. Firstly, in the UK Vauxhall is moving towards a distribution system driven by actual sold orders rather than orders for stock. This places the dealer network and the manufacturing operation in much closer contact, and places considerable emphasis on the increased importance of the dealer network in generating the orders to drive the system. Changes



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in the methods of ordering vehicles and subsequent impacts in the dealers (for example the cessation of dealer swaps which traditionally used a lot of staff time) have generated a new training load. Secondly Vauxhall has pioneered a new 'brand' for used vehicles called 'Network Q', which is already (after about 1 year in use) attracting a high market profile. This sort of branding requires a heavy 'cultural' training load as staff are inculcated with the concept of the brand.

Vauxhall has been assiduous to ensure the active participation of leading figures in the dealer network as these major structural changes are put in place, and have thus sought to incorporate the collective wisdom of the dealer network in designing the new system and its associated training provision.

With respect to the case in particular reference has already been made to the strong local market position which the case enjoys, with a high level of stability and predictability in the overall economic context within which the firm operates. Given this, and the stable workforce with low levels of staff turnover and absenteeism, the case is able to plan training needs quite carefully and with some confidence. In other words, the stability of the situation reduces the training load. Or conversely, that turbulence in the workforce of itself would generate a higher training load. It may be, for example, that the position with respect to staff turnover is different in other locations such as south-east England.

Cost for CVT varied according to the location, content, provider, and recipient of training. The courses provided by Vauxhall, whether decentralized or not were subsidised in that prices charged did not fully recover costs. Those provided by the makers or importers of specialist equipment were more expensive, as were residential courses.

## 5. Evaluation of training concepts

The case can be said to illustrate the mainstream approach of a volume manufacturer to training in the UK. The training concepts were essentially biased towards functional specialism in order to meet specific business needs. In this sense the case contrasts with others discussed in the report, which are more biassed towards cultural and attitudinal training programmes.

Training concepts also reflected the media used to deliver training. Thus on the one hand is the idea of training in terms of blow-by-blow techniques on servicing particular items of equipment on the vehicle delivered via taught courses and 'hands-on' activities (i. e. learning by doing). At the other extreme is training in terms of generally informing sales staff on the product or the way in which Vauxhall generally is presented. Here training is very close to outright marketing or promotion, that is, staff are 'sold' the concept or the product by Vauxhall central management. The material may well be presented via video media, and can not be said to increase a specific skill or expand the range of skills which staff may have.

Nonetheless within Vauxhall as a whole, and in the leading dealerships of which this case may be taken as one, there was a perception that the major restructuring of the distribution system currently underway would also have to be supported by training approaches which are more 'cultural' in content than had hitherto been the case. It was also felt that future training needs would have to encompass a greater level of updating training as the product technology evolved and as the activity technology developed. In particular there was a perception that the move towards greater electronics content posed challenges for dealerships and individual workers who would find it difficult to make the transition from an essentially 'mechanical' culture to something rather different.

These trends were expected to have the overall impact of raising the educational level of recruits to the dealerships in almost all areas of activity. There was also an expectation that the overall level of training would have to increase, with the proviso that the cost of training and the effect of losing staff to training courses was a constant issue for all dealerships.

At a strategic level the key issue is to match the training provision more closely to both the needs of the dealerships and the overall strategic marketing plans of Vauxhall in the UK. That is, training courses, their content and the concepts underpinning them, would need to reflect the evolving Vauxhall retail and distribution system. It is to be expected that the restructuring of the network will be achieved faster than changes in training.

## 6. Conclusions in relation to best practice and normal practice

This case may be regarded as one of best practice in the Vauxhall group. As with other dealership networks there is a mixed degree of participation in and support for training, reflecting the degree of autonomy enjoyed by individual dealerships. With a very experienced management team, a long-term involvement in the area, and a relatively stable overall economic environment, the case is able to plan its training needs with some precision to match skill needs with workplace demands.

# PART 3:

**Table 1 – Table 22**

Table 1 – Car service and repair sector by type and number of outlets in 1989

| | Number of outlets |
|---|---|
| Non-franchised (independent) garages | 9,500 |
| Franchised dealerships | 8,000 |
| Fast-fit centres | 4,500 |
| Mobile servicing | 400 |
| Autocentres | 200 |

Source: Mintel Report on the Car Aftermarket (1989)

Table 2 – Cars licenced in the united Kingdom in 1990 by first year of registration

| Year of registration | Number (000s) | Percentage |
|---|---|---|
| pre-1980 | 2211.7 | 11.2 |
| 1980 | 883.0 | 4.4 |
| 1981 | 1054.7 | 5.2 |
| 1982 | 1294.4 | 6.4 |
| 1983 | 1575.3 | 7.8 |
| 1984 | 1586.8 | 7.9 |
| 1985 | 1698.3 | 8.4 |
| 1986 | 1756.7 | 8.7 |
| 1987 | 1889.8 | 9.4 |
| 1988 | 2097.3 | 10.4 |
| 1989 | 2206.6 | 10.9 |
| 1990 | 1934.3 | 9.6 |
| All years | 20188.8 | 100.0 |

Source: MMC, 1992

Table 4 – Car replacement parts market, 1986 to 1989 (at retail prices) £m

| Part | 1986 | 1987 | 1988 | 1989 |
|---|---|---|---|---|
| Tyres | 595 | 655 | 685 | 700 |
| Steering | 300 | 320 | 340 | 355 |
| Exhausts | 250 | 265 | 240 | 225 |
| Engine parts | 215 | 225 | 240 | 260 |
| Clutches | 210 | 215 | 225 | 240 |
| Brakes | 175 | 190 | 210 | 222 |
| Shock absorbers | 138 | 148 | 160 | 175 |
| Lights | 140 | 150 | 159 | 165 |
| Batteries | 110 | 105 | 105 | 102 |
| Filters | 85 | 91 | 100 | 105 |
| Alternators | 80 | 85 | 90 | 94 |
| Plugs | 72 | 75 | 77 | 80 |
| Cooling parts | 60 | 63 | 66 | 68 |
| Wipers | 32 | 32 | 32 | 33 |
| Others | 520 | 545 | 580 | 610 |
| Total | 2982 | 3164 | 3309 | 3434 |

Source: MMC, 1992

Table 3 – Registration of new cars in the UK by manufacturer

| Market shares % | 1980 | 1981 | 1982 | 1983 | 1984 | 1985 | 1986 | 1987 | 1988 | 1989 | 1990 | 1991 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Audi Volkswagen (VAG) | 4.51 | 5.40 | 5.49 | 6.62 | 5.52 | 5.67 | 5.80 | 5.37 | 5.45 | 5.55 | 5.76 | 5.56 |
| BMW | 0.89 | 1.15 | 1.48 | 1.41 | 1.47 | 1.83 | 1.91 | 1.86 | 1.93 | 2.13 | 2.14 | 2.43 |
| Citroen | 1.78 | 1.85 | 1.55 | 1.44 | 1.40 | 1.50 | 1.83 | 2.29 | 3.02 | 2.89 | 3.03 | 3.36 |
| Fiat | 2.99 | 3.73 | 2.81 | 2.58 | 2.72 | 2.97 | 3.28 | 3.41 | 3.39 | 3.05 | 2.74 | 2.18 |
| Ford | 30.70 | 30.94 | 30.49 | 28.91 | 27.83 | 26.50 | 27.38 | 28.81 | 26.35 | 26.45 | 25.25 | 24.24 |
| GM/Vauxhall | 8.72 | 8.57 | 11.69 | 14.63 | 16.17 | 16.56 | 15.11 | 13.45 | 13.70 | 15.21 | 16.08 | 15.62 |
| Honda | 1.50 | 1.06 | 1.05 | 1.05 | 1.08 | 1.04 | 1.09 | 1.23 | 1.21 | 1.17 | 1.58 | 1.77 |
| Jaguar | 0.39 | 0.38 | 0.41 | 0.39 | 0.43 | 0.44 | 0.40 | 0.55 | 0.65 | 0.62 | 0.53 | 0.36 |
| Mercedes | 0.59 | 0.72 | 0.78 | 0.75 | 0.83 | 0.99 | 1.06 | 1.08 | 1.08 | 1.23 | 1.32 | 1.30 |
| Nissan | 6.07 | 5.94 | 5.99 | 5.84 | 6.08 | 5.76 | 5.84 | 5.67 | 6.08 | 6.02 | 5.32 | 4.03 |
| Peugeot/Talbot | 7.61 | 5.78 | 4.87 | 4.44 | 4.00 | 4.02 | 4.60 | 5.03 | 5.72 | 6.04 | 6.16 | 7.26 |
| Renault | 5.84 | 4.85 | 4.13 | 3.51 | 3.42 | 3.85 | 3.86 | 3.91 | 3.86 | 3.83 | 3.36 | 3.99 |
| Rover | 17.83 | 18.82 | 17.41 | 18.18 | 17.84 | 17.90 | 15.80 | 14.99 | 15.01 | 13.57 | 14.01 | 14.40 |
| Saab | 0.53 | 0.64 | 0.61 | 0.53 | 0.50 | 0.46 | 0.55 | 0.52 | 0.48 | 0.53 | 0.59 | 0.58 |
| Toyota | 2.26 | 1.58 | 1.77 | 1.77 | 1.87 | 01.89 | 1.90 | 1.90 | 1.80 | 1.84 | 2.12 | 2.59 |
| Volvo | 2.53 | 3.00 | 3.33 | 3.42 | 3.38 | 3.25 | 3.66 | 3.52 | 3.63 | 3.55 | 3.29 | 2.94 |
| Others | 5.26 | 5.59 | 5.69 | 5.53 | 5.40 | 5.37 | 6.11 | 6.41 | 6.64 | 6.32 | 6.72 | 7.40 |
| Total market (mill.) | 1.51 | 1.48 | 1.56 | 1.79 | 1.75 | 1.83 | 1.88 | 2.01 | 2.22 | 2.30 | 2.01 | 1.59 |

Source: Society of Motor Manufacturers and Traders



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# 3.

Table 5 – Who does the servicing (in %)

| Q Which of these do you do? | | Cars bought | |
|---|---|---|---|
| Serviced by garage/workshop | | New | Secondhand |
| 1988 | 29 | 21 | 34 |
| 1989 | 32 | 19 | 39 |
| 1990 | 26 | 18 | 31 |
| 1991 | 34 | 25 | 37 |
| Services by main dealer | | | |
| 1988 | 31 | 64 | 14 |
| 1989 | 35 | 68 | 17 |
| 1990 | 32 | 62 | 15 |
| 1991 | 29 | 60 | 16 |
| Do it yourself | | | |
| 1988 | 23 | 8 | 31 |
| 1989 | 20 | 9 | 26 |
| 1990 | 24 | 10 | 32 |
| 1991 | 24 | 9 | 31 |
| Friend/acquaintance | | | |
| 1988 | 15 | 5 | 20 |
| 1989 | 15 | 7 | 20 |
| 1990 | 15 | 8 | 19 |
| 1991 | 16 | 7 | 20 |
| Main dealer for different make | | | |
| 1988 | 3 | 4 | 3 |
| 1989 | 3 | 4 | 2 |
| 1990 | 3 | 3 | 2 |
| 1991 | 3 | 4 | 2 |
| Service centre | | | |
| 1988 | 1 | * | 1 |
| 1989 | 2 | 1 | 3 |
| 1990 | 2 | 2 | 3 |
| 1991 | 2 | 1 | 2 |
| Mobile servicing unit | | | |
| 1988 | [1] | – | – |
| 1989 | – | – | – |
| 1990 | 3 | 2 | 4 |
| 1991 | 2 | 1 | 3 |
| Other | | | |
| 1988 | 1 | * | 2 |
| 1989 | 1 | 0 | 1 |
| 1990 | * | 0 | 1 |
| 1991 | 2 | * | 2 |

[1] mobile servicing included in 'other' in 1988 and 1989
Base: All with responsibility for servicing (974)

Source: Lex Report on Motoring 1992/MORI

Table 6 – Duration of major suppliers' standard warranties, 1990

| Supplier | Warranty duration Number of years | | | |
|---|---|---|---|---|
| | Mechanical | Paint | Bodywork | |
| Ford | 1 | – | 6 | |
| Vauxhall | 1 | – | 6 | |
| Rover | 1 | 3 | 6 | |
| Peugeot | 1 | 1 | 1 | (anti-perforation warranty for 6 yrs.) |
| Citroen | 1 | – | 6 | |
| Renault | 1 | – | 6 | (8 yrs. bodywork for Renault 19 & Clio) |
| VAG (UK) | 1 | 3 | 6 | (10 year bodywork for Audi) |
| BMW | 1 | 1 | 6 | |
| Mercedes Benz | 1 | 1 | 6 | |
| Fiat | 1 | 3 | 6 | |
| Volvo | 1 | 1 | 1 | (plus additional contributions to repairs throughout vehicle's life) |
| Mazda | 3 | – | 6 | |
| Toyota | 3 | 3 | 6 | (or 60,000 miles) |
| Nissan UK | 3 | 3 | 6 | |
| Honda | 2 | 3 | 6 | |
| Motor vehicle imports | 2 | – | 6 | |

Source: New car suppliers

Table 7 – Importance of servicing in selecting vendor

Q How important is it to you that the place where you buy your car also provides servicing?

| New cars | Percentage |
|---|---|
| Very important | 59 |
| Fairly important | 17 |
| Not very important | 13 |
| Not at all important | 10 |
| No opinion | 1 |

Base: All responsible for buying new car in last 2 years (140)

| Second hand cars | |
|---|---|
| Very important | 29 |
| Fairly important | 19 |
| Not very important | 25 |
| Not at all important | 26 |

Base: All responsible for buying second hand car in last 2 years from a dealer (232)

Source: Lex Report on Motoring 1992/MORI



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Table 8 – Trends in total outlets

Number of franchises current: 1st January 1982 to 1st January 1990

| | 1982 | 1983 | 1984 | 1985 | 1986 | 1987 | 1988 | 1989 | 1990 | Change 1989/90 |
|---|---|---|---|---|---|---|---|---|---|---|
| Alfa Romeo | 109 | 130 | 120 | 99 | 90 | 92 | 90 | 78 | 76 | - 2 |
| Audi/VW | 381 | 383 | 354 | 355 | 347 | 348 | 350 | 350 | 343 | - 7 |
| BMW | 143 | 144 | 148 | 142 | 144 | 150 | 156 | 157 | 157 | - |
| Citroen | 251 | 243 | 249 | 230 | 231 | 233 | 236 | 243 | 240 | - 3 |
| Daihatsu | 113 | 134 | 136 | 140 | 122 | 126 | 128 | 128 | 98 | -30 |
| Fiat | 340 | 302 | 292 | 295 | 312 | 315 | 327 | 335 | 330 | - 5 |
| Ford | 1216 | 1216 | 1166 | 1128 | 1035 | 1027 | 1026 | 1017 | 1022 | + 5 |
| FSO | 148 | 140 | 110 | 155 | 110 | 120 | 106 | 106 | 85 | -21 |
| GM | 695 | 653 | 663 | 683 | 655 | 642 | 629 | 628 | 626 | - 2 |
| Honda | 208 | 191 | 165 | 155 | 153 | 156 | 148 | 154 | 147 | - 7 |
| Hyundai | - | 157 | 167 | 183 | 150 | 183 | 190 | 203 | 185 | -18 |
| Isuzu | - | - | - | - | - | - | 110 | 110 | 124 | +14 |
| Jaguar | - | 227 | 198 | 152 | 132 | 115 | 115 | 112 | 109 | - 3 |
| Lada | 180 | 177 | 175 | 181 | 178 | 193 | 195 | 211 | 206 | - 5 |
| Lancia | 129 | 120 | 115 | 99 | 95 | 97 | 93 | 88 | 89 | + 1 |
| Land/Range Rover | - | - | - | 275 | 230 | 219 | 205 | 187 | 166 | -11 |
| Mazda | 217 | 207 | 198 | 191 | 196 | 191 | 175 | 177 | 171 | - 6 |
| Mercedes Benz | 98 | 101 | 102 | 102 | 106 | 111 | 110 | 112 | 121 | + 9 |
| Mitsubishi | 220 | 173 | 173 | 180 | 163 | 148 | 138 | 136 | 117 | -19 |
| Nissan | 415 | 420 | 425 | 420 | 380 | 386 | 457 | 464 | 367 | -97 |
| Peugeot | 647[1] | 571[1] | 518[1] | 476 | 406 | 392 | 400 | 401 | 399 | - 2 |
| Porsche | n/a | n/a | n/a | n/a | n/a | n/a | n/a | 35 | 43 | + 8 |
| Proton | - | - | - | - | - | - | - | - | 192 | - |
| Renault | 441 | 392 | 383 | 354 | 367 | 318 | 294 | 295 | 290 | - 5 |
| Rover | 1725[2] | 1506 | 1352 | 1246 | 1120 | 1057 | 1030 | 944 | 857 | -87 |
| Saab | 178 | 167 | 150 | 145 | 133 | 126 | 125 | 120 | 117 | - 3 |
| SEAT | - | - | - | - | 79 | 130 | 133 | 150 | 173 | +23 |
| Skoda | 230 | 244 | 256 | 267 | 245 | 266 | 282 | 293 | 296 | + 3 |
| Subaru | 97 | 96 | 100 | 108 | 114 | 125 | 120 | 125 | 132 | + 7 |
| Suzuki | 45 | 49 | 6 | 80 | 95 | 102 | 106 | 106 | 113 | + 7 |
| Toyota | 213 | 205 | 212 | 226 | 228 | 229 | 224 | 203 | 205 | + 2 |
| Volvo | 258 | 267 | 278 | 279 | 281 | 280 | 280 | 285 | 281 | - 4 |
| Yugo | - | n/a | n/a | n/a | n/a | n/a | n/a | 167 | 167 | - |
| Totals | 8697 | 8615 | 8272 | 8346 | 7897 | 7877 | 7978 | 8120 | 8044 | |

[1] Talbot Network incorporated 1984. Talbot 1982: 320 1983: 167
[2] BL Network

Source: Sewells International (1990)



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3.

Table 9 – Trends in sales per outlet

| | 1982 | 1983 | 1984 | 1985 | 1986 | 1987 | 1988 | 1989 | Per cent change 1988/89 |
|---|---|---|---|---|---|---|---|---|---|
| Alfa Romeo | 69 | 65 | 43 | 34 | 24 | 26 | 46 | 54 | 17.4 |
| Audi/VW | 243 | 311 | 295 | 328 | 343 | 326 | 364 | 404 | 10.9 |
| BMW | 160 | 170 | 182 | 232 | 239 | 241 | 272 | 311 | 14.3 |
| Citroen | 100 | 103 | 107 | 122 | 158 | 207 | 294 | 294 | 0.00 |
| Daihatsu | 61 | 65 | 58 | 60 | 57 | 54 | 51 | 72 | 41.2 |
| Fiat | 150 | 171 | 172 | 187 | 215 | 225 | 239 | 230 | - 3.9 |
| Ford | 435 | 493 | 480 | 521 | 551 | 603 | 615 | 668 | 8.6 |
| FSO | 25 | 46 | 40 | 64 | 44 | 57 | 63 | 65 | 3.1 |
| GM | 297 | 395 | 430 | 516 | 470 | 430 | 483 | 627 | 29.8 |
| Honda | 98 | 130 | 142 | 147 | 147 | 179 | 181 | 184 | 1.6 |
| Hyundai | – | – | 35 | 40 | 44 | 52 | 60 | 50 | -20 |
| Isuzu | – | – | – | – | – | 31 | 36 | 27 | -33.3 |
| Jaguar | 28 | 36 | 50 | 61 | 65 | 97 | 129 | 131 | 1.55 |
| Lada | 95 | 110 | 85 | 86 | 105 | 130 | 147 | 138 | - 6.5 |
| Lancia | 43 | 30 | 27 | 32 | 34 | 37 | 46 | 36 | -27.7 |
| Land/Range Rover | – | – | 25 | 44 | 48 | 55 | 33 | 46[1] | 39.4 |
| Mazda | 82 | 104 | 107 | 102 | 109 | 126 | 139 | 155 | 11.5 |
| Mercedes Benz | 120 | 132 | 142 | 167 | 176 | 198 | 209 | 234 | 11.9 |
| Mitsubishi | 57 | 63 | 71 | 85 | 95 | 103 | 110 | 110 | 0.00 |
| Nissan | 233 | 260 | 268 | 294 | 311 | 272 | 320 | 404 | n/a |
| Peugeot | 137 | 166 | 170 | 200 | 250 | 284 | 352 | 380 | 7.9 |
| Porsche | n/a | n/a | n/a | n/a | n/a | n/a | n/a | 86 | – |
| Proton | – | – | – | – | – | – | – | 34 | – |
| Renault | 175 | 181 | 193 | 224 | 259 | 317 | 352 | 368 | 4.5 |
| Rover | 192 | 257 | 265 | 309 | 296 | 305 | 366 | 378 | 3.3 |
| Saab | 57 | 63 | 61 | 63 | 81 | 83 | 89 | 103 | 16.9 |
| SEAT | – | – | – | 5 | 45 | 61 | 68 | 65 | - 4.6 |
| Skoda | 38 | 43 | 41 | 41 | 48 | 55 | 54 | 46 | -17.3 |
| Subaru | 44 | 54 | 50 | 49 | 31 | 57 | 57 | 55 | - 3.6 |
| Suzuki | 74 | 76 | 65 | 63 | 78 | 98 | 105 | 96 | - 9.4 |
| Toyota | 154 | 175 | 170 | 176 | 183 | 180 | 210 | 236 | 12.4 |
| Volvo | 194 | 220 | 212 | 212 | 246 | 253 | 282 | 290 | 2.8 |
| Yugo | 26 | 29 | 36 | 50 | 53 | 52 | 54 | 49 | -10.2 |

[1] Range Rover and Discovery only

Source: Sewells International (1990)

Table 10 – CV dealer networks and total sales

Dealer Network at 1st January 1990

| | Total outlets | Full line dealers | Dealers vehicles 1.8–3.5 t | Dealers: vehicles 3.501–7.5 t | Dealers vehicles 7.501–17 t | Dealers vehicles 17.001–38 t | Additional service only dealers | Open points |
|---|---|---|---|---|---|---|---|---|
| AWD | 88 | 41 | – | 41 | 41 | 41 | 47 | 3 |
| ERF | 25 | 25 | – | – | 25 | 25 | 33 | – |
| Foden | 15 | 15 | – | – | – | 15 | – | – |
| Ford (LWB Transit) | 165 | – | – | 165 | – | – | – | – |
| Hino | 17 | 17 | – | – | – | 17 | – | – |
| Iveco Ford | 136 | 49 | – | 111 | 111 | 111 | – | – |
| Leyland DAF trucks | 129 | 56 | – | 68 | 68 | 56 | 56 | – |
| Leyland DAF vans | 243 | 243 | 243 | – | – | – | – | – |
| MAN/VW | 133 | 23 | 100 | 33 | 33 | 23 | 10 | n/a |
| Mercedes Benz | 88 | 62 | 26 | 26 | 62 | 62 | 6 | – |
| Multicar | 24 | 24 | 24 | – | – | – | 3 | 1 |
| Renault Truck | 71 | 46 | – | 46 | 46 | 46 | 25 | 7 |
| Scania | 42 | 34 | – | – | 34 | 34 | 8 | n/a |
| Seddon Atkinson | 46 | 24 | – | – | – | 24 | 11 | – |
| Vauxhall Vans | 386 | 386 | 386 | – | – | – | 1 | – |
| Volvo | 63 | 63 | – | – | 63 | 63 | 2 | – |
| TOTAL | 1,464 | | | | | | | |

Iveco Ford vehicles 28.5 tonnes sold through 49 full line dealers (HTSD)
12 Leyland DAF dealers sell vehicles 3.501-17 tonnes
All Renault Truck dealers sell vehicles 3.501-38 tonnes

Source: Sewells International (1990)

Table 11 – Trends in total outlets (CVs 3.5 tonnes and over)

Number of CV sales franchises current: 1st January 1982 to 1st January 1990

| | 1982 | 1983 | 1984 | 1985 | 1986 | 1987 | 1988 | 1989 | 1990 | Per cent change 1989/90 |
|---|---|---|---|---|---|---|---|---|---|---|
| AWD | – | – | – | – | – | – | – | – | 41 | |
| Bedford: trucks | 173 | 168 | 151 | 151 | 133 | – | – | – | | |
| DAF trucks | 22 | 22 | 22 | 22 | 22 | 22 | – | – | | |
| Dodge | 74 | – | – | – | – | – | – | – | | |
| ERF | 25 | 26 | 26 | 26 | 22 | 22 | 23 | 25 | 25 | |
| Foden | 4 | 14 | 13 | 9 | 10 | 12 | 13 | 15 | 15 | |
| Ford | 237 | 236 | 232 | 225 | 197 | – | – | – | | |
| Hestair Eagle | 5 | 9 | 9 | 2 | – | – | – | – | | |
| Hino | – | – | – | – | – | – | – | – | 17 | |
| Iveco | 51 | 51 | 42 | 40 | 36 | – | – | – | | |
| Iveco Ford | – | – | – | – | – | 148 | 144 | 141 | 136 | – 3.5 |
| Leyland trucks | 161 | 146 | 69 | 50 | 81 | 73 | – | – | | |
| Leyland DAF Trucks | – | – | – | – | – | – | 57 | 69 | 68 | – 1.0 |
| MAN/VW | 44 | 44 | 104 | 103 | 106 | 136 | 126 | 132 | 133 | + 0.8 |
| Mercedes-Benz | 48 | 52 | 53 | 54 | 56 | 55 | 84 | 84 | 88 | + 4.8 |
| Renault trucks | 44 | n/a | n/a | 69 | 64 | 55 | 58 | 49 | 46 | – 6.1 |
| Scania | 26 | 27 | 27 | 25 | 24 | 25 | 26 | 32 | 34 | + 6.3 |
| Seddon Atkinson | 36 | 34 | 29 | 27 | 29 | 24 | 39 | 38 | 46 | +21.1 |
| Volvo | 41 | 45 | 46 | 46 | 48 | 50 | 56 | 63 | 63 | +12.5 |
| TOTAL | 1001 | 874 | 823 | 849 | 828 | 622 | 626 | 648 | 712 | + 9.9 |

Source: Sewells International (1990)



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3.

Table 12 – Operator support services

| | Drivers' club | Roadside assistance | Contract maintenance | Contract hire |
|---|---|---|---|---|
| AWD | | • | • | • |
| ERF | | • | • | |
| Faden | | • | • | • |
| Ford (LWB Transit) | | | | |
| Iveco Ford | | • | • | |
| Leyland DAF Trucks | | • | • | |
| Leyland DAF Vans | | • | | |
| Man/VW | | • | • | • |
| Mercedes Benz | • | • | • | |
| Multicar | | | • | |
| Renault Trucks | • | • | • | |
| Scania | | | • | |
| Seddon Atkinsan | | • | • | |
| Vauxhall Vans | | | | |
| Volva | • | • | • | |

| | Own credit card | New vehicle warranty duration | Extended warranty |
|---|---|---|---|
| AWD | | 1 yr unlimited Mileage | 2 yr Powertrain |
| ERF | | 1 yr | • |
| Faden | | 1 yr unlimited Mileage | • |
| Ford (LWB Transit) | | 1 yr | • |
| Iveco Ford | • | 1 yr/2 yrs Powertrain | • |
| Leyland DAF Trucks | | 1 yr/2 yrs Powertrain | • |
| Leyland DAF Vans | | 1 yr | |
| MAN/VW | | 1 yr | • |
| Mercedes Benz | • | 1 yr/2 yrs Powertrain | |
| Multicar | | 1 yr | • |
| Renault | • | 3 yrs, 1 yr on 50 series | • |
| Scania | • | 1 yr unlimited | • |
| Seddon Atkinsan | • | 1 yr | • |
| Vauxhall Vans | | 1 yr unlimited Mileage | • |
| Volva | | 1 yr | • |

Source: Sewells International (1990)

Table 13 – RMI Federation membership

| | 1990 | 1991 |
|---|---|---|
| Franchised dealers | 4634 | 4179 |
| Used vehicle dealers | 1088 | 1140 |
| Repairers | 4665 | 4313 |
| Motorcycles etc | 455 | 419 |
| Petrol retailers | 1287 | 1236 |
| Recovery | 328 | 328 |
| Others | 576 | 552 |

Source: RMI



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Table 14 – Car franchises: contractual arrangements

| | Duration (if not indefinite) (months) | Termination notice (months) | New dealer investment Signage/tools/ parts inventory | Minimum vehicle stock as % of target sales | Warranty labour rate as % of retail | Gross margin on new vehicle sales % |
|---|---|---|---|---|---|---|
| Alfa Romeo | 12 | 12 | £25,000 | 15.0 | 90 | 60.0+ |
| Audi/VW | continuous | 12 | variable | 12.5 | 100 | 14Audi 17.5VW |
| BMW | continuous | n/a | n/a | n/a | n/a | n/a |
| Citroen | continuous | 12 | variable | 12.5 | 100 | 17.5 |
| Daihatsu | 12 | 12 | variable | 10.0 | Up to 100[1] | 17.5 |
| Fiat | 12 | 12 | variable | 12.5 | Up to 100 | 18(15-19 range) |
| Ford | continuous | 24 | – | n/a | 100 | 17.0 |
| FSO | 12 | 3 | £ 4,500 | 6 units | variable | from 18.5 |
| Honda | 12/continuous | 12 | £15,000 | 12.5 | £23.00 | 17.5 |
| Hyundai | 12/renewable | 12 | £ 7,500 | 12.0 | 80 | 17.5 |
| Isuzu | continuous | 12 | £ 4,500 | 10.0 | 80 | 15.0 |
| Jaguar | 12 | 12 | n/a | 12.5 | n/a | 18.0 max |
| Lada | continuous | 12 | £10,000 | 15.0 | 100/90[3] | 17.5 |
| Lancia | indefinite | 12 | variable | 15.0 | Up to 100 | 17.0 |
| Land Rover | 24 | 24 | n/a | n/a | n/a | n/a |
| Mazda | continuous | 12 | £15,000 | 15.0 | 100 | 17.0 |
| Mercedes Benz | 12 | n/a | n/a | n/a | n/a | n/a |
| Mitsubishi Motors | 12 | 12 | variable | 8 units/15.0 | Up to 105 | 17.5 |
| Nissan | 12-60 | 3-60 | £15,000 min | 10.0 | 80 | 14-20 |
| Peugeot Talbot | continuous | 12 | variable | 16.0 | 100 | 16.0-18.5 |
| Proton | 12 | 12 | £ 5,250 | 18.0 | 90 | 15-17 |
| Renault | continuous | 12 | variable[2] | 15.0 | 100[3] | n/a |
| Rover | 24 | 24 | variable | 11.0 | Av of regional rates | 17.0 |
| Saab | continuous | 12 | £15,000 | 12.0 | 100 | 16.5 |
| SEAT | 12 | 12 | £12,500 | 12.5 | 90 | 17.0 |
| Skoda | continuous | 12 | £ 3,500 | 5 units | 100 | 19.0 |
| Subaru | continuous | 12 | £ 7,500 | 12.5 | 80 | 15.0 |
| Suzuki | continuous | 12 | n/a | 15.0 | 100 | 16-17.0 |
| Toyota | 9 | 12 | variable | 10.0 | 100 | 17.5 |
| Vauxhall-Opel | 60 | 1 (from dir) | variable | 12.5 | 100 | 15.0-18.0 |
| Volvo | 60 | 12 | variable | 10.0 | Up to 100 | 17.5 |
| Yugo | Open ended | 12 | £ 5,000 | 8 units /£35,000 | Individual | 170/18.0 |

[1] Linked to training
[2] Subject to customer satisfaction survey
[3] Dependent on model

Source: Sewells International (1990)



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3.

Table 15 – Car franchises: vehicle finance

| | Franchise used car retailing scheme | Used car retailing mandatary far all used cars | Preferential stock/demanstrator finance available | Retail finance saurce | Stock finance saurce | Cantract hire scheme operated |
|---|---|---|---|---|---|---|
| Alfa Ramea | • | | • | Lambard Narth Central | Lambard Narth Central | • |
| Audi/VW | | | • | VAG Finance | VAG Finance | • |
| BMW | • | | • | BMW Finance (GB) | BMW Finance (GB) | • |
| Citraen | • | | • | Citraen Credit | Citraen Whalesale | |
| Daihatsu | | | • | Daihatsu Finance | Daihatsu Finance | |
| Fiat | • | | • | Fiat Finance & Others | Fiat Finance | • |
| Ford | [1] | | n/a | Ford Credit, Variaus | Variaus | • |
| FSO | | | • | FSO Credit/UDT | FSO Credit/UDT | |
| Handa | Pilat | | • | British Credit Trust | British Credit Trust | |
| Hyundai | | | • | IM Finance | IM Finance | • |
| Isuzu | | | • | IM Finance | IM Finance | |
| Jaguar | • | | • | Jaguar Cars Finance | Jaguar Cars Finance | |
| Lada | • | | • | UDT, Chartered Trust, Transamerican | UDT, Chartered Trust, Transamerican | |
| Lancia | • | | • | Lancia Finance & Others | Lancia Finance, Lambard | • |
| Land Raver | • | | n/a | Land Raver-Finance | Raver Finance Whalesale | |
| Mazda | • | • | • | Mazda Finance | Mazda Finance | • |
| Mercedes Benz | | | • | n/a | n/a | |
| Mitsubishi Matars | • | | • | SDS/Shagun Finance | Spitalgate Dealer Services | |
| Nissan | | | • | Nissan Finance | Nissan Finance | • |
| Peugeat Talbat | • | | • | PSA Credit | PSA Whalesale | • |
| Pratan | Under review | | | Pratan Finance/UDT | Pratan Finance/UDT | |
| Renault | • | | • | Renault Financial Services | Renault Financial Services | • |
| Raver | • | | • | Raver Finance | Raver Finance Whalesale | • |
| Saab | • | | • | Saab-Scania Finance | Saab-Scania Finance | • |
| SEAT | • | | • | SCT Finance | SCT Finance | |
| Skada | • | • | • | UDT | UDT | |
| Subaru | | | • | IM Finance | IM Finance | |
| Suzuki | | | • | Chartered Trust | Chartered Trust | • |
| Tayata | • | • | • | Tayata Finance | Tayata Finance | • |
| Vauxhall | • | | • | Vauxhall Finance & Others | Vauxhall Finance & Others | • |
| Valva | | | • | VOCs Finance | VOCs Finance | • |
| Yuga | | | • | Citibank | Transamerican | |

[1] Separate franchise

Source: Sewells International (1990)



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Table 16 – CV franchises: contractual arrangements

| | Duration if not indefinite (months) | Termination notice (months) | Minimum new dealer investment (tools/ parts inventory) | Minimum new vehicle stock as % of target sales |
|---|---|---|---|---|
| AWD | – | 6 | variable | 20.0 |
| ERF | 48 | 6 | – | – |
| Foden | 12 | 12 | – | – |
| Ford (LWB Transit) | – | 24 | – | – |
| Iveco Ford | – | 24 | – | – |
| Leyland DAF Trucks | – | 12 | variable | – |
| Leyland DAF Vans | 36 | 24 | n/a | n/a |
| MAN/VW | 12 | 12 | £30,000 | 10.0 |
| Mercedes Benz | – | – | – | – |
| Multicar | 12 | 3 | £ 1,200 | Nil |
| Renault | – | 12 | variable | – |
| Scania | – | – | – | – |
| Seddon Atkinson | 36 | 6 | variable | 4.0 |
| Vauxhall Vans | 60 | 12 (1 from variable dir) | | 12.5 |
| Volvo | – | – | – | – |

| | Minimum service bays required | Warranty labour rate as % of retail/ fixed sum | Gross margin on new vehicle sales % | Dealer advertising marketing support offered |
|---|---|---|---|---|
| AWD | 4 | 90 | 20.0 | Yes |
| ERF | – | – | – | |
| Foden | 4 | 90 | 20.0 | Yes |
| Ford (LWB Transit) | – | 100 | 17.5-20.0 | – |
| Iveco Ford | – | 100 | 20.0 | – |
| Vauxhall Vans | 3 | 100 | 15.0-18.0 | Yes |
| Leyland DAF Trucks | | 100 | 20.0 | Yes |
| Leyland DAF Vans | 1 | 95 | 18.5-20.0 | Yes |
| Renault | 4[1] | 80-105 | – | Yes |
| MAN/VW | 6 | 100 | 17.5-20.0 | Yes |
| Mercedes Benz | Variable | – | – | – |
| Multicar | 1 | £16.00 per hr | 18.0 | Yes |
| Scania | – | – | – | – |
| Seddon Atkinson | 3 | 85-90 | 20.0 | Yes |
| Volvo | – | – | – | – |

[1] Subject to fleet

Source: Sewells International (1990)



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# 3.

Table 17 – Satisfaction with servicing

Q How satisfied or dissatisfied are you with the way your car is serviced?

| | |
|---|---|
| Car service by main dealer for make (286) | |
| Very satisfied | 48% |
| Fairly satisfied | 38% |
| Very/fairly dissatisfied | 6% |
| Neither/no opinion | 8% |
| Car serviced by garage/workshop (330) | |
| Very satisfied | 57% |
| Fairly satisfied | 34% |
| Very/fairly dissatisfied | 5% |
| Neither/no opinion | 4% |

| | Main dealer | | | Garage/workshop | | |
|---|---|---|---|---|---|---|
| | 1989 % | 1990 % | 1991 % | 1989 % | 1990 % | 1991 % |
| Very satisfied | 42 | 43 | 48 | 60 | 53 | 57 |
| Fairly satisfied | 41 | 40 | 38 | 32 | 38 | 34 |
| Very/fairly dissatisfied | 8 | 6 | 6 | 3 | 4 | 5 |
| Neither/no opinion | 8 | 11 | 8 | 6 | 5 | 4 |

Source: Lex Report on Motoring 1992/MORI

Table 18 – Reasons for dissatisfaction

Q Can you think of any occasion in the last five years when you were dissatisfied with the way your car was serviced by a garage or dealer?

| | |
|---|---|
| Yes | 36% |
| No | 62% |
| No opinion | 2% |

Base: Car services by garage, dealer or service centre (633)

Q What were the reasons for your dissatisfaction with the way your car was serviced?

| | Percentage | Changed where serviced | |
|---|---|---|---|
| | % | Yes % | No % |
| Poor quality of work | 54 | 60 | 44 |
| Repairs not done | 27 | 25 | 33 |
| Too expensive | 22 | 28 | 12 |
| Bill always larger than quote | 7 | 10 | 1 |
| It took too long to service | 7 | 7 | 6 |
| Unhelpful attitude, manner of staff | 6 | 8 | 4 |
| Poor availability of parts | 6 | 8 | 4 |
| Car not ready when collected | 4 | 6 | 2 |
| No replacement car during service | 3 | 3 | 2 |
| High price of parts | 3 | 2 | |
| Waiting time for appointments | 2 | 1 | 2 |
| Opening hours inconvenient | n/a | 1 | 0 |
| Other | 19 | 21 | 16 |
| Don't know | 3 | – | – |

Base: Dissatisfied with servicing (230)

Q As a result of this dissatisfaction did you change the place you got your car serviced, or not?

| | |
|---|---|
| Yes, changed | 63% |
| No, not changed | 35% |
| Don't know | 2% |

Base: Dissatisfied with servicing (230)

Source: Lex Report on Motoring 1992/MORI



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Table 19 – Employment in motor vehicle distribution and motor vehicle repair

| | Male | | Female | | All |
|---|---|---|---|---|---|
| 1976 | f.t. | p.t. | f.t. | p.t. | |
| Distribution | 305929 | 25548 | 61717 | 35702 | 428896 |
| Repair | *13770* | *1028* | *2860* | *1927* | *19588* |
| 1981 | | | | | |
| Distribution | 136876 | 8845 | 29606 | 17235 | 192562 |
| | *5680* | *336* | *1240* | *678* | *7934* |
| Repair | 132877 | 7714 | 18345 | 13692 | 172628 |
| | *5341* | *279* | *764* | *565* | *6949* |
| 1987 | | | | | |
| Distribution | 135190 | 7995 | 30306 | 14748 | 188239 |
| | *5658* | *236* | *1102* | *584* | *7580* |
| Repair | 141640 | 7254 | 20927 | 14812 | 184633 |
| | *5196* | *232* | *752* | *682* | *6861* |
| 1991 | | | | | |
| Distribution | 153062 | 9712 | 32706 | 15792 | 211233 |
| | *6214* | *269* | *1297* | *559* | *8338* |
| Repair | 131583 | 7191 | 18294 | 13975 | 171043 |
| | *6057* | *189* | *901* | *375* | *7521* |

Figures for Wales are shown in italics

Source: NOMIS/ Dept of Employment



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3.

Table 20 – Number of employees, 1978 and 1984

| | 1978 | 1984 | % Change |
|---|---|---|---|
| Motor car importer/ concessionaire | 216,415 | 6,893 | |
| Motor car agent, dealer distributor | | *169,218* | – 19 |
| Commercial vehicle importer concessionaire | 12,126 | *1,624* | |
| Commercial vehicle agent, dealer distributor | | *10,536* | no change |
| Used vehicle dealer | 6,558 | 6,020 | – 8 |
| Petrol/service station operator | 59,295 | 37,928 | – 36 |
| Commercial vehicle or diesel engine repairer | 6,330 | 3,748 | – 41 |
| Light vehicle repairer | 30,336 | 26,138 | – 14 |
| Auto-electrical repair specialist | 5,598 | 4,017 | – 28 |
| Component replacement specialist | [1] | 2,445 | |
| Windscreen replacement specialist | [1] | 549 | |
| Motorcycle importer/ concessionaire | 5,223 | *147* | |
| Motorcycle agent, dealer, repairer | | *4,425* | – 12 |
| Total | 341,881 | 273,688 | – 20 |

[1] Not available
Figures for Wales are shown in italics

Source: Road Transport Industry Training Board, 1986

Table 21 – Employees by occupation, 1978 and 1984

| Occupation | 1978 | 1984 | % Change |
|---|---|---|---|
| Managers | 38,573 | 31,636 | – 18 |
| Professional & commercial | 5,341 | 4,514 | – 15 |
| Supervisors | 17,470 | 13,135 | – 25 |
| Vehicle sales staff | 19,134 | 16,208 | – 15 |
| Clerical staff | 57,559 | 44,829 | – 22 |
| Skilled workshop staff | 89,427 | 64,332 | – 28 |
| Semi-skilled workshop staff | [1] | | 10,536 |
| Apprentices | 31,371 | 9,752 | – 69 |
| Junior trainees | [1] | | 3,622 |
| Parts staff | [1] | | 20,090 |
| HGV drivers | 1,871 | 507 | – 73 |
| Other drivers | 5,204 | 3,540 | – 32 |
| Fork lift truck operators | 168 | 194 | + 15 |
| Filling station staff | 34,425 | 28,503 | – 17 |
| Other operatives | 41,338 | 22,290 | – 46 |
| Total | 341,881 | 273,688 | – 20 |

[1] Not available

Source: Road Transport Industry Training Board 1986

Table 22 – Number of employers, 1978 and 1984

| | 1978 | 1984 | % Change |
|---|---|---|---|
| Motor car importer/ concessionaire | 5,464 | | 29 |
| Motor car agent, dealer, distributor | 5,372 | | – 1 |
| Commercial vehicle importer/ concessionaire | 275 | | 23 |
| Commercial vehicle agent, dealer distributor | 226 | | – 9 |
| Used vehicle dealer | 1,404 | 1,276 | – 9 |
| Petrol service station operator | 9,535 | 5,427 | – 43 |
| Commercial vehicle or diesel engine repairer | 534 | 545 | 2 |
| Light vehicle repairer | 5,891 | 5,939 | 1 |
| Auto-electrical repair specialist | 224 | 174 | – 22 |
| Component replacement specialist | [1] | 97 | – |
| Windscreen replacement specialist | [1] | 16 | – |
| Motorcycle importer concessionaire | 963 | | 14 |
| Motorcycle agent, dealer, repairer | 853 | | – 10 |
| Total | 24,290 | 19,991 | – 18 |

[1] Not available
Figures for Wales are shown in italics

Source: Road Transport Industry Training Board 1986

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