

imREVIEW

2011/12



A NEW DAWN FOR IM

After China successfully hosted the 2008 Olympic games, the first Chinese Auto brand reaches the UK market as the games come to London.

CUSTOMER FOCUS

Introducing IM's new in-house Contact Management Centre.

CONTINUED GROWTH

How Subaru Nordic hopes to achieve 10,000 car sales in 2012.

SUBARU IMPREZA
UK

Text to follow.

THE NEW SPECIAL EDITION WRX STI 320R COMES WITH ADDED POWER AND SAT NAV AT NO ADDED COST.

IT'S FOR PEOPLE WHO KNOW WHERE THEY'RE GOING.

The new special edition Subaru WRX STI 320R has 20PS more power than a standard WRX STI. It also has a free touch screen Sat Nav fitted. And unlike other exclusive special editions, there's no additional cost compared with a standard WRX STI. There's even the option of a performance hatchback or a performance saloon.

The new WRX STI 320R combines power, precision and performance with everyday practicality. Supreme balance and control comes from permanent Symmetrical All-Wheel Drive combined with our legendary spec.C suspension. The new WRX STI 320R is a vehicle that inspires every time you take hold of the wheel.



BOXER TURBO ENGINE
FOR BALANCE
AND PERFORMANCE



AWD
FOR GRIP



SPEC.C
SUSPENSION
FOR AGILITY



320
PS
HIGH POWER
FOR EXHILARATION



SATELLITE NAVIGATION
FOR STRESS FREE JOURNEYS



Call 08708 502503
subaru.co.uk
or text '320R' to 60800



SUBARU
Confidence in Motion

WRX STI 320R is a Subaru WRX STI with a performance upgrade added post-registration.
WRX STI range fuel consumption in mpg (L/100km): Urban 20.0 (14.1), Extra urban 33.6 (8.4), Combined 26.9 (10.5). CO₂ emissions 243 (g/km).



IM REVIEW 2011/12

INTRODUCTION

By Andrew Edmiston
Managing Director - IM Group

As we turn from 2011 to 2012 we can reflect on a year where the unexpected became almost normal – catastrophically so in some cases. In March the Japanese earthquake and subsequent tsunami gave a much different perspective to many of the things we talk about on these pages than those of previous IM Reviews.

Our first thoughts were for the many colleagues and friends that would certainly be affected in some way. You can read in this review about some of the things IM, our staff and dealers have been doing to help Japan's response to what happened.

An unfortunate side-effect to all the devastation was significant disruption to supply lines for vehicles and components supplied from north-eastern Japan, affecting not just

the Japanese motor industry but having global implications for the whole automotive industry.

For much of 2011 we have been working with a single-minded focus; to make sure our customers are protected. With a tremendous collective effort from our friends in Japan and our own staff and dealers, plus an attitude that compels us to go the extra mile, we have maintained proper supply of vehicles and spare parts throughout the year. I am very grateful for the effort of so many people in this regard – we believe we're a great and trustworthy company and the effectiveness of our response does nothing to undermine that belief.

Early 2012 sees the sale of the first Great Wall vehicles into the UK market. This is a really tremendous moment and one of those occasions that takes so many people, working together over a long period of time, to make a success.

As a company driven by our values and committed to serving our customers, it is crucial that we only sell products that we completely believe in. It is also true that great companies tend to build great products – and Great Wall

is a great company for many more reasons than merely its name! We are delighted to be able to partner with Great Wall Motor Company to represent them in many parts of Europe and know that we and our dealers and customers can look forward to a wonderful association over the coming years.

As always, there are so many things happening in a company like IM Group that it is difficult to boil it all down into a magazine-style publication like this. Suffice to say that despite continuing difficulties in Europe, our main area of operation, the confidence, creativity and enthusiasm across the group remains at fever pitch and I hope that what we have chosen to highlight gives you a good feeling for the current mood and activities of the company.



ISUZU
UK

The latest suite of advertising reflects Isuzu's consolidated position in the market. Always a utility vehicle, never a lifestyle pretender, the latest Rodeo range is tough, reliable and hardworking. Rodeo is sold & serviced by focused pick-up experts with a strong commercial heritage. Isuzu are The Pick-up Professionals.

**THE NEW RODEO HAS A TIMING CHAIN,
NOT A TIMING BELT.**

**BECAUSE A TOUGH WORKING WORLD
NEEDS A TOUGH WORKING PICK-UP.**

At Isuzu we only make commercial vehicles. That's why we can focus on making the Rodeo powerful, tough and built to go the distance. Created from our commercial vehicle DNA, every part is dedicated to work. And dedicated to working harder. That's why we use a strong stainless steel timing chain as found on trucks, rather than the weaker rubber belt found on most other pick-ups. With the Rodeo there are no compromises. So when you need something built for the job, turn to the experts. Because the Isuzu Rodeo is 100% pick-up, from bumper to bumper.

FOR DETAILS OF THE
NEW EXTENDED RANGE
CALL 08446 626625
OR VISIT ISUZU.CO.UK

**ISUZU
RODEO**
THE PICK-UP
PROFESSIONALS



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WHAT DOES IT MEAN TO BE A CUSTOMER CENTRIC ORGANISATION



LIVE LIFE TO D-MAX

The big news from Isuzu is the New Isuzu Pick-Up due for sale next year.

"We're eagerly waiting for the new vehicle, which will now be known as the D-MAX in the UK," says Isuzu general manager, William Brown. "The main improvements will be in fuel economy, and therefore lower emissions – both of which will be class-leading – as well as safety and comfort. Reliability and durability are a given – they go hand-in-hand with the existing product."

The new D-MAX will be bigger than the current model, but not as big as VW's Amarok or the new Ford Ranger. However, it's going to rewrite the rules in the pick-up segment "Rodeo is nine years old, so the new model is going to show significant advances in engineering and technology," points out William. "There will be many more features coming as standard from the factory. As a result, it will be on even more people's shopping list than before."

"We'll also have a wider line-up with seven variants against five with the current Rodeo. We'll have

three different body types, a new 6-speed manual transmission and the option of 5-speed automatic. There will be more low-end vehicles, including a low-end 4x4 double-cab. This will please the fleet buyers who have told us that a lower specification derivative will work better for them."

William says 2012 will also see Isuzu dealers "picking up the pace" as they reflect the importance of the new model. Depending upon the factory confirming the allocation, Isuzu plans to sell a total of 3,500 units in 2012, including the last of the current Rodeo models.

...THERE WERE SO MANY HIGHLIGHTS, NOT FORGETTING THE MOST IMPORTANT ONE WHICH WAS PHYSICALLY SEEING THE D-MAX PICK-UP. I KNOW I AM NOT ALONE, HAVING SPOKEN TO SO MANY OF THE OTHER DEALERS, WHEN I TELL YOU HOW IMPRESSED WE ALL WERE. WE ARE ALL VERY EXCITED AT THE PROSPECT OF RECEIVING THE NEW VEHICLES AND TURNING THEM INTO SALES.

TRISTAN HOPWELL
T.I.M. COMMERCIALS

Despite a number of challenges, 2011 has been a good year for Isuzu. "At the start of the year we had fantastic momentum from the back end of 2010, which carried us through the first four months with unprecedented enquiries and sales. Our original target for this year was 3,000 units. However, we've had to revise that to 2,350 as a result of limited vehicle availability caused by production being halted in preparation for the new model," explained William.

"There were also some issues following the Tsunami. Although

the vehicle is built in Thailand, some of the major components are shipped from Japan where there were some very difficult days and weeks for many factories following the disaster. Having said that, we are still the number one Isuzu distributor in Europe."

The launch of the new D-MAX is one of the most important events for Isuzu in the last nine years. To reinforce this momentous event, Isuzu UK took its dealer network to Bangkok for an early viewing of the new D-MAX.

The dealers attended a business meeting at which the concept and design of the new product was presented by Isuzu's head designer. This was followed by the Isuzu UK management team presenting their plans and strategy for 2012 including the launch activities. The highlight of the trip for dealers was the private viewing of three new D-MAX pick-ups. The overwhelming reaction from dealers was one of praise about the trip, excitement for the new D-MAX and confidence in the plans for 2012.

THE EVENT WAS EXTREMELY WELL ORGANISED, AND PRESENTED AN EXCELLENT OPPORTUNITY TO BOTH LEARN ABOUT THE NEW D-MAX AND TO MEET THE TEAM FROM ISUZU (UK) AND THE UK DEALER REPRESENTATIVES. WE WILL DO OUR BEST TO HELP WITH AN EFFECTIVE RUN-OUT OF RODEO AND LOOK FORWARD TO MAKING THE NEW D-MAX A MARKET-LEADER.

GARY ROUGET
RABEYS GROUP LIMITED



WILLIAM BROWN
ISUZU GENERAL MANAGER

HEIKI GOES TO TOKYO

TECHNICIAN, HEIKI RIIVIK, FROM ESTONIA, WAS CARRYING THE HOPES OF SUBARU NORDIC IN THE 2011 FINALS OF THE SUBARU TECHNICIAN OF THE YEAR COMPETITION BEING HELD IN TOKYO AT THE END OF THE YEAR.

Heiki, from Subaru dealer Mariine Auto of Tallin in Estonia, won his way to the finals by winning the Nordic round of the competition and then coming second in the European round in Brussels in June. Heiki – and winners from Turkey, the Czech Republic, France, Italy, Israel and the Netherlands – had to make precision measurements, read and analyse engine data, and find and fix errors in a car rigged by the judges. He got full marks in two of the competition's four stages and was just seconds away from taking victory. But he had to settle for second place behind Clif Totri from Israel. However, both Clif and Heiki won the right to represent Europe at the World Finals in Japan.

Martin Savas, training manager at Subaru Nordic, said: "It was very close. The judges had to take out their stopwatch to determine the winner! The last step was the time taken while troubleshooting, and Clif was just a couple of seconds faster. But all our hopes will go with Heiki to the grand final at the Subaru Academy in Tokyo at the end of the year."



Heiki Riivik in action.

impeople

IAN WAITE - FIRST RESPONDER

Almost every minute that Ian Waite, one of the maintenance team based at Ryder Street, West Bromwich, is not looking after IM Group buildings and property, he's on duty as a First Responder – a voluntary role designed to support paramedics and ambulance crews in his home area of Walsall.

Ian qualified in February after an initial six days of training and has been called on 'several dozen' times since. "It was my wife, Carol, who suggested I become a First Responder," he explained. "She's a medic at our daughter's school and became a First Responder two years ago. She said I'd love it – and I do!"

First Responders sign on with ambulance control when they are available to volunteer. If they are closer to the location of a 999 emergency call than the nearest paramedic or ambulance crew, they are dispatched to the casualty to take care of the situation and render first aid. "We hand over to the paramedic or ambulance crew when they arrive, which is usually a few minutes after we get there," said Ian.

As well as the initial training, Ian gets ongoing instruction

to ensure he's up to date with changing medical techniques – useful skills to have at any time. "I thoroughly enjoy the role and feel very passionately about its value to patients and to the ambulance service which, at times, is really stretched," he said. And the Waite family passion for helping others continues with their 12-year-old daughter, Rachael. She's a Young Firefighters Association member and hopes to teach other youngsters about fire safety and using fire-fighting equipment.



LONG-SERVICE AWARDS



Gary Wyatt

Three employees, who have been with IM since it was established 35 years ago, received special long-service awards during the summer.

Gary Wyatt, Keith Hadley and Paul Cartwright were each handed a £2,000 Thomas Cook travel voucher by Managing Director Andrew Edmiston during a gathering of staff at IM House. They were also given an additional five day's holiday with which to enjoy this token of the company's appreciation for their dedication over so many years.

Keith is group head of homologation and Paul is homologation manager. They have worked together to ensure

that all vehicles distributed by the IM Group meet the strict homologation requirements. Keith took his holiday towards the end of the year and Paul and Gary – who works in the company's warehouse at Ryder Street, West Bromwich – plan to spend their vouchers in the New Year.

After the presentation, Gary admitted to feeling very emotional when receiving the recognition. He told Andrew: "I've enjoyed every minute of my 35 years with the company – it's been my pleasure."



Keith Hadley

IM AUTOMOTIVE HIT'S SOCIAL NETWORKING

By moving into the world of social networking, IM Automotive has doubled the number of visits to its revamped website.

According to financial controller Sean Dunne – who worked with international digital branding agency, Gaumina – results of using Facebook have been really encouraging. "Compared to traditional forms of advertising this is an extremely cost-effective way of increasing brand awareness.

"Facebook has over two million users in Ireland with almost 1.25 million aged between 30 and 65 and therefore in our target audience. We are very pleased with the reaction we have got and with how quickly traffic levels have increased on both our Facebook page and our website. Before the campaign started, we were

getting an average of 100 visits a day to www.subaru.ie. By the end of October this had increased to more than 200 visits per day."

One of the moves to increase visits to the website was achieved by linking up with Debenhams. A €500 voucher to spend at the leading department store was offered as a competition prize on Facebook. Users had to click 'Like' and submit their answer to a Subaru-related question – together with their e-mail address. A number of mini prizes of Subaru merchandise were also awarded to stimulate participation and canvass comments and opinion.

The tremendous interest in the

Subaru brand as witnessed by the high amount of Facebook activity has brought a huge number of e-mail addresses that can be used to make customer contact much simpler and easier. Analysis of the move to use Facebook shows visits to www.subaru.ie via social networking has grown from zero to 19% in just a couple of months. "And it's going to keep increasing," explained managing director, Neville Matthews. "Every time a Facebook user clicks 'Like' all their friends on Facebook are notified. Every time Subaru Ireland posts on Facebook, this ever-widening circle of friends is notified. It's interesting to note that one well-known German

manufacturer has accumulated 3,000 'Likes' over some considerable time while we've driven our 'Likes' to 2,500 in a little over a month!"



IRISH NATIONAL PLOUGHING CHAMPIONSHIPS



Seeds sown by IM Automotive at Ireland's biggest outdoor event – the National Ploughing Championships held every September – are expected to bring a bountiful harvest of Subaru sales in the New Year. So much so that a booking has been made to exhibit at the 2012 event.

Sales and marketing manager,

Michael Kirby, says the massive event has become the 'must-be' place for any manufacturer. It's no longer just for those in the agricultural world where the ploughing match roots were planted in 1931 by two friends disputing which county had the best ploughmen. They resolved the

argument with a ploughing match – and it's continued every September ever since.

"This year's 80th anniversary event was the most fabulous showcase for us. With the bad winters we've had recently everyone was concentrating on four-wheel drive," says Michael. "It's now the biggest outdoor event in Europe with 1,000 exhibitors. More than 200,000 people passed through the gates over the three days."

With IM Automotive's biggest sales coming in the first quarter, Michael is looking forward to seeing the fruits of the show in the New Year. Unlike participation in the event in the past, when the Subaru didn't have diesel models on offer, interest this year was huge. To share that enthusiasm for the product, IM Automotive invited all its Irish dealers to visit the Subaru stand, which was run by Active Cars based in Carlow, just a few miles from the show site at Athy.

Michael maintains much of the credit for the spectacular Subaru display has to go to Kenyon Neads and Chris Graham at IM Group headquarters who put him in touch with Mobile Promotions, a company used by IM for such events. "Colin Allder of Mobile Promotions looked after us royally," he said. "From the point of view of working with the guys in the UK, it was 200% successful, and I'd like to give them that recognition in print. Our stand at least equalled, and in many cases surpassed, those of the bigger players."

Michael also got some surprise recognition during the show. While the event celebrated its 80th anniversary, he celebrated his 60th birthday during the event. To mark the occasion, Active Cars' dealer principal, David Pratt, produced a cake. "Thank goodness it didn't have 60 candles," said Michael. "It would have added significantly to global warming!"

impeople NICK HARDWICK OPEN UNIVERSITY

When Nick Hardwick, a warehouse assistant at West Bromwich who checks returns from dealers, left school almost 25 years ago it was with just a couple of GCSEs to show for 10 years of education. "I really was terrible at school," he admits. But by Christmas he'll not only have reached his 40th birthday, he could also be a Bachelor of Science with a degree in environmental studies.

Over seven years, Nick has spent 21 hours a week studying with the Open University – all funded from his earnings. What prompted him to return to education was being made redundant – twice. "Having suffered that a couple of times before I joined IM Group 10 years ago, I decided I would be more prepared and better-equipped to get a new job if it happened again – not that I want to leave IM or relish a third redundancy. I looked at the OU and saw a course on sustainability and technology and decided to give it a go."

He enjoyed the first year-long course so much he embarked on a two-year pollution-control

diploma course before taking a break from studying for a couple of years. But the urge to learn wouldn't go away. He took up a four-year course, which finished in October, during which he got a second diploma – in environment and development studies – looking at China and India and how they'd developed. "I'm waiting for December and my results," he said. "Assuming I get the right results there will be a degree ceremony in May."

Nick's wife, Kirsty, is manager at Birmingham University Business School and has helped him with his course. "She's been my personal secretary, typing all my essays," he said. "She's glad it's all over now."



SATISFACTION HAT-TRICK FOR SUBARU

Subaru Nordic won the prestigious Auto Index customer satisfaction survey for the third time in a row in 2011.

It was the company's fourth victory in five years of taking part in the annual poll of 80,000 owners throughout Denmark, Norway and Sweden.

Thomas Possling, pan-Nordic PR manager for the company, said everyone was delighted with the result. It came as the perfect reward for all the hard work put in by staff

and dealers, all of whom shared a passion for the brand. "Seven years ago, when we started this journey, 50% [of the Nordic population] didn't know that Subaru was a car. Today, less than 15% are not really sure. But those who do know the name know that it is the car with the most satisfied owners!"

As a result, he says many who now buy Subarus have this firmly in their mind: "And their expectations are sky-high!"

Recapping on Subaru's performance in the Auto Index survey, Thomas said the first year they had sufficient cars in the market to be assessed was 2007. "And we won! In 2008 we came 3rd, having

fallen down on dealer performance towards the customer. We took this on board and put in place some training and education and, in 2009, we were back in 1st place.

"In 2010 we became the first brand to come in as No 1 in all four parts of the survey and, of course, we won again. It was our third victory in four chances. We were very happy – but quite anxious about 2011 because there's only one way to go when you're on top. But in 2011 we won again – a genuine hat-trick of three wins in a row. We weren't on top of each part of the survey. But if we weren't No 1, we were No 2. All of us in the company feel the passion for the brand."



Thomas Possling

Auto Index fire 130 questions to customers covering a wide range of aspects of ownership including evaluation of the car itself, evaluation of the service received when buying, evaluation of the workshop and service department performance, and the loyalty owners have to the brand and its dealers.



BRZ TOKYO STAR

Sleek, sporty and star of December's Tokyo Motor Show... Subaru's production BRZ will arrive in the UK in July. Weighing in at just 1,220kg, the 2+2 BRZ has been designed for maximum driving enjoyment.

At the heart of BRZ is a newly-developed 2-litre Boxer engine incorporating advanced direct injection and port injection technology for improved efficiency. Careful positioning of the engine and 6-speed transmission gives BRZ an extremely low centre of gravity for greater stability which, according to Subaru engineers, is lower than the Ferrari 458.

STOP PRESS

Both Top Gear and Evo magazine were amongst the first to drive the BRZ at Subaru's SKC proving ground in Japan. Awarding the BRZ five stars out of five, Evo magazine commented that: "First impressions are good - very good.

"The BRZ feels more than capable of taking the

fight to rivals like the Audi TT, BMW M1 Coupé... and even the Porsche Cayman."

Evo praised the coupe's handling with "Corners make the BRZ special with a beautiful poised chassis that talks to the driver through exceptionally communicative electric power steering."

CONTACT MANAGEMENT CENTRE

BY CHRIS POOLE

JANUARY WILL SEE IM GROUP'S NEW IN-HOUSE CONTACT MANAGEMENT CENTRE (CMC) COMING FULLY ON STREAM IN WHAT HAS BEEN DESCRIBED AS ONE OF THE MOST IMPORTANT MOVES UNDERTAKEN IN RECENT TIMES.

After a phased introduction and training carried out throughout November and December, the team based in IM House at Coleshill will handle the calls previously taken by an external agency based in Yorkshire.

"It's not doing anything from a Subaru or Isuzu customer point of view that's different. We're doing something that's more efficient and making better use of resources," explained Howard Ormesher, group director of CRM (customer

relationship management). "It brings more skills in house so that we're in control of our own destiny and costs."

However, Chris Graham – group dealer development manager, who will be responsible for the running of the CMC and who has been deeply involved with establishing the in-house CMC – fully expects to see positive results from the new arrangements when it comes to analysing the all-important customer satisfaction index. "We

monitor every aspect of customer satisfaction and this has shown that there are a number of things we can do to enhance customer services. The agency staff assisted in the hand-over to ensure a smooth and uninterrupted operation and they will continue to serve IM Group in a number of ways, including being retained to handle any excessive peaks in demand on the in-house CMC team.

"We're the importer – it's our dealers that sell the cars. We haven't previously got involved

in communication with customers and selling, except via our after-sales department. But if we're really going to push the brand forward, my view is that we should have the call centre in house. We need to understand what our customers are saying, their feedback should influence our strategy."

Howard is confident that by having an in-house team talking to customers, finding out what appeals or what doesn't, and hearing first hand their view on the latest advertising or marketing campaigns will start to embed itself into IM's culture. "This, in turn, will help us to extend and strengthen our relationship with our

dealer partners. Previously dealers saw the call centre as a third party, whereas they'll see the CMC staffed by IM as a completely integrated resource whose sole purpose is to make it easier for our customers to deal with the franchise and our dealers."

Howard sees the in-house call centre as a great career opportunity for IM staff. In fact two agents were recruited internally for the new CMC, which is located on the first floor at IM House. In addition, the team leader of the new facility, Amrita Garcha, has a wealth of call centre experience having been recruited from the utilities sector.

Chris sees the high visibility of the new CMC team to visitors to IM House as an important statement of the company's determination to provide the best service possible to customers and dealers – something that will be made easier by having all the information from the CMC team available to the marketing department. "This wasn't previously the case," he pointed out. "I see the new CMC as one of the most important developments the company has made in its drive to continually raise customer focus and service standards."

OUR AGENTS, WHO ARE TALKING TO CUSTOMERS AND GETTING LIVE FEEDBACK AND MARKET RESEARCH, WILL BE ABLE TO INFLUENCE OUR STRATEGY. THEY WILL INFLUENCE WHAT WE DO AS A RESULT OF THEIR LIVING THE BRAND AND BEING CONSTANTLY EXPOSED TO IT. AND THAT FEEDBACK IS PRICELESS.

Chris Graham, group dealer development manager





GRACE ACADEMY

Gary Spicer, director of business, community and ethos, explains how the Grace Academies, sponsored by Lord Edmiston, equip young people to become tomorrow's leaders and high achievers.

The Grace Academies – three academies for all-ability 11- to 19-year-olds located in the West Midlands at Chelmsley Wood, Coventry and Darlaston – are very special places indeed. They are the embodiment of a simple idea: that every child deserves the best possible start in life, the best care, the best teaching, the best facilities and access to an exceptional range of opportunities.

This was the compelling belief that inspired the sponsor of the Grace Academies, Lord Edmiston, Chairman of the IM Group, to invest heavily in time and effort to create a new character for

secondary education in the West Midlands area. The academies are designed to deliver much more than just examination achievement. They treat every young person as someone who really matters, and encourages each one of them to pursue their dreams.

While the academies are vibrant places, where new ideas thrive, they are also built on traditional values drawn from a Christian ethos. The core values of Grace, Integrity, Respect, Potential and Excellence are promoted not only through the buildings themselves, but also through

the curriculum and the many extra-curricular activities available. Students and staff are encouraged to live-out these ideals in their daily relationships. And it is this combination of fresh ideas and energy, together with a foundation of respect for each other, that gives the Grace Academies their distinctive atmosphere. They are places where young people flourish.

Each of the three academies offers an exciting opportunity for today's young people to learn the skills that will make them tomorrow's successes. Visitors often comment on the friendliness they



GARY SPICER
DIRECTOR OF BUSINESS,
COMMUNITY & ETHOS



encounter while they are walking about the corridors and chatting with students and staff. The academies benefit from having their own team of young staff who promote the ethos and who ensure that each student is known and valued. As well as organising lively, engaging, assemblies, they help to celebrate the main Christian festivals and enable the students to explore the spiritual dimensions of their lives and the moral issues that they will face as adults in the 21st century.

Students can take advantage of an exceptional range of activities that take place in such diverse

locations as Zambia and the English Lake District. Each summer, teams of students and staff visit Africa to help a community to overcome some of its problems. It is a life-changing experience... In partnership with The Outward Bound Trust, Grace offers outdoor and adventurous activities in exciting locations. Through a wide-range of enrichment programmes, available to all students, there are opportunity to participate in community service projects, traditional games, new sports, theatrical performances, dance workshops, media and broadcasting clubs and a host of creative activities

that they would be unlikely to find elsewhere.

Success in adult life often depends upon making and seizing chances, and the Grace Academies aim to develop students who will do just that. The specialism in business and enterprise enables the students to develop skills that people need in whatever career they eventually follow. So from running a business and investing in a virtual stock exchange, to designing homes of the future – or even eating lunch with leaders from the world of commerce – enterprising Grace students are being equipped with the confidence to become tomorrow's leaders and high achievers.

BARON EDMISTON OF LAPWORTH

At the beginning of the year IM Group chairman Bob Edmiston was raised to the peerage as Baron Edmiston, of Lapworth during a ceremony in the House of Lords where he declared his allegiance to the Queen, her heirs and successors. It was the first step on what he describes as 'a steep learning curve'. Talking to Chris Poole, he describes the fascination of the Upper House – and the changes it has meant for him and his wife, Lady Tracie Edmiston.

January 18th was always going to be a big day for Bob Edmiston – the day he officially became a Conservative Life Peer. What he didn't expect was a nail-biting few hours wondering if the ceremony would actually take place.

"My introduction to the House of Lords was certainly interesting and fascinating. But it nearly never happened on that date! There is a way whereby if the House has gone through the night, and the business of yesterday is still carrying on today, it's still regarded as yesterday. And it remains yesterday until they break," he explains.

As it happened, the Lords did break at 1pm on January 18th. But right up to that moment, he wasn't sure whether his introduction would go ahead that day.

"The House has a number of funny little foibles," reveals Bob. "For instance, until

you say prayers, it's still morning. And we usually say prayers at 2.30pm on Mondays and Tuesdays, at 3pm on Wednesdays and at different times on Thursdays and Fridays. Those who have been there a long time tend to observe that tradition more than perhaps the newer intake – possibly because the newer Lords are not aware of it. I said good-afternoon to someone and she replied good-morning. I pointed out it was after 12-noon but she corrected me saying it was still morning because we hadn't yet said prayers!"

Beyond the foibles, Bob says there's an incredible array of talent in the House of Lords, with former Chancellors of the Exchequer, High Court judges, generals, top scientists, top educationalists, Bishops and people from all walks of life. The average age in the Lords is

more than 68 – so there's a lot of life experience there," points out Bob who, at 65 in October, is a relative youngster among the Noble Lords.

"There are people who know a lot about a whole range of subjects that we get involved in – and there are thousands of them, not just the major ones that the Press focus on. With so many subjects you can't possibly be an expert on all of them. So I'm taking a shotgun approach, attending as many debates as I can where I think I might have some competence. These will tend to be those involving business, charity and education."

When asked if he's enjoying life in the House of Lords, Bob points out that 'enjoy' doesn't accurately describe how he feels. "It's more a case of I'm finding it interesting," he says.

Initially, he and Lady Edmiston were

It's like having to cram everything into school holidays:
your feet don't touch the ground because you're flying
here there and everywhere.

travelling to London straight after church each Sunday morning. So the only time he had at home and to visit his Mum and family in the Midlands was on a Saturday. It meant he had no time for himself. "Finding three extra days in the week was very difficult; so we've had to take a look at how we do it and now we travel down on Mondays. I'm there three days and back to the Midlands late on Wednesday to do company, schools and charity business on Thursday and Friday."

Taking the Conservative whip is, he says, another interesting experience. "Until now, my

life has been my own. Now, all of a sudden, I've got people telling me: we'd like you here or we'd like you there and this is a three-line whip and can't you cancel what you're doing and come. This is quite a change from being able to determine your own future."

Bob says he will largely support the coalition government, although he has rebelled once during his first year in the Lords. It didn't make any difference because the vote went through. But he wanted to register his strong feelings and conscience over the fact that the government had not done enough to water-down political

correctness. He acknowledges there will be issues of conscience he has to deal with in the future. "As a Christian you have three options. You either go against your conscience – which I doubt I would do – or you abstain or you vote against. I believe the most effective thing is to tell your whip that you're not happy and plan to vote against. That way, it's sometimes withdrawn. There's no point in going into a fight that you're going to lose."

Bob says that it's vital to listen to what's said in the House. "There was another occasion when I was tempted to rebel. But I listened to all that was said and listened to the Minister summing up, after which I decided against rebelling. It's a huge learning curve and I want to feel that I'm making a difference and achieving something. When I first went in there it was like the first day at school, but I'm adjusting to it."

One of the problems he faces is that he now has to cram all his charity travel into the recess. "It's like having to cram everything into school holidays: your feet don't touch the ground because you're flying here there and everywhere."

Hansard shows that the Lord Edmiston made his maiden speech on June 14th. Unsurprisingly, the subject was education – one of those closest to his heart. In an address commended by several Lords who followed him, he admitted that having played truant from school himself and been put back a year, he was deeply conscious of the value of education.



AN IMPRESSIVE YEAR

After a successful year in 2010, which included significant senior personnel changes, Tim Wooldridge talks about an even busier 2011 as IM Properties strengthened their portfolio and realised impressive deals around the globe.



TIM WOOLDRIDGE
MANAGING DIRECTOR
IM PROPERTIES

Early in the year we appointed Adrian Clarke as Finance Director. Adrian's role combines overseeing IM Properties' financial functioning alongside consolidating his role with Group Treasury Director, Mike Adams, who retires at the end of the year.

An accountant with a strong pedigree within the property sector, Adrian's initial tasks included a brief to refinance in excess of £200 million of Real Estate, strengthening the company to meet current market conditions. This was achieved in July with the announcement that we had successfully

secured senior debt funding of £150 million with Handelsbanken and Clydesdale Bank. The facilities take our average facility expiry to more than three years, with 68% of the company's debt now secured for at least four years. The funding encompasses two of our portfolios of offices and industrial properties stretching from the south-east to the Midlands and includes those on Birch Coppice Business Park and Hams Hall Distribution Park in Warwickshire. Securing funding at this level puts us in a very strong position while also demonstrating our reputation within the finance community. Combining our substantial cash reserves with such robust banking facilities provides a solid platform from which to grow the business. Our strategy remains that of building a portfolio of institutional-grade assets – with an emphasis on the distribution sector – by way of direct

investment, forward funding arrangements and development.

This year we have increased our focus on identifying investments that offer long-term income streams, combined with the selective disposal of assets with short-income profiles, in order to increase the average weighted unexpired lease terms across the portfolio. Investments include the £22-million Purley Way Retail Park in Croydon and the £4.5-million purchase of the former General Electrical site in Leicester. This was swiftly sold on to Sainsbury's for £7 million. We also sold a 167,000 sq ft warehouse at Magna Park, Lutterworth, to the Local Authorities' Mutual Investment Trust (LAMIT) for almost £9.2 million in September.

Our development team thrived throughout 2011, maintaining a solid reputation for delivery





Pictures (left to right): Birch Coppice Business Park near Tamworth, and a newly-developed retail investment in Chicago.



in both the UK and overseas. Birch Coppice continued to be a strong focus for them with the successful completion of a complex £15-million planning and infrastructure project on Phase 2. This brought our investment in infrastructure alone at the former colliery site to more than £40 million. Interestingly, there's double the employment on the site today compared to when it was a colliery. We've already sold 35 acres of Phase 2 to Ocado for its first new Customer Fulfilment Centre. This is currently under construction and is set to create more than 2,000 jobs. The remaining 50 acres affords us up to 1.1 million sq ft of further design-and-build opportunities and interest remains high, particularly with potential occupiers keen to take advantage of the site's rail freight facilities.

Our reputation for delivering development schemes across Europe saw a landmark deal

with BMW to design and construct their largest non-production unit in the world. It's near Munich in Germany and represents one of the largest property deals ever achieved by a Midlands-based business. BMW have signed a 10-year lease with us for the 800,000 sq ft logistics facility. I'm particularly pleased with this deal because we were selected over a number of German competitors – some of them internationally-renowned logistics providers – to deliver what will be a €26-million facility.

It's the most significant deal we've achieved in mainland Europe and one the entire team is immensely proud of. Being selected over German competitors is not only a huge coup for IM Properties, but also testament to our rapidly-growing international reputation as a developer that consistently delivers on large-scale, complex developments. It perfectly

encapsulates the investment strategy we put in place in 2005 to selectively seek institutional and added-value opportunities in Germany. It's the first of a number of management initiatives we are bringing to our German portfolio as we continue to strengthen our asset base.

In the US, where we have a portfolio of some \$60 million, the business continues to expand. Our medium-term target is around \$100 million. Our relationship with the Roundy's Supermarkets grocery chain continued to grow with the purchase of a newly-developed Mariano's Freshmarket in September for \$18.6 million with a 20-year lease-back to the grocer. Roundy's is an excellent brand, operating under five retail banners, and with a very strong covenant. We anticipate further deals with Roundy's in the coming year.



Picture: Broadway Cottages, Oxfordshire



We marked the first year of trading during 2011 for Spitfire Properties LLP, a residential joint-venture agreement between Spitfire Property Group and IM Properties. Construction started during the summer of a niche development, Broadway Cottages, in Chalgrove, Oxfordshire. Three of the four four-bedroom luxury cottages have been sold off-plan. And at Mill Hollow, which is in the affluent Birmingham suburb of Dorridge, five exclusive homes were released for off-plan sale in October. We expect the first occupations there early in the New Year.

Both Mill Hollow and Broadway Cottages are situated on prime residential sites which we acquired with the intention of delivering small, luxury developments. We're not interested in competing with volume house builders who churn out homogenous homes; our ambition with Spitfire Properties is to shape the future of the aspirational housing market. I'm delighted

that we got off to such a strong start in 2011 and I'm anticipating we'll build on this with more luxury developments next year.

In the coming year we'll take a protective approach to our portfolio by making the most of the economic climate with regard to long term investment opportunities, by focusing strongly on re-gearing tenant leases and by extending occupations in order to lengthen our income streams. I anticipate a rebalancing towards the south-east, which continues to perform strongly.

Logistics-based schemes will continue to play a strong role in our portfolio. But we are keen to maintain the introduction of a range of different investments across the UK in the coming year. I want to see increased capital growth for the business, and I can see the development team playing a major part in this. As a cash-rich business in the current climate, we have an advantageous position of being able

to capitalise when many competitors cannot. So we'll be exploring land opportunities in the New Year with a view to delivering new commercial and residential developments. Equally, we will be looking to further intensify our overseas activity by exploring new opportunities in the US.

2011 has been a fantastic year for the business and, with the whole team now based at IM Group headquarters in Coleshill, I'm confident 2012 will be even better.

SUBARU
NORDIC

'Permanent 4-Wheel-Drive has given us Sweden's most satisfied car owners - all year around!' is the literal translation of Subaru Nordic's Legacy advertisement headline. It majors on the safety of all-wheel drive and Subaru's lead in the annual customer satisfaction awards in Sweden, Norway and Denmark.

PERMANENT 4-HJULSDRIFT OCH SVERIGES MEST NÖJDA BILÄGARE - ÅRET RUNT!



Subaru Legacy från
249.900:-

Samtliga Subaru-modeller har
3 ÅRS FRI SERVICE

NYTT FÖR SUBARU 2012:
BACKKAMERA SOM STANDARD.
BOXERDIESEL MED ÄNNU LÄGRE CO₂-UTSLÄPP!



CO₂ ↓



SUBARU

Confidence in Motion

www.subaru.se

Standardutrustning Legacy

- Permanent 4-hjulsdrift
- 2-zons klimatanläggning
- Färthållare
- Färd dator
- Backkamera
- Regnsensor
- CD-stereo
- Aluminiumsportfälgar
- Bluetooth
- AUX/USB-ingångar
- Xenon-strålkastare
- Strålkastarspolning
- 6 airbags och whiplashskydd
- Eljusterbar förarstol
- Hill holder
- Rattmonterade växelpaddlar (AT)
- Eluppvärmda ytterbackspeglar
- Eluppvärmd främsta i nederkant

- Läderklädd ratt och växelspaksknopp
- VDC (antispinn, antisladd, traction control)
- Dragvikt B-kort 1.425 - 1.500 kg
- Dragvikt E-kort 1.500 - 1.800 kg

Boxermotorer

- 2.0i, 150 hk (196 Nm)
- 2.5i, 167 hk (229 Nm)
- 2.0D Boxerdiesel, 150 hk (350 Nm)



Outback från 299.900:-



Forester från 249.900:-



STI Racing från 429.900:-



Impreza 2.0D Sport från 269.900:-



Enligt Sveriges största bilägarundersökning.
Vi Bilägares AutoIndex 2011, har Subaru
Sveriges mest nöjda bilägare 2011.
Subaru vann även 2010, 2009 och 2007.

19 STEPS TO SUCCESS

After eight years of continuous growth under Torbjörn Lillrud's leadership, that saw Subaru Nordic move from 1,000 sales a year to 7,800 last year, 2011 was shaping up to be the best-ever...

Based on sales during the first quarter, the company was heading for a record 10,000 units by the year's end. Then came March 11th and the massive earthquake off the coast of Japan and the subsequent tsunami that caused such horrendous devastation and upheaval in the social, economic and industrial life of Japan.

"It was a huge catastrophe," says Torbjörn. "Many of Subaru's suppliers were affected and we didn't know at the time what effect it would have on delivery of cars. But when we understood the full effect of the earthquake and tsunami, we realised that we would not have enough cars to reach 10,000 sales. So what should we do? Should we go home and wait for better times?"

Of course that was never really an option for the man who has moulded a small team into one of the most efficient and productive vehicle distributors. He decided to look for the positive side of the catastrophe that would leave him without the cars he desperately wanted. The result was a 16-point action plan – which later grew to 19 points and will more than likely keep growing.

"Many, many times we have complained to ourselves that because we were so busy we had too little time to solve problems that have occurred and therefore become a better distributor," he explained. "So we said let's use this extra 'free' time that we will get to improve our own organisation. For example, our dealers did not believe that our systems were better than our

competitors. Our goal is to be the best distributor, but today we're only between second- and fourth-best according to the evaluation carried out by the Swedish Car Association via a 120-question survey. The survey covered everything and it showed that in our dealer interface we don't have as modern technology as our competitors.

"One way to be the best distributor is to make life easy for the dealers. Our dealer system is complicated and it takes a long time to train the dealers. It's not friendly for the user. So that is one area where we are working closely with the IT department in the UK. It looks like we are going to launch a new, web-based ordering and communication system in January. The catastrophe gave us more time to develop that

TORBJÖRN LILLRUD
MANAGING DIRECTOR
IM NORDIC



system with the UK. It's just a start – we will continue to develop, easy, user-friendly, web-based systems for all our applications.

“We also decided to take the opportunity while we didn't have such a heavy burden of work to terminate all our contracts with all our dealers and renegotiate them. Over the past seven years, so much has changed as we beefed up our dealer network. The product Subaru delivers today is not the same product as we had seven years ago – it's much more a premium product. As a distributor, we have invested a lot of money in building up the awareness and image of the brand but our dealers have not invested as much. When we renegotiate our contracts we will put higher demands on our dealers – more attractive showrooms, better workshops, better service and so on.”

Torbjörn will soon present his dealers with the new standards that his internal working groups have agreed upon after looking at other brands' dealers, checking out their facilities, seeing what systems they have and how their corporate identity is displayed.

“Terminating contracts has to be done properly and that means going to the lawyers and that all takes time – time that wasn't readily available before,” admits Torbjörn. “But it became available following the March disaster in Japan.

“We have also decided to have better job descriptions, especially for our staff who are travelling. During the time we have grown we've not only got twice as many dealers, we have twice as many staff. Something else we've decided is that we're not one-hundred-percent happy with our PDI and logistics centre based

in Gothenburg. So we're signing a new contract with a company in Malmö and we're going to use boats to move our cars directly from Malmö to Finland and the Baltic states. It will be faster, offer a better service to our dealers and it will be more cost-effective, thus saving money.”

“We've also used the time to look for other business opportunities for the company and for the group. We have a number of discussions and negotiations continuing and we remain eager to expand our operations.

“There were some small legal issues with dealers who had not performed as well as they should have done. That box is now ticked and it has all been resolved,” he said. “It wasn't that big a deal. But it was something we wanted to solve and the time to do it was presented to us by the disaster. So we did it.”



Subaru XV and BRZ showcar.

In 2011 we were on course to sell 10,000 cars.
Next year we *are* going to do 10,000 cars!
And remember, we are 44 employees including the
pickers in the warehouse. One competitor, who
sells fewer cars than we do, has 120 employees.

Subaru Nordic's salary payment system – administered by an external organisation – was not, says Torbjörn, operating 100%. “So we worked with them to develop the system and it should work better in future.”

Many of the items on his 19-point plan were quite small – but important in their own right and needed to be done, such as correcting some anomalies in our rights to web domains across the various Nordic countries... re-surfacing part of the head-office car park area... revamping and strengthening the portfolio of corporate clothing for sale, and promotional and dealer give-away items... These are typical of the tasks previously ‘crowded out’ by normal day-to-day business. Tasks such as freshening up the facilities, which saw all the staff outside on a sunny day in the summer removing litter from around the offices and warehouse, throwing away old boxes and making the site look spick and span.

“Another point was our relationship with social media,” says Torbjörn. “We can clearly see a new generation of people today who have never opened a newspaper. The younger generation get their news and information in different ways, and this is an area where we believe we can gain marketing advantages. So we started a project with our PR and marketing managers to look at Facebook, YouTube and all those kind of things to discover what we can do to be better in those areas. It’s a very important area for the future.”

Point 18 was to examine and redefine the register of dealer territories so that any anomalies could be corrected. “It’s important when we undertake marketing activities that the right addresses are used and the right advertisement goes in the right local newspaper or, with direct mail the correct addresses are used by the most appropriate dealer. When you start with 58 dealers, terminate 50% of them and then grow to 120 there is always the risk of mistakes. So this

was a golden opportunity for us to ensure that our register and contracts were correct.”

The final point – although Torbjörn says the plan will continue to grow and evolve – was to plan for what was effectively the re-launch of Subaru once supplies of cars from Japan resumed (it happened sooner than expected) and planning for the launch of new models in the New Year. “We have XV and BRZ to look forward to as we re-launch the brand with television advertising and national printed advertising and PR activities.

“In 2011 we were on course to sell 10,000 cars. Next year we are going to do 10,000 cars! And remember, we are 44 employees including the pickers in the warehouse. One competitor, who sells fewer cars than we do, has 120 employees. So you can have a lot of people to keep shuffling paper – or you can have a small number of people who are dedicated.

“I’m lucky – I have a really good, dedicated team.”

PLANNING AHEAD

With plans to sell 10,000 cars in 2012 – and as many as 15,000 a year by 2015 – Subaru Nordic is drawing up plans for a new headquarters and warehouse complex.

The current headquarters in Helsingborg – once the home of

an agricultural tractor importer until acquired by IM Group – is insufficient to accommodate further growth. “If we are to continue to grow, which we are hoping for, our current facilities are too small,” says IM Nordic finance director, Christer

Blomdell. “We are using every square inch. We need to have a bigger warehouse and a bigger office, which is why we have decided to search for an alternative.”

Teams are looking at potential sites in a number of

locations in the area between the company’s current HQ at Helsingborg and Malmö where, from next year, Subaru Nordic will receive its cars from Japan.

Image Below: Drawings of planned new facilities.



BY ANDREW EDMISTON

Review of the Year

2011





AT THE OUTSET OF 2011 THE COMPANY MOOD WAS OPTIMISTIC. IN NORDIC SEEMED SET TO BREAK THROUGH THE 10,000 UNIT BARRIER FOR SUBARU SALES. SUBARU UK, FOLLOWING A DIFFICULT PERIOD WITH EXTREMELY SEVERE CURRENCY RATES, HAD TURNED A CORNER AND OUR ISUZU UK BUSINESS WAS PROVING TO BE A REAL RISING STAR. IN MANY OTHER AREAS OF THE BUSINESS, SUCH AS THE FUNDING CORPORATION AND IM PROPERTIES, THE HORIZON ALSO SEEMED PARTICULARLY INVITING.

Roll forward twelve months and, perhaps not surprisingly, some things developed as we expected and others did not. One morning in March we awoke to the terrible news of the Japanese earthquake and tsunami. Although that brought changes to many people, including us, the changes wrought on the Japanese people were nothing short of terrible. There is probably

no other nation on earth as well equipped to deal with this kind of eventuality, but still the sheer force of the tsunami and resulting devastation seemed irresistible. The pictures on our television screens hardly seemed real. In a moment, their world, and part of ours, had changed.

From a business perspective some rethinking was needed. Our friends at Subaru in Japan worked tirelessly to ensure spare parts supply lines remained open to ensure our customers did not suffer as a result of what happened, and our own staff quickly got to grips with what was required to deliver a continued excellent service. New car sales were certainly affected in all of our Subaru markets but as we reach the end of 2011 the situation is back to normal again and we expect to have strong levels of demand in early 2012 as stocks come through.

Subaru Nordic will have a tremendous opportunity for another record-breaking year in 2012 since the new year will bring the arrival of the brand new Subaru XV, a crossover vehicle

that is set to offer a compelling alternative to the 'me-too' products that currently dominate the sector. The XV blends modern and compelling styling with superb driveability and Subaru's trademark boxer-engined symmetrical all-wheel drive layout. It will have the lowest CO₂ figures in its class and marks a step forward in terms of interior and exterior quality. Added to this, and unique to the Nordic market, is the new CNG-powered Legacy and Outback. An ever-increasing importance is placed on so-called 'environmentally friendly' cars in our Nordic territories and this tax-driven segment is hard to ignore. Our new CNG cars will give an added dimension to sales and allow our highly effective team to continue moving the goalposts for our competitors. Dealers too will be able to move their businesses forward and bring the Subaru satisfaction experience to a much wider audience - an exciting opportunity indeed!

For the UK the new XV and forthcoming BRZ coupé have excited dealers who visited the

Frankfurt motor show in September to take a first look at these new products. The opportunity for Subaru in the UK is high due to the market size and our belief that more people could benefit from the unique technology that Subaru offers.

As ever with a niche brand the challenge is to gain enough awareness that buyers investigate and consider your products. In theory, a niche brand is one that eschews the obvious benefits of trying to appeal to the whole market, in favour of building more specific products that have a stronger appeal to a narrower segment of people - a niche. Typically volume is lower but customer satisfaction is higher and with lower volumes the challenge tends to be a lack of awareness.

During the summer and in preparation for the opportunities to grow the brand through new products, plus the advent of Great Wall towards the end of 2011 and the continued expected growth for Isuzu, the company decided to re-organise its UK operations.

The whole idea was to bring more individual focus to each of our UK motor businesses while at the same time maintaining a solid and efficient infrastructure that would equally work well across the now three brands. The pieces fell into place during the latter part of the year and will begin to become increasingly effective over the next twelve months. The re-organisation ensures that our UK motor business is much more scalable in anticipation of opportunities to grow each of our three brands into the medium term.

Paul Tunncliffe takes on the responsibility for UK Operations and is tasked to make sure that we are continually improving our ability to be agile and inventive, in the engine-room so to speak, as our business grows. Darren James has taken on responsibility for Subaru UK and will help to bring more focus to that business going forward. We very much see ourselves as a customer-focussed, sales-oriented business but, as ever, our drive to still improve in these areas is strong. No matter how good an organisation is, there is always much more to be done!

As an example, during the year we launched an updated version of our CSI system to report customer feedback called 'Your Impressions'. We now have the ability via iPhone, iPad, laptop or desktop for anyone in the company to follow up customer feedback, in real-time wherever in the world they are. Car manufacturers and distributors can often be accused of being too remote from the customer, thereby ensuring that corporate thinking is not at all customer centric. Well, not any more. At least not for us. We are getting high quality feedback and two-way response across all levels from the customer down, twenty-four hours a day.

In addition to this, the high quality information we are able to gather from this is being used in the way we help our dealer networks to serve our customers. As a further commitment to our customers we have, in line with one of our key company values - openness - made customer

ratings and comments about our service and our dealers completely visible via the internet. We believe this subject is so important that although some of our competitors have done similar things, we have gone further. We do already feature very highly in customer satisfaction surveys and in many cases right at the top but our aim has to be to go even further. We are selling products purposely engineered to deliver great satisfaction, via one of the largest private distributors working in the European market almost exclusively through owner-managed dealers - a set up like that almost screams "SERVICE!" We believe that we can push further and harder than anyone has done before. (I know these things are easy to say but I do believe it).

Another example of the type of thing we have been doing to deliver a leap forward in service is with the Great Wall franchise. After many years of doing business in China, late 2011 saw the first Great Wall dealers appointed

THE NEW XV AND FORTHCOMING BRZ COUPE HAVE
EXCITED DEALERS WHO VISITED THE FRANKFURT
MOTOR SHOW IN SEPTEMBER TO TAKE A FIRST
LOOK AT THESE NEW PRODUCTS.



GREAT WALL WE ALREADY KNOW TO BE A GREAT COMPANY.
I THINK THEY'RE ABOUT TO BECOME A LOT MORE FAMOUS!

and the first vehicles arriving in the UK for immediate sale. In preparation for this launch and considering the new 2013 block exemption legislation (which is a major subject in itself) it was time for the team to consider what the Great Wall franchise would be about. We already knew the cars are excellent in terms of quality and engineering and, of course, value, but could the Great Wall experience be more than that? There are perhaps many examples of great cars and good service with a high price and also average cars with poor service at a low price. What is rare is to get sensible, properly thought through cars with premium levels of service but still at a competitive and good-value price. You might think there are some obvious reasons for that. However, we're not sure that good-value necessarily must equate to low service levels.

The Great Wall team had an ace up their sleeve; an advantage that others didn't. This was a completely new franchise and with it came an opportunity to select dealers not on the basis of replacing an old one but on the basis of

something different. We had such a high level of interest from motor dealers for Great Wall that we decided to take the opportunity not to choose one dealer over another but to set down a clear system of working, a value set in terms of dealing with the customer that would mean only those dealers whose business was built around giving customers that something extra would commit. In effect dealers would self-select on the back of us setting the bar so high. By the turn of the year around forty or fifty dealers will be live with Great Wall and many more set to join in early 2012. And, of course, we will have an early opportunity to see if our strategy is working since we already have the 'Your Impressions' system ready and waiting to put the whole company four-square behind our newest customer group - Great Wall owners!

Great Wall we already know to be a great company. I think they're about to become a lot more famous!

Late in the year the Isuzu network and a number of our own staff visited Thailand to see

the all-new D-Max pickup. To see so many new faces in the network was a tremendous thing; the Isuzu network has been growing steadily over the last few years with particularly new commercial vehicle and agricultural dealers being added to the fold. 2011 could have been even better than it turned out - the demand was certainly there - but, as with Subaru, there were stock restrictions, though for different reasons.

Although Isuzu is a Japanese company the Isuzu pickup is made in Thailand, the world's largest pickup market. With the factory's change-over to the new product during the year, supply into Europe was reduced. Isuzu UK is the most successful distributor for Isuzu in Europe and we were able to still supply more than last year but could have registered an even higher sales result had we more stock.

Confidence is running high with Isuzu. When presented with the new truck the dealer network felt the future would be even brighter! There is real belief that we will become the market leader within the life of this new vehicle, so plenty of

ONE OF THE THINGS THAT WE HOPE MARKS IM AS DIFFERENT FROM MANY OF OUR MOTOR INDUSTRY COMPETITORS IS THAT WE CAN HAVE A MUCH MORE OPEN, ACCESSIBLE AND TWO-WAY RELATIONSHIP WITH OUR DEALERS.



pressure resting on its shoulders - don't worry though, it can take it, it's an Isuzu!

One of the things that we hope marks IM as different from many of our motor industry competitors is that we can have a much more open, accessible and two-way relationship with our dealers. The tone of that trip reflected this and the kind of positivity you get from developing new relationships and dreaming together about the future was certainly much in evidence. On arriving in Thailand I spoke to one dealer and mentioned that we had high hopes that the network would be impressed with the new vehicle and what we had to say at our dealer conference. He told me that all we needed to do was start with these words, "Gentlemen, you'll never be poor again...!"

We didn't quite say that but on that final evening, as the whole network toasted with Japanese Sake the arrival of the new D-Max on a 55th floor terrace overlooking Bangkok at night, led by the Managing Director

of Isuzu, everyone felt the same optimism. It seemed like a significant moment. Our success in IM Nordic has recently shown us that number one is a very easy concept to understand! Isuzu UK is on that same journey.

The article on The Funding Corporation elsewhere in this review talks about the year we have had in more detail but the turnaround that has been happening there is no fluke. Our story with TFC over the last few years is really one of seeing a business taken to the brink and through determination, persistence and smart thinking bringing it back to life.

Even when things are going well there is never any room for complacency and this certainly applies here, but if you know exactly why you are doing well, understand the ingredients of that success and are constantly focussed on delivering an increasingly great customer experience, you give yourself a high chance of continued long-term success.

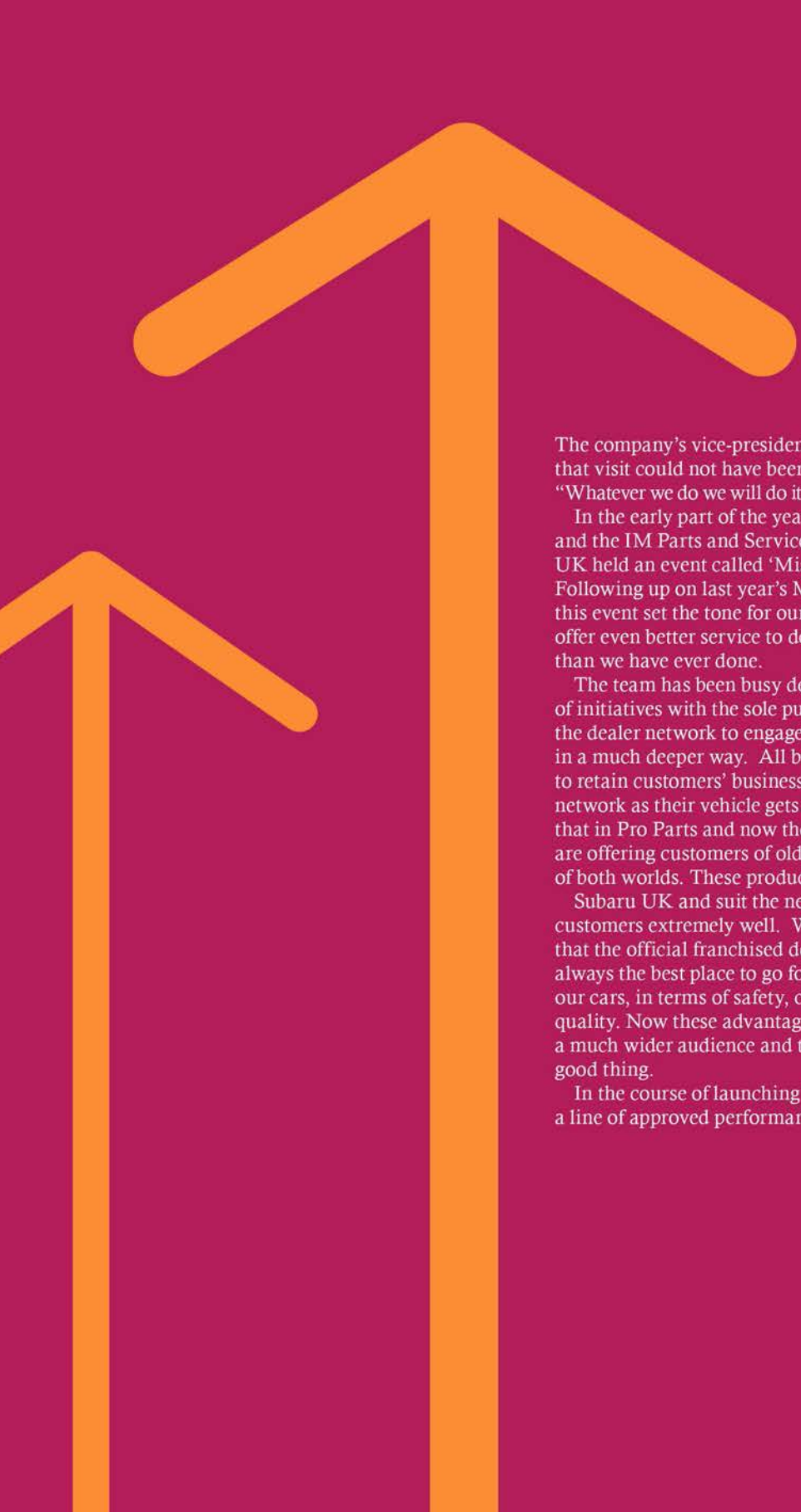
We can never control our business environment but we can control our reaction

to it and our planning for the way it changes - our team in Chester have done that exceptionally well. 2011 marks something of a watershed year for TFC.

In the summer of 2011 we received a delegation from probably the largest and perhaps most significant Chinese auto maker, First Auto Works (FAW).

David Wall and the Business Development team have been developing relations with FAW over many years. Both we and they believe that IM is the ideal partner to assist them with their export aspirations, especially within the European market. The visit included a continuation of discussions to that end plus a meeting with the UK's business secretary, Dr Vince Cable, to discuss potential overseas investments, possibly even into the UK.

FAW is a different company to Great Wall in being virtually a state-owned business which has so far not had the export market high up on its priority list. There will come a time at some point in the future when this will change but the preparations for that will be long and detailed.



The company's vice-president who travelled on that visit could not have been more unequivocal: "Whatever we do we will do it through IM Group".

In the early part of the year Darren James and the IM Parts and Service team from the UK held an event called 'Mission IMpossible 2'. Following up on last year's Mission IMpossible, this event set the tone for our determination to offer even better service to dealers and customers than we have ever done.

The team has been busy developing a number of initiatives with the sole purpose of assisting the dealer network to engage with our customers in a much deeper way. All brands find it hard to retain customers' business within the official network as their vehicle gets older but we believe that in Pro Parts and now the new Pro R line we are offering customers of older vehicles the best of both worlds. These products are approved by

Subaru UK and suit the needs of these customers extremely well. We strongly believe that the official franchised dealer network is always the best place to go for the servicing of our cars, in terms of safety, customer service and quality. Now these advantages are accessible to a much wider audience and that is an extremely good thing.

In the course of launching Pro R, which is a line of approved performance products and

parts, we took the decision to sponsor Jon Mathers of Crossroads Garage on his rookie season competing with an Impreza STI in the UK's Time Attack series. Using our Pro R parts on his vehicle he managed to win the championship on his debut year - what a result, for both Jon and Pro R. The support from so many of our staff who attended these race meetings and manned our stands, in their own time at weekends, cannot go without special mention - well done everyone!

So many things have happened this year, many of which have not yet been mentioned, such as a fine year for IM Properties and the introduction of the Centric training programme, but really, I would like to finish where I started. It is always fairly easy to notice certain groups of staff; sales, marketing, senior management. But in 2011, where conditions have been tough and we have had to deal with a number of completely unforeseen natural disasters, my final words should be reserved for those operational staff who this year have striven to keep the company true to its mission of customer service, satisfaction and focus.

Across many nations, IM staff have worked tirelessly to make sure that our customers have been kept moving so I don't want to miss this opportunity to say thank you.

WHO ARE OUR STARS?

This year has seen the appointment of a new group training and development manager, dealer training that spawned new staff training under the heading of CENTRIC and the launch of IM Group Star Awards. The latter is designed to reward employees who go beyond the requirements of their daily work as nominated by their colleagues.

Chris Graham, IM's group dealer development manager, says Star Awards are the final piece in a jigsaw of events that started when he rolled out new training to Subaru dealers to help them recruit new customers and retain existing clients. To launch the programme – called 'Making the most of the Call' – Chris enlisted the help of Jim Hutchison, one of the Subaru dealer operations managers, who is based in Scotland.

"I knew that Jim had, in his past, been a trainer and wanted to expand his existing role. So I offered him the opportunity to facilitate the

programme and to start in Scotland with the toughest audience – dealers from his own region – before rolling it out to the dealers in the remaining four regions."

It was during one session that a dealer principal suggested that the programme should be run for IM Group's internal staff. "A seed was sown," says Chris. "Soon an idea began to germinate – and idea that would eventually become our new CENTRIC program, which builds on our IMPACT values already in place. We realised that we needed to create a programme that would be accessible for all staff at all levels. It was vital for success that every member of staff had the same experience and that directors and staff participated on an equal basis."

Once the format was agreed in principle, Chris and Jim approached Andrew Edmiston who endorsed the programme. Work immediately began on getting the programme to a stage where it could be delivered to all staff, after which Chris handed

everything over to Jim. "We didn't know it at the time but this was to set Jim on a course that would have an exciting, but unexpected, outcome with his appointment as group training and development manager," explained Chris.

With support from Kenyon Neads, the CENTRIC staff training programme went live at the end of May. "We ran three or four programs per week," recalls Jim. "I'd committed from the outset that the completion date would be within a month of the start date. In all, 137 delegates attended the initial courses with a final programme held in reserve for new staff arrivals and those who were unable, for various reasons, to attend the initial courses.

"So the majority of staff have attended and, as a result, are now putting the customer at the heart of everything we do."

Feedback indicated an overall approval rating of 78% which, says Chris, showed that staff wholeheartedly got behind what

the training set out to achieve. “By exploring experiences we have as consumers, the training challenges us to focus on all the needs of the customer rather than just aiming to provide a service,” explains Chris. “Staff are challenged to treat all customers the same, whether internal or external, and to ensure that they are totally focused on each customer during their interaction with IM Group. Like most organisations we were processing these interactions. Now we ensure that during each interaction the customer is put at the heart of what we do. This will make a difference in the long term and improve our retention rates.”

After the day-long course, delegates receive a pack of

CENTRIC branded material including a mug, pen, highly-personalised calendar and a note pad. “When we say ‘it’s all about you’ we really mean it,” says Jim, “hence the introduction of the Star Awards. “We need to catch each other doing things right. So it was important to have something in place to allow staff to highlight those who go the extra mile for their colleagues or customers. The first award ceremony in October showed that we are serious about the programme and we have seen a good number of nominations across many different departments.”

Jim Hutchinson, group training and development manager.



DOUGIE DIGS DEEP

The winner of IM Group’s first Star Award was Dougie Griffiths, who works in the service department at Ryder Street, West Bromwich. He was presented with a Mont Blanc pen, to mark the occasion, by Andrew Edmiston.

“In his own time, Dougie prepared cars for a series of events we were holding,” explained Chris. “He stayed on after 5pm – not on overtime or for payment – because he wanted to... On another

occasion, when we were working with Clarion on some upgraded systems, he went to Clarion whilst he was on holiday. He left his wife and went to their premises. It was completely off his own bat, in his own time. And he didn’t want any reward for doing so. He did it just because it needed doing so that everything else fell into place. That kind of customer focus was truly above and beyond the call of duty.

“And it’s typical of what Star

Awards is all about. It’s not about simply doing your job; it’s about doing something that sets you apart from others.

“Nominations for the award are considered by a panel of four – Andrew Edmiston, Jackie Tytler, Darren James and myself. For the inaugural award we had 38 nominations which we then whittled down to five before deciding the overall winner. All those short-listed are recognised by being named at the award presentations.”



BEST YEAR SO FAR

It's official – 2010 was the most profitable year in TFC's history!

David Challinor explains how The Funding Corporation has continued to build on last year's success to ensure that they break more records in 2011.



Quality has been the underlying theme of everything we do, and I believe it is paying dividends. Our buyers are sourcing newer cars, with lower mileage and, as a consequence, the quality has never been better. All our cars are prepared at Halfords Autocentres or Showells Garages where they undergo a comprehensive 136 point check and MoT test. Every car has a full valet by our own dealership-based valeters before being made available for sale.

To demonstrate the quality of our offering we have teamed up with the RAC who, after an examination of our preparation process, are happy for us, to market our vehicles as "RAC Accredited". We are also selling an RAC branded GAP policy and we will introduce an RAC Warranty product once our IT system

has been amended to be able to support it. The upshot is that every customer will see our dealerships festooned with RAC branding.

I have no hesitation in saying that the presentation of the cars has never been better. In addition, we have recently completed an improvement programme across all the ACF Car Finance dealerships which has given them a more professional look and feel. On top of that, our recently-improved recruitment process has helped to raise the quality of our sales executives.

In last year's IM Review I mentioned that we had implemented a border-control-type ID document checker at all of the ACF Car Finance dealerships. The move was one of our many anti-fraud measures. I am pleased to report that during

the first eight months of this year we have successfully identified, and avoided, £2.8 million of potential fraud. All in all, we've had a very productive year. And our progress has been further validated by feedback gained from our most recent monthly Customer Satisfaction questionnaire, which illustrated that 93.8% of all customers who successfully purchased a car from us would recommend ACF Car Finance to family, friends and colleagues. That is undeniably a truly remarkable result!

Quality has also been the theme within the finance company. Our fine-tuned scorecard continues to eliminate poor-quality customers and a combination of this, together with improved collections performance by Red2Black Collections, has resulted in a

record low level of bad debts. However, we do still have cars that 'go missing' and our stolen vehicle department has increased the police involvement in the stolen vehicle investigation cases. Some 22 formal police statements were completed in the first six months of this year compared with 17 throughout the whole of 2010. This demonstrates why we must never be complacent.

The trading environment remains tough. But we are sensibly continuing to focus on maximising profit and reducing costs and, as I write, for 2011 we are delivering strong financial results even though our overall car sales are behind plan. Fortunately, the better-than-plan bad-debt performance is more than compensating for the loss of sales income. However, as lower car

sales means fewer finance deals are written, this will have an adverse affect on future finance income. We have addressed this by commissioning a third-party risk review which has resulted in a 10% increase in the number of finance approvals from our existing application volumes. This was implemented at the end of May.

Two significant changes made during the course of the year were the closure of the loss-making ACF Car Finance East Midlands dealership, and the re-focusing of Red2Black Collections on pursuing our own customers rather than third-party customers. It is an essential requirement that all the TFC businesses are profitable in their own right and we concluded that no matter what improvements we made, the East Midlands dealership was never

going to make the grade.

With regard to Red2Black Collections, the fantastic results we have seen in the collection of the TFC debt has made us realise that any success in collecting debt on behalf of third parties pales into insignificance when compared to the benefit of concentrating all of our efforts on the TFC customers. As a result, we have made the decision to stop taking on new customers and have served notice to existing customers where we will not be renewing existing contracts.

Our 'Vision and Values' initiative has continued to be a major focus during 2011. The company vision of 'Remarkable People Delivering Exceptional Experiences To All Our Customers' – and our values maxim 'REACH' standing for Respect & Recognition, Excellence, Accountability, Communication

and Honesty – are being embedded in everything we do to achieve our objective of making TFC a fantastic place to work for all our staff.

Seven key improvement projects identified by staff are all well underway and, in some cases, have been completed. The projects – respect & recognition, structure & practices, performance management, communication, social & environment, induction/training/learning & development and recruitment – are beginning to bring about the desired changes.

Finally, there were two major achievements we were delighted to celebrate in 2011. Firstly, TFC won Responsible Lender of the Year at the Credit Today Awards. We were shortlisted along with Barclays Bank and Co-operative Financial Services and our victory was announced at a prestigious gala

dinner at The Grosvenor House in London. Secondly, on October 1st, TFC celebrated its 10th anniversary by holding a Venetian-themed Ball at the Crowne Plaza Hotel in Chester. This was a fabulous occasion attended by all staff.

Reflecting upon the past 12 months, 2011 looks to have been another successful year for The Funding Corporation. The highs of new record profits and recognition by Credit Today as The Responsible Lender of the Year were topped off by passing – and celebrating in style – the significant milestone of our first 10 years. I know that such success will carry our company of dedicated people forward as we meet the inevitable challenges of 2012. It is, of course, an Olympic year, which is something we will all bear in mind as we aim for gold!



Far left: TFC win Responsible Lender of the Year at the Credit Today Awards. Left & Above: TFC celebrates ten years with Venetian-themed ball.

IM PROFILE

UK OPERATIONS DIRECTOR

PAUL TUNNICLIFFE



IN HIS NEW ROLE, TAKEN UP ON 1ST AUGUST, UK OPERATIONS DIRECTOR PAUL TUNNICLIFFE HAS RESPONSIBILITY FOR RATHER MORE ELEMENTS OF IM GROUP THAN THE TWO VEHICLE BRANDS THAT CAME UNDER HIS WING AS THEIR MANAGING DIRECTOR. BUT HE SEES THE MOVE AS LOGICAL AND SENSIBLE.

“As the group grows, it makes sense not to recruit individuals to work on each brand but to have a pool of group resource. Otherwise, your head-count goes up exponentially,” he explains. “During difficult times we have to make the most of the resources we’ve got. We have to do what is right for the group rather than take a short-term expedient solution that simply suits one brand.”

“Of course I still have a watching brief over the now three brands – Subaru, Isuzu and Great Wall – and will devote about 40% of my time to Isuzu. I’m slightly more hands-on with Isuzu than the other two because our ambitions are very challenging – but achievable. Historically, Isuzu has lurked in the Subaru shadow, mainly due to the fact that it is a single-model franchise. However, there is little doubt that it is a real opportunity in its own right, hence the appointment of William Brown as general

manager together with a number of regional managers creating the role of marketing manager which was initially filled by Haydn Davies and will subsequently be taken over by Nicola Green. Previously, their roles were fulfilled by Subaru people. All of this – and myself included – is a clear statement of our intent for the brand to become number one in the pick-up market.”

Subaru is now in the care of Darren James with Paul Hegarty looking after Great Wall. Apart from continuing to supply parts and technical support for Daihatsu vehicles, the brand is no longer active. “Daihatsu have withdrawn from Europe to concentrate their efforts in the Far East,” explains Paul.

Other parts of his new role looking after group functions include dealer development. “The idea of having that under the group, rather than the individual brand, is to make sure the right

decisions are made irrespective of the brand. If we've got a dealer who we're talking to about Subaru, then we may find that he has an opportunity for one of the other brands as well. It's to be able to be objective and avoid someone in dealer development being attached to a single brand to the exclusion of the others.

"Training is also part of the group functions and we have a very ambitious training programme for 2012. With three major vehicle launches in the first part of the year there's a lot of dealer training to be done. However, we're not just covering the dealers but also people internally. We've a lot of people who, given the right training and encouragement, are promotable. I believe they should be given the opportunity."

Paul is looking forward to the group's new training manager taking up his post. "Jim Hutchison has been a regional manager for Subaru in Scotland," says Paul. "He's upping sticks from Glasgow and heading south to join us. His brief is not only to continue the good work we've done in the past with dealers, but also to bring the same degree of focus to internal training."

After-sales also falls within Paul's new responsibilities as does distribution, which includes the company's import centre at Sheerness in Kent – a site he describes as an important outpost of IM Group operated by a small, but dedicated, team.

Looking to future prospects, Paul sees Isuzu set to continue its growth, especially with the

“THE FIRST GREAT WALL VEHICLES HAVE ARRIVED FROM CHINA AND WE HAVE 50-OR-SO DEALERS READY TO GO, WHICH IS VERY EXCITING. WE'RE NOW STARTING TO LOOK AT PHASE 2 OF THE GREAT WALL BRAND.”

all-new pick-up going on sale in April. "It will be class-leading in a number of key areas and we're still on our mission to become leader in the sector by 2015," he enthused. "It's going to be a very interesting and challenging time for Isuzu and our established brands."

"Meanwhile the first Great Wall vehicles have arrived from China and we have 50-or-so dealers ready to go, which is very exciting. We're now starting to look at Phase 2 of the Great Wall brand. This will identify opportunities for other, non-commercial-vehicle product from their portfolio. Going forward we see a big opportunity for Great Wall's passenger cars."

"Subaru's new team is galvanised and has got some challenging targets. But the big news for

Subaru is that there are some great new products coming through – and very quickly! We're optimistic that the new models will appeal to a new sector of the market. This should give us the opportunity to make valuable incremental sales. The first new Subaru is the XV, due in February. It's a cross-over, which will compete with the BMW X1, the VW Tiguan and the new Audi Q3. The second new Subaru is the BRZ. This is a coupé and we'll have it on sale in June. That will also be on sale in June."

As Paul said from the outset about his new role, when the company is set to grow it is important to have a pool of group resource in place and ready to facilitate all the additional activity.

CHANGE FOR THE BETTER

For too long, Subaru Nordic has been unable to drill deep into the crucial Swedish company car market where environmentally friendly models – such as electric, diesel and CNG-fuelled cars with CO₂ emissions lower than 120g/km – reap significant tax advantages.

But following a concentrated two-year design and development programme led by aftersales director and former Saab test engineer, Rolf Björkman, the company will start the New Year with two highly-competitive Compressed Natural Gas variants.

As an indication of how important the CNG market is in Sweden, Volkswagen sells the Passat CNG with just one engine option, one transmission option and one trim level. Yet in 2010 the German manufacturer sold 5,000 CNG Passats – more than all the Subaru Legacy and Outback models sold in total. Which is why Rolf was charged with bringing CNG Subarus to the showrooms.

“Environmentally-friendly cars are really important in Sweden,” he explains. “Five years of road tax relief brings a total saving of €750. Many companies have environmental policies that mean fleet purchases are exclusively of environmentally-friendly models and communities [local authorities] use only environmentally-friendly

cars. For company car drivers there is a 40% reduction in the benefit-in-kind tax and, on top of all this, our CNG cars will be less expensive to run on a cost-per-kilometre basis because they’re more economical and CNG is slightly cheaper than petrol.

“Unfortunately, we didn’t have any CNG cars and the diesel Subaru has only just become available. That is why we decided to look at converting some of our models to become the first all-wheel-driven CNG cars in Sweden.”

Rolf, whose engineering background is as a specialist in engines and combustion, started the project by researching the market for CNG equipment suppliers. A decision was made to go with the well-established Italian company, BCR Gas Equipment, a prominent player in the field and a supplier to several OEMs. BCR also has representation in Sweden.

“We decided to make the conversion on our 2.5-litre Legacy and Outback models with

Lineartronic transmission. The 2.5-litre engines have adjustable valves, which we knew could potentially be useful during development if valve wear became an issue. Lineartronic continuously variable transmission is ideally suited to CNG conversions because it overcomes the perception of a slight loss of power with CNG.”

From the outset, Rolf and his team concentrated on overcoming any technical issues presented by using CNG as a fuel by implementing a comprehensive and far-reaching development programme. As a result, converted cars will start from cold and run on petrol (during the warm up phase) to get the catalyst up to temperature (and reducing emissions) as quickly as possible. Under heavy load and high-speed running, 100% petrol will be used to reduce internal engine temperature and eliminate the possibility of damaging valve gear and the catalyst. At any time the system can demand low quantities of petrol to maintain optimum combustion temperature.



Rolf Björkman,
aftersales director.

Durability testing was a critical element of the development. Initially, Rolf ran a two-shift programme with prototype CNG cars clocking up 500kms a day to accumulate more than 80,000kms of test mileage. Subsequently, four regional managers were handed test cars for two months to use in real-world conditions. The result showed the converted cars to be extremely environmentally friendly with the Outback 2.5-litre (CO₂ emissions of 188g/km on petrol) showing 141g/km on CNG – a dramatic 25% reduction. “With an overall environmental effect of 85%, we’re able to claim 21.2g/km for marketing purposes,” says Rolf. “In addition, our cars are all-wheel driven and have a full-size petrol tank which, with the additional CNG tanks, means they have a range of more than 1,000kms.”

Four specially-designed, inter-connected, carbon-fibre tanks contain 22³m of CNG at 200 bar pressure. Two of the tanks sit in the spare wheel well – space that was available now that Subaru supplies cars with an instant repair kit

rather than a spare wheel and tyre. The other two tanks sit within the luggage compartment, hidden within a carpeted box. Intrusion into the luggage area is kept to the absolute minimum. The small CNG filler inlet valve is discreetly located under the same flap as the petrol filler.

Under the bonnet, only a couple of gas valves and associated pipework, plus a small electronic control unit, indicate a dual-fuel system. Inside the car, a small on-off system override switch and circle of seven indicator lights are the only clue to the CNG conversion. Three of the lights indicate which fuel is being used – red for petrol, orange for a mixture of petrol and CNG and green for CNG. The other four lights tell the driver how much gas is available – four lights for full tanks, three for 75% full, two for 50% full and one for 25% full.

Cars will be converted in a facility close to Gothenburg and take about six to eight hours to complete.

Rolf says Subaru factory engineers in Japan were very supportive throughout the development

and have taken a keen interest in the work undertaken in Sweden. He is very optimistic that the outcome of the CNG development programme will mean a big increase in sales – a view shared by Subaru Nordic Managing Director, Torbjörn Lilfrud: “CNG will add to the cost but companies will pay more for environmentally-friendly cars. And we will be competitive with other CNG cars. I think we have a fair chance of doing close to 10,000 units in 2012 with CNG models being an important part of that. We will be selling the only four-wheel-driven environmentally-friendly car.”

Torbjörn accepts that CNG models are not so attractive to private buyers. “Although their road tax will be paid for the first five years by the government, that saving does not cover the additional cost (around €5,000). However, there are some private buyers who want to be environmentally-friendly. They pay more than €55,000 for an electric car with all its disadvantages of range. So paying an extra €5,000 for a Subaru, with all the advantages it offers, would not be a hardship to such a buyer.”



I think we have a fair chance of doing close to 10,000 units in 2012 with CNG models being an important part of that.

We will be selling the only four-wheel-driven environmentally-friendly car.



CHARITY RELAY SUCCESS

Governments, organisations and individuals in nations around the world have responded to the needs of the people of Japan following the devastating earthquake and tsunami on 11th March. Kenyon Neads explains how Subaru UK have responded.

With millions upon millions of people, we in Subaru UK struggled to comprehend what it must have been like in the days, weeks and months after the horrors of the triple blow of the biggest 'quake ever to hit Japan, the subsequent tidal wave and the fallout from the damaged Fukushima nuclear power station.

But we knew that we, too, wanted to help.

As a result, on Monday 1st August, four of our senior executives – chairman Lord

Edmiston, group managing director Andrew Edmiston, Subaru UK's new managing director Darren James and group operations director Paul Tunnicliffe – started an ambitious Subaru Appeal For Japan Cycle Relay from the IM Group headquarters in Coleshill as they pedalled to the local Subaru dealership, Carstins in Balsall Common.

The idea behind the 3,500-mile cycle relay was to raise awareness of Japan's continuing

need for help by raising more than £50,000, with every Subaru UK dealer raising sponsorships for their leg of the journey and with Subaru UK matching the final total. Some dealers had their work really cut out since there were a number of particularly long stages – as much as 130 miles. Others were luckier with just 15 miles to ride as the route covered all four corners of the UK as well as a trip across the water to Northern Ireland.

Our dealer marketing manager, Nicola Green – who took on leadership of the project – identified a specific charity partner, the Association for Aid Relief (AAR), through whom money raised will go to mobile clinic services providing paramedics, nurses and medical supplies to people displaced by the earthquake. To further show our commitment and support, Paul Tunnicliffe visited the AAR offices in Tokyo to meet the team working with the mobile clinic services.

Explaining our ambitious Cycle Relay initiative, Lord Edmiston – who is heavily involved with a number of charity projects in the UK and throughout the world – said, "While for some the devastating earthquake may have disappeared from the news agenda, the relief efforts are still in the early stages. They could take three to five years to complete. We are a relatively small operation in comparison to other Japanese car makers, so we wanted to achieve two things with our fund raising efforts: we wanted to identify a specific project where we could make a real difference and, secondly, because we have a small network, we were keen to involve as many of our dealers as possible and I'm delighted that the vast majority got involved."

As a further fund-raising initiative, we are giving away a brand new Outback 2.5 SE Lineartronic similar to the one that acted as the support vehicle throughout the relay, carrying spare bikes and parts for participating cyclists, as a competition prize. To win the Outback, customers needed to visit their local Subaru dealer to buy a ticket or text in their answer to a simple question featured on the side of the car. Although the Cycle Relay finished midway through October, the competition ran to December 12th with the lucky winner being announced a week before Christmas.

KENYON NEADS
MARKETING DIRECTOR
SUBARU UK



We were also surprised by the number of Subaru customers who not only supported the cause through donations and ticket purchases, but also took part in the relay.

Throughout the relay, we heard many stories of dealerships' own efforts to support the event. JEM Subaru, for instance, held its own cycle relay to determine who would be their participant in the main event. Halleys Subaru orchestrated a series of charity car boot sales, so typical of the many stories emerging from our Subaru dealer network as they staged their own money-raising events.

Apart from the cycling challenge, dealer staff also fulfilled the vital tasks of driving the safety car, collecting cyclists from their destinations and taking photographs for publicity. And publicity was excellent! From the Kent Messenger and Sunshine Radio, to the Dundee Courier and national TV stations, our dealers generated as much coverage as possible, thereby keeping alive public interest in the Cycle Relay.

A lot of the attention was on the cyclists, who boasted a wide range of experience from enthusiastic to capable to semi-pro! The weather was not always favourable. August enabled many early starts, not only to miss rush-hour traffic, but also to escape baking heat, while September's rain was a real challenge with Simpson of Swindon's cyclists being treated to a

comprehensive drenching as they passed through Gloucester. Gentle breezes intensified and many riders reported battling against strong headwinds and the hills presented their own problems. A snapshot for the photo album of Richard Brant, from Lifestyle Subaru, pointing at a steep hill sign captured the challenge.

Yet what went up, had to come down. And many dealers vied with each other on who could achieve the fastest downhill speed. Proven Subaru's Graham Hollidge, and Stuart Brown from Lawrence of Kemnay, achieved 48mph and 52mph respectively!

SGT and Vale Motors' cyclists were startled by several deer that jumped into their paths while Unity Automotive's Matthew Callow caught his bike's wheel on a disused rail track and the cycle's seat fell off! It had not been re-tightened after Hylton Gott's section. Some of the less experienced riders reported saddle-sores.

Andy Hicks, of Bell and Colvill Subaru, was one of several technicians who treated the bikes to a few minor adjustments, prior to riding them. Unfortunately, on its return route from Northern Ireland, one of the Trek cycles fell from the safety

car's roof-rack. It was retrieved and while nobody was harmed, the bike couldn't be ridden again.

We were also surprised by the number of Subaru customers who not only supported the cause through donations and ticket purchases, but also took part in the relay. Stuart Birch, a client of Carstins Subaru, took part on the second leg and he was followed by several others, including Michael Pinner (through Woodford Motor Company) and Nick Lane (through Keith Price Subaru). To relieve staffing issues at some dealerships, relatives and friends also supported the cause by either cycling or driving the safety car. Their input was valuable and much appreciated by everybody involved.

Every dealership has at least one story to tell about their leg of the Subaru Appeal For Japan Cycle Relay and it's impossible for us to include all of them in this report. But our heartfelt thanks are extended to everyone who has taken part or supported the event in any way. Your efforts will mean so much to those in Japan helped by AAR's mobile clinic services. And there is still time to donate to AAR whose work will continue for some considerable time.

NEW MANAGING DIRECTOR OF SUBARU UK

DARREN JAMES

Subaru UK's new managing director admits he's not the world's most experienced salesman. "But I have an incredible team around me – and that fills me with confidence," says Darren James, a long-serving IM Group man who started in the import department 23 years ago.



Darren's philosophy is all about leadership and ensuring his team – including the Subaru dealers – are provided with the right environment to achieve success. This will inevitably involve a high degree of continual training and if that sounds like the mantra of a football team manager, it's not surprising. For if serious injury hadn't sidelined him, the young Darren James – who trained with Spurs and West Bromwich Albion – might well have become a professional footballer and then team management.

But it wasn't to be. Seventeen operations on an injured knee halted his playing, although he did go on to gain an A licence from UEFA (the second-highest coaching level) and spend 15 years coaching future young football stars, such as WBA's George Thorn. "I come from a football background and people will see that," says Darren, who's faced considerable adversity in his life but says learning to cope with it has prepared him for leadership.

"What makes a good leader? Everybody will say a good communicator and someone with

focus and a vision. I totally agree with all those, but to find out if you're even a leader at all, all you need to do is one thing... look over your shoulder and see who is following! That's when you know you are, in fact, leading and the skill for that comes from life. Life can be very, very harsh – we all know that. But it's not how hard you can hit, it's how hard you can get hit and keep moving forward.

"The sales team has been fighting a battle for about four or five years, what with the economy, the Yen exchange rate, the market conditions and then the effects of the tsunami. All these things have stacked up against them, plus they now have a new MD to deal with. So on top of feeling battle-weary they must feel they have to start proving themselves all over again. But they don't. Yes, there will be change. However, they all know me. They haven't got to start again with someone they don't know.

"What we've got to do is start looking forward. We are not going to be pushed by our problems – we're going to be led by our dreams. I've told

everyone: I'm not afraid of our being different. We are already unique in being a niche franchise, a privately owned distributor, a dealer network that is mainly owner-driver and our product range itself is unique. One of the challenges with a niche brand is that your sales volumes are typically smaller because you are aiming to bring extra satisfaction to a smaller group of customers to whom the product is ideally suited. This always brings with it another challenge which is the need to raise awareness of the brand with a much smaller marketing budget than our competitors would use. This is not necessarily at odds with our customers preferences, since they often don't see value in over-indulgent marketing. But never the less awareness is something we have got to get to grips with."

Darren says following the tsunami, Japan got production back quicker than anticipated, which meant a huge effort to resume sales from a standing start having all but stalled the market after the March catastrophe. However, September demonstrated our resolve with sales of 573 – more

than the original expectation of 440 and a revised plan agreed with Japan to do 550. "We were delighted with that result and, for some, it was unexpected. This brand is all about momentum. Following a difficult 2011 the new year will bring some key new products and with them a chance to regain that momentum as stock comes through. We have future plans – big plans – and a strong future strategy."

At the dealer conference during the Frankfurt Motor Show, Darren announced his intention to employ a 'kaizen' style of continuous development. Kaizen means 'improvement' or 'change for the better' in Japanese. "The word has been used before," says Darren. "But it fits exactly what we want – continuous development inside our business and the dealer network. It's a joint thing, not just training the dealer network and being arrogant enough to think that therein lies our problem. We'll work together and the person who will lead this is Paul Hunt."

In his previous employment, Paul delivered a training programme called Insights. Unbeknown to IM Group, he delivered it to Subaru and Isuzu dealership, Cross Roads Garage who, says Darren, are one of Subaru

UK's top-achieving dealerships, selling far more cars than their location and territory would suggest. As a result of their success after Insights training, Andrew Edmiston asked Paul to put IM Group management through the process. Darren himself was one of those involved and felt that Insights would have a major benefit for many more dealers too.

Initially, Subaru's top-six dealers will undertake the same programme that Cross Roads received. The programme will then be tailored for the rest of the network. "It will be done in a very collaborative way, talking first to the owner or Dealer Principal, illustrating its value and then sitting down with everyone to work out where improvements can be made," explained Darren. "Insights is about showing that we have confidence in them and that we want to invest in them. Importantly, it's saying we're not blaming them, for things that can be improved because kaizen is about us too and the process of continued improvement is a positive thing."

"We want success – that's our focus. We know what success looks like; we know what it feels like. Now we feel we know how to get there."

Key to the success that will come in 2012 are two new products – and a bold new, industry-leading Subaru UK initiative.

"In January 2012 we're launching the new XV, an Impreza crossover and a very interesting product that will put us in touch with a new market meaning incremental business for us," explained Darren. "Potential buyers will be professionals, young families, and weekend out-door types. I drove the XV on the test track in Japan

during a monsoon storm some months ago and I've never driven a Subaru that's so stable on the road. It's incredible. And XV was very well received at Frankfurt where it was launched.

"We're also launching an initiative called Subaru ETC which stands for Everything Taken Care of. The package is for every vehicle sold from January 23rd. I wanted something that takes away from the owner all the irritations of their motoring life – things like dings, damage to alloy wheels,

lost keys and the first MoT when it's due. In addition, ETC provides a valet once a month, an annual make-over and a whole raft of other benefits and courtesy services. As it says, we'll be taking care of everything!"

Later in the year, the BRZ will be launched. "It's a two-wheel drive sports car that we're sharing with Toyota," enthused Darren. "It has a Subaru engine, Subaru transmission and it's made in a Subaru factory. We've got some great plans for BRZ.



And beyond our new sports car we have a continuous stream of new or revamped models.

"The future for Subaru will be very exciting."

A DAY IN THE LIFE OF... ...ANNA MOLANDER

CAR ALLOCATION MANAGER - IM NORDIC



For the second in a series looking at the day-to-day life of staff in different parts of the IM Group, Keith Read spent some time with Anna Molander, who works for IM Nordic in Sweden.

After ensuring her children are safely in day-care, the working day for Anna Molander – responsible at Subaru Nordic for allocating cars – starts with a 35-mile drive from her home outside Malmö to the company's headquarters at Helsingborg. "I don't mind the drive," says Anna, who returned to work in August after maternity leave.

Her career as an allocator started in 1996 with BMW. After four years she moved to Rover and Land Rover. "Torbjorn contacted me because the lady doing the job at Subaru was retiring and I started here in December 2004."

At her desk by 8am, Anna's first task is to check all the incoming orders. "Most orders come by e-mail, but some dealers call me," she explains. "The phone rings quite a lot because we have 74 dealers in Sweden and for everything to do with the sale of a car – the need to register it and raise an invoice – they have to call me.

"I also get a lot of calls from the salesmen because they're not always up to date with all the information. So many questions come here making it a very active job. I like it a lot. You get to talk to all the dealers and you get to know them."

Anna is involved in planning the monthly factory order by contributing to the forecast of colours and options that customers

– and therefore dealers – are likely to want. "It's a bit like doing the lottery!" she says. "I tend to keep the trends in my mind although we can print out the statistics on things like the most popular colours."

Transportation is another part of her job. She is in daily contact with the PDI (pre-delivery inspection) centre in Gothenburg, where the cars are currently landed from Japan. PDI centre staff put Swedish handbooks and registration plates in the cars and fit any special equipment dealers have ordered – such as engine heaters for cars going to the far north. Anna then books transport to get the cars to the dealers on time.

"Sometimes the dealer has sold a car that's not available at the PDI centre and is not on its way to us from Japan. So I have to check if another dealer has such a car. If he does, I arrange for it to be moved and then replace that dealer's display car. Sometimes the car we're looking for might be in a showroom in Finland or Denmark. If it is, I have to arrange the transportation. As soon as the car arrives at the dealer, I have to raise the invoice for it."

Another aspect of Anna's day is looking after commission cars – models on display in the dealers' showrooms, but which are owned by Subaru Nordic. Dealers call her for replacements when they sell

showroom cars. "I have to check what's available at the PDI centre and arrange for the most appropriate car for that dealer to be sent to him. With more than 70 showrooms to fill with cars, it's quite a large task." With the delicate negotiations inevitably surrounding such a task, Anna's charm and personality – plus her professional relationship built up over seven years with the dealers – all come into play. "It helps that I know the dealers," she says. "I help him and he helps me – that's the way it works."

Demonstration cars are also her responsibility. She looks after the

contracts and tries to ensure all dealers have at least one demo car for every model range. The build-up to the launch of the Subaru XV in February has meant she's extra busy organising demonstration cars. "It's sometimes difficult getting the colours and specification they want. But we try very hard."

Making the effort to please is not hard for Anna. "I love working for Subaru Nordic and the IM Group," she says. "It's a family firm and they trust you. They give you a lot of responsibility and I'm allowed to use my initiative. I really enjoy my job."





Great Wall
GREAT WALL FEATURE

EASTERN PROMISE

When it comes to launching a new car brand in the UK, Paul Hegarty is an obvious choice to lead the campaign. After all, during his 22 years with IM Group he's assisted the group with doing it before - not once but twice! Not that he's at all complacent, because all eyes will be on the arrival of Great Wall vehicles in the UK - the first

Chinese-designed and assembled brand to come to the British market.

"There is, undeniably, a great sense of occasion with the launch of Great Wall," says Paul. "Unlike MGs - assembled under Chinese ownership in Birmingham - it's a new name for the public. They will be both interested and curious in the Steed pick-up truck and,

I'm sure, pleasantly surprised by what they see. For all of those in IM Group the launch will be the culmination of many years of negotiation and careful planning. Such events don't just happen without enormous input and effort by a dedicated team namely, in this instance, our Business Development Department.

“So while the run-up to the UK launch of Great Wall was always going to be somewhat different, it remains a great opportunity,” adds Paul, who acknowledges that it’s a crowded market. “Since the recession bit in 2008, sales volumes have been falling and competition is as ripe as ever. Some fairly dynamic changes are taking place in the pick-up market meaning new entrants and new products. We’ve got people like Volkswagen coming in and Isuzu, Mitsubishi and Ford going through the process of a model change. So there’s a lot of competition for Great Wall’s Steed pick-up”

He describes Steed as a great pick-up that does what it says on the tin. “It’s robust, it’s tried and tested and has been selling successfully in some challenging markets – such as Australia – where it’s selling

1,000 units a month. It’s done well in South Africa and even in Italy, which is the closest to the UK and a western European market.”

But ensuring similar success in the UK has called for some innovative thinking. “The product and the offering are one thing, but the route to market is another because it is the area in which we, as a distributor have the most influence,” he points out. “We don’t build the car and we have limited options to specify the equipment we want. Pricing is dictated to some extent by external factors such as the manufacturer’s price to us, currency exchange rates and dealer margins. So those are all areas where we have some influence, but not exclusive or complete control as a manufacturer would.

“As a distributor we can be more competitive, and achieve a greater degree of influence over

the marketability of the product, by looking at areas others tend to ignore. Essentially, that’s the way we do business. It’s the way we project ourselves to the dealers, the tone and content of our dialogue with them and how much we genuinely see them as partners.

“So the model for Great Wall was to appreciate where we, as the distributor, could bring something unique to the party and benefit from the experience that the Group has in that area. I think the business [of selling vehicles] has become very complicated. It’s an industry that more frequently than not looks at solving issues by coming out with a plan that’s as complicated as possible. However, dealers will often remind you that the business is fairly straightforward – it’s about selling cars and servicing them!”

With this in mind, IM’s Great

Wall team has, from the beginning, put more emphasis into the dealer relationship and customer satisfaction than its competitors. It has kept everything as simple as possible so that customers and dealers would understand what it was doing. As a result, in the search for Great Wall dealers IM moved away from the traditional recruitment process of seeking conformity with a long list of criteria and standards. Instead, the model was based on something that is more about the dealership’s operating style. “We looked really closely at each dealer’s culture. More accurately, we asked the dealer to think about his own business and its culture,” explained Paul. “We did that by presenting them with a vision for the franchise that we called The Dealer Proposition – what it would be like to be a dealer for Great Wall.



The model for Great Wall was to appreciate where we, as the distributor, could bring something unique to the party.

PAUL HEGARTY
MANAGING DIRECTOR GREAT WALL UK

Great Wall H6.



“There were some requirements on them, but they were all centred on things that customers tell us are of value to them – things such as whether the dealer would offer a test drive from the potential customer’s premises rather than from the dealership. After all, the seller should be trying harder to sell the vehicle than the buyer should be trying to buy it! By the time we’d finished that model, we’d come up with the idea of a Great Wall Promise that would be enshrined in everything. It’s like a customer charter that lots of companies theoretically have, but is buried deep in their corporate website. For us it’s really front-of-

mind: it’s where the whole thing starts.”

Buyers looking at the Great Wall brochure will, for instance, get to the promise before they see what the company is saying about the product, he says. “We talk about how we’re going to do business, and what the dealer will do to make sure that customers know they’re recognised for the value they bring to the business.

“Dealers liked the approach and those who we really wanted got it straight away,” says Paul. “They found it refreshing and not the usual approach they got from a car company. I think we can take some pride from what is

probably the best-ever pre-launch publicity to the trade for a brand coming to the market and got 350 dealers saying they were interested. About 80 of those were Daihatsu dealers, but many were completely unknown to us other than by name or reputation.

“When the dealers realised that we would, in effect, leave them to do what they’re good at doing – selling and servicing cars – we immediately received 56 formal applications. Our approach had worked because it rationalised a lot of interest down to a hard core of like-minded individuals, those not only on the same page as us, but on the same line!”

Paul says Great Wall will enter the market – towards the end of the year – with a network that is probably the most like-minded in the industry. Furthermore, he sees no huge variations in culture between dealers and distributor. Initially, there will be some open points. But he is relaxed about this because he knows the nearest Great Wall dealer will be happy to travel to a potential customer. “He already shares that attitude – it’s part of his culture and, in time, we can fill open points. But we’ll fill only with people who are like those we’ve already got.”

CHINESE STEED WITH SWEDISH DNA

Experience has shown Paul and the Great Wall team that when motorists – and dealers – see Chinese cars they almost always say they exceed their expectations and are much better than they thought they'd be. In the case of Great Wall's Steed, that's partly down to the work that IM Nordic did ahead of their planned Great Wall launch.

"Although IM Nordic's launch has been put back, we've benefited in two key areas from the work they did," says Paul. "The

Swedes paid very close attention to the longevity of the product in terms of rust prevention and Steed now has galvanised body panels and a comprehensively rust-proofed chassis. The Swedes also demanded equipment such as heated seats, which were not on the original specification. The fact that they now are is testimony to Great Wall's willingness to accommodate market requirements. They have been incredibly helpful, as a manufacturer, to ensure that this

car succeeds in the market."

Steed buyers will be attracted by several other important factors. Its fuel economy is best-in-class for the urban cycle and second-best in the combined cycle. It has the lowest insurance group in the pick-up market (at 7a and 8a) by a significant margin. And it slightly undercuts the competition on price while giving the customer lots of equipment they wouldn't expect; leather seats are standard – not something available on pick-



Great Wall have been incredibly helpful, as a manufacturer,
to ensure that this car succeeds in the market.

ups except for top-specification models.

"As I said before, Steed has heated seats, Alpine radio-CD player and Bluetooth, steering-wheel controls for the audio and, on the up-market version, a lot of extras such as chrome side-steps, hardtop, load-liner and reverse parking sensors. It's a very high specification that, combined with a 2-litre engine and six-speed transmission, most people wouldn't expect."

Paul is confident that Steed's value-for-money will bring in the sales. In the first year he expects to see 1,000 vehicles delivered to customers – between 20 and 25 per dealer. And while fellow IM Group

brand Isuzu is aiming to become UK market leader, Paul would clearly like Great Wall to occupy that top spot at some point in the future. However, his only comment on that is, "I'm saying nothing!"

His confidence that supplies will be available to meet demand is supported by the fact that the Chinese build vehicles very quickly. The time between IM placing an order and production starting is the shortest of the Group's three brands by a considerable margin. Shipping remains the longest operation, although that's virtually the same for all three brands.

In the future, Paul sees Great Wall passenger cars playing an important part in his operations.

"They have just built a huge new plant – six times larger than they've had previously – to produce the H6, a new SUV using the same 2-litre engine as the pick-up. We hope to launch this car soon and we're also making a market study to see which of the Great Wall small cars we might take. There's the C10, which is a B-sector car, also a cross-over of C10, known as C20."

Paul describes C20 as potentially occupying the part of the market once held by Daihatsu's Terios – an interesting connection since Daihatsu was one of the brands he previously helped to re-launch earlier in his career with IM Group.



Above: Great Wall Steed.

THE FUTURE IN FOCUS

By Andrew Edmiston

During 2011 we developed and ran the 'Centric' training programme in the UK. This follow-on from our IMPACT values saw us taking a closer look at what it means to be a customer centric organisation.

Of course, in itself a single programme is not the answer, merely a piece in a jigsaw puzzle. It does highlight something that is becoming a key in our corporate psyche though. We already know that as a private family business we are in most cases directly competing with some much larger, non-private businesses, so understanding how we should compete is an important issue for us.

I'm certain that every business would like to think it is a customer focussed organisation but as customers of a variety of different businesses we all know this not to be the case. It is often the case that private and family businesses can provide

customer focus in a very detailed way. When your name is above the door, serving the customer is about more than just short-term profit or share price it is about doing well over the long term and it is about principle and reputation.

Our whole company is designed to deliver a customer-focussed experience by being easy to deal with and offering a real 'value-added' experience. It's why, over many years, we have won so many accolades in this area - JD Power customer satisfaction victories for both Subaru and Isuzu in the UK, frequent high performance for Daihatsu in the area of service and reliability, Subaru Nordic number one for customer satisfaction for four of the last five years in Scandinavia. TFC won an award for responsible lender of the year this year too.

But does this mean we can put a tick in the box marked 'customer focus'? Well, I don't think so. Throughout this review we have talked about some of the many different things that have been happening in our business and this is certainly a company that never sits still. However, I believe that we have it within our grasp to raise the bar even higher, and that's

what we intend to do in the future. We don't have the resources to outspend the competition in terms of clever marketing, and overblown retail facilities but for many of our customers this is exactly what they *don't* want.

No, our role is to serve them with great products in a way that makes their life easier and simpler. And to be relentless in our continued pursuit of those aims. There will always be ways to improve and we want to find them.

But what about the 'P' word - profit? The only way to truly earn profit over the long term is to deserve it. This is the private and family business way. To profiteer in the short term means that you are not delivering value for what you earn and I don't think there is a single person in our company who would be proud of that.

Instead we will continue to think about the long term, deliver ever better products and services to our highly valued dealers, partners and customers and in continuing to do that better and better we will be building a 'great' business, in every sense of the word.

SUBARU
NORDIC

The clever message from Subaru Nordic's Outback advertisement proclaims the benefits of all-wheel drive, irrespective of whether it's winter or summer, as well as the satisfaction Swedish Subaru owners have with their cars. Two key attributes are simultaneously highlighted.

PERMANENT 4-HJULSDRIFT OCH SVERIGES MEST NÖJDA BILÄGARE - ÅRET RUNT!



NYTT FÖR SUBARU 2012:
BACKKAMERA SOM STANDARD.
BOXERDIESEL MED ÄNNU LÄGRE CO₂-UTSLÄPP!

Subaru Outback från
299.900:-

Samtliga Subaru-modeller har
3 ÅRS FRI SERVICE.



CO₂ ↓



SUBARU

Confidence in Motion

www.subaru.se

Standardutrustning Outback

- Permanent 4-hjulsdrift
- Automatisk nivåreglering
- 2-zons klimatanläggning
- Farthållare
- Färddator
- Backkamera
- Regnsensor
- CD-stereo
- Aluminiumportfälgar

- Bluetooth
- AUX/USB-ingångar
- 6 airbags och whiplashskydd
- Xenon-strålkastare
- Strålkastarspolning
- Eljusterbar förarstol
- Håll holder
- Eluppvärmda ytterbackspeglar
- Eluppvärmda framsrutor i nederkant
- Rättmonterade växelpaddlar (AT)

- Läderklädd ratt och växelspaksknopp
- VDC (antispinn, antisladd, traction control)
- Dragvikt B-kort 1.400-1.490 kg
- Dragvikt E-kort 1.700-2.000 kg

Boxermotorer

- 3.6R, 260 hk (350 Nm)
- 2.5i, 167 hk (229 Nm)
- 2.0D Boxerdiesel, 150 hk (350 Nm)



Forester från 249.900:-



Legacy S sedan från 249.900:-



Legacy Station från 261.900:-



STI Racing från 429.900:-



Impreza 2.0D Sport från 269.900:-

AUTO
INDEX 2011

Enligt Sveriges största bilägarundersökning.
Vi Bilägares AutoIndex 2011, har Subaru
Sveriges mest nöjda bilägare 2011.
Subaru vann även 2010, 2009 och 2007.

