

Fixed Operations One Homework Assignment

The following are Excel exercises found in the Post Class Excel Template:

1. Perform the First Time Fill Rate exercise on 50 repair orders. Do not include "One item oil changes", Special Ordered Parts repair orders, or factory recalls. Consider standing where the techs collect the parts from the counter. If they ask for 5 parts and they get all 5 then on that repair order the parts inventory would get a 100%. If they did not get all 5 to finish the repairs then the Parts inventory would get a "0" % **(25 points)**.
2. Complete the DMS Scorecard for one month. Be sure to color code the inventory conditions. **(25 points)**
3. Complete the Post Class Action Plan. The Academy would recommend that you attempt a small problem rather than one that takes many months to complete. It needs to be very detailed and clear as to the necessary steps to correct the deficiency. **(100 points)**

The following are found in the Post Class Word Document:

1. Have your Parts Manager answer the 78 questions provided in the Post Class word Document. This is a learning/understanding exercise. It is recommended that you answer the questions with the manager. Confer and provide suggestive actions. Change the color of the font to distinguish the answers. **(50 points)**
2. The sponsor action plan verification form is on the word document. Copy and paste that form to be signed by your sponsor. Scan it to a PDF and place it with the Excel and Word documents prior to placing them into its drop box on your class site.
3. Please email all of the assignments to me at cbavis@nada.org and include your name and class #. Remember that this is due the Monday before your service class starts. This allows the instructor to grade it prior to your arrival. Good Luck. Reach out if needed.
4. There is a Post Parts Class Threaded Discussion that will be activated exactly two (2) weeks after your classroom session ends. It will be open for two weeks only. You will be required to post the one topic that you came away with from the parts class that you have already activated or plan to act upon with the parts department. Once your peers start posting theirs you will be required to respond to at least three with points of clarification and reinforcement. This has a point value of **300** points.
5. Finally: Best Parts idea needs to be posted to your class site Parts Best Idea Threaded Discussion. This should be an idea that helps control expenses or increases sales or gross profit. Please have all of them read

just prior to your parts debrief the Monday of your Service Week. The class will ballot on the best idea at the 9:00AM break.

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Parts Manager Questions

Have your parts manager answer the **78** questions found in this zip file. Confer and provide suggestive actions. **(50 points) Provide your answers in a different color font.**

1. How often is your dealerships source pricing levels reviewed for competitive maintenance and heavy repair?

Monthly by utilizing Nissan/Epsilon Service Marketing tool at my dealership

2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area.

Utilizing Nissan/Epsilon Service Marketing tool my dealership

3. Verify with the use of market surveys on selected parts prices in your area as to whether you are competitive with others. You don't have to be the lowest to sell more, but too little or too much profit can keep you from being competitive.

Currently not being done – we are a very small player in the wholesale market in our area.

4. Does the computer system you have follow one or more of the pricing guides for various types of customers? Review the pricing structure with the manager and determine areas of profit potential. Policies in wholesale, retail counter, service department, employees, etc., need to be established.

Yes. The pricing guides set up reflect our corporate guidelines.

5. Do you have in place policies and DMS controls (via Exception or Deviation Reports) to prevent counter people from changing the pricing structure during daily transactions? What about Service Advisors?

Yes. Exception reports are reviewed daily. Service Advisors cannot change part pricing or discount parts pricing specifically. Advisors can apply a discount to the entire repair order and this is also reviewed daily.

6. Is there a process followed to prevent the costing of parts at other than the established factory (OE) cost within the dealership when parts are placed into the inventory? (done through the use of +/- inventory adjustment account(s))

OE parts are automatically priced as they come into inventory by the parts master tape. We do not make any adjustments.

7. Regardless of parts cost (due to various sourcing opportunities (Jobber/Wholesale Distributor), are they all costed at the same factory price to maintain accurate inventory value?

Non OE or Jobber/Wholesale parts are entered into inventory at the actual part cost to reflect an actual and accurate inventory value.

8. How are discount purchases tracked in the system to show additional profit based on the cost of the part from a particular source other than factory price?

Currently we do not purchase in significant quantity receive discounts that would be necessary to track.

9. Do you have an internet presence for your parts department?

We currently participate in Nissan's eStore which customers can purchase parts and accessories for pick up at our dealership.

10. What type of merchandising programs do you have in effect? What is the relative cost versus sales generated as a result of the programs?

We currently do not have any parts merchandising programs.

11. Is an outside salesperson active in your parts department? Are the sales at a level that "pays" for the employee or could the accounts be maintained on a part-time basis by the manager?

We currently do not have an outside sales rep. Accounts are maintained through telephone contact with Parts Manager.

12. Do you have factory merchandising dollars available, and if so, how much of those dollars have been spent year-to-date by the dealership? What must be done to qualify for more expense sharing in merchandising by the factory and the dealership?

13. With the growing use of mobile smartphones by customers do you have a mobile ready website?

We do not have a mobile website.

14. Do you periodically check your online internet Parts coupons? How often are they checked? How often are they updated?

Coupons are checked and updated monthly.

15. Pay plan reviews should be made at least on a monthly basis. When has a comparison been made between departmental gross profit and the personnel expenses for the department? Is the current sales level providing a sufficient profit for the pay levels established for the parts employees?

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16. Does the parts department actually seek additional revenue or “live off” the sales of the service department only? If not why not?

Currently the parts department “lives off “the service department and local wholesale accounts.

17. Is a program set up to sell accessories to the customer in the sales department as well as the parts area of the dealership? If not, are you leaving potential sales and gross profit on the table?

Yes a program is set up to sell accessories utilizing Nissan Personalization Studio.

18. Do you review wholesale customers weekly to see if parts sales dollars per customer and returns justify the expense of conducting business with them? For example, delivery 30 miles out of town to a customer ordering \$300 a month of parts at Cost+20% may not justify the delivery service.

Delivery in the above described situations is reviewed on a case by case basis at the time the order is placed by the parts manager. Our dealership shares the expense of delivery with a sister dealership. At times it makes sense if the sister store is also making a delivery in the same area.

19. Do you study your wholesale market opportunity with the dealership’s area of influence? Who’s the major player and can you unseat them? Can you make a

difference against your competition? Can you deliver 2-3 times a day? Within what mileage radius?

Currently we do not have the resources to compete in the wholesale market.

20. Who verifies the “wholesale” customer applications to make certain they are really true wholesale customers? Are your state Tax-ID/Wholesale Certificates current (within the last two years?)

Wholesale applications are verified by the parts manager. Tax ID’s are updated annually

21. Discuss monthly expense control with the parts manager and identify specific areas under the manager’s control. If expenses are allocated and not charged on a controlled basis, consider basing pay programs on sales or gross rather than net profit as part of the plan.

This is done by the way of a monthly operating review.

22. Who determines credit approval for parts customers and what screening system is applied? Who follows the receivables list in a timely manner to make certain payment is made by the customer without exceeding the account limits?

This is the responsibility of the office manager.

23. Is the financial statement for the parts department given to the manager and discussed on a weekly/monthly basis?

No

24. What are the special parts ordering policies for SORs? Where is it written and posted? When was it reviewed and what level of management approved it?

Special order parts policy is quite simple. All customer pay parts require payment up front whether it is a counter sale or a repair order sale UNLESS the vehicle is staying until the SOP is received. Wholesale accounts do not require pre-payment but are subject to 10 percent restocking fee which covers the cost of return to the manufacturer. The process is implemented and inspected by the parts manager.

25. Do you require 100% pre-payment on these parts? Do you differentiate between Counter Retail/Wholesale and Service RO?

Answered in Question 24

26. What time is set to retain these parts and then initiate a return? Is a return charge made on customer pay parts that are returned because the customer did not return for them within a time limit?

We keep parts 60 days and then begin the return process. We do not accept returns that we are unable to return.

27. Who are the parties that are involved in the SOP process start to finish?

Parts counter person, Service Advisor and Parts Manager

28. Are special order forms completed in a legible manner so that the customer information can be read?

All SOP's are computer generated and tracked.

29. Where are special order parts for the service department located? Who notifies the customer the part is in, and who determines when to send the parts back if no response is made by the customer? Is anyone designated to follow up on SOP's, the lack of return?

All special orders are kept in a specific bin location. Repair order SOP's are notified by the Service Advisor and followed up by the parts department if no response. Counter/Wholesale customers are notified by the parts department. Prepaid parts are not returned.

30. See if special order parts are carried in a separate section of the parts inventory to maintain control. Or they inserted into the regular inventory?

All SOP's are in their own bin location.

31. Who administers and controls the Purchase Order system (DMS/book)? What dollar amount of fixed asset purchase can be made without approval above parts management level? Who sets and monitors these \$\$ levels and total open PO's and open PO \$'s?

Purchase orders are generated in the DMS by Parts counter person or Parts Manager and only for parts/shop supplies purposes. All fixed asset purchases are approved by the General Manager or corporate office.

32. Does anyone other than the parts manager have direct purchasing authority from outside vendors? Who oversees the Parts Manager? (Double signatures, Perusing the Parts Dept. purchase invoices)

Yes. Office Manager oversees office product purchases. Parts will generate PO's for New and Used Sales Departments outside vendors only with a Sales Manager signature. All PO's generated in the parts department are sent to the office for reconciliation and any discrepancies or missing invoices are brought to the attention of the Parts Manager immediately for resolution.

33. Who established internal parts pricing policies? Are all internal purchases centralized and run through the Parts Department for control purposes?

Internal parts pricing policies are established by the corporate office. Refer to Question 32 for clarification.

34. Does the value of the parts inventory on the parts computer exceed, or is it less than, the financial statement dollar amount? (Monthly Reconciliation Exercise)

We currently do not perform a Monthly Reconciliation Report.

35. If the accounting inventory value is higher than the parts computer, look for the parts inventory missing items (uncontrolled inventory). (Monthly Reconciliation Exercise)

We currently do not perform a Monthly Reconciliation Report.

36. If the accounting inventory value is less than that of the parts inventory value does this indicate an abnormal condition? (If not, why?) (Monthly Reconciliation Exercise)

We currently do not perform a Monthly Reconciliation Report.

37. If LIFO is used, when inventory value is used to calculate days' supply, etc., the actual value should include the LIFO reserve.

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38. Is there an employee responsibility to function chart as was discussed in class? Are there specific inventory transactions (Grading, Ordering, Receipting, Posting, Adjustments, Bin Count Inventory, Returns, Cores/Dirty Cores) assigned to each of the employees in the parts department? (Functions vs Employee Exercise)

Our Parts Department has only two employees and both are cross-trained in the above mentioned functions.

39. Who controls the training programs for the parts employees? When was it last reviewed? Is it part of a yearly review with the employee and is it part of the employee's pay plan?

Parts Manager is responsible for all training. We utilize all manufacturer training and all employees are required to be certified at all times as it affects quarterly bonuses from the manufacturer. It is reviewed monthly. It is not part of their pay plan nor is it part of a yearly review. It is a condition of employment to be current on training.

40. Are records kept of the training for each person and when did someone last take online DMS refresher training? Parts Catalog training? OE/Manufacturer specific training?

We installed a new DMS 3 months ago and a new web base Parts catalog 2 months ago. Manufacturer training records are kept by the manufacturer and monitored by the employee and department manager.

41. Has your Parts Manager ever taken a departmental Financial Management class like the ATD Academy? When was the last time they attended any formal Parts Management training?

No financial management classes or formal parts management training other than what is offered by the manufacturer.

42. A computer system diagram with specific terminal equipment positions should be made and a flowchart of work routine should be made. Determine if the equipment meets daily needs and if the equipment is in the right locations. Is the volume of business at a level that requires more system hardware, or does it require less?

We currently have enough equipment for volume of business. This consists of one terminal on the shop counter and one terminal at the retail counter. No need for a flow chart based on the locations and current level of business.

43. How much of the replenishment/daily order is manually adjusted? Does it exceed 10%? Who makes the stock replenishment changes, and what are the reasons for the majority of those adjustments? When was it changed last and by whom?

Stock order replenishment is performed automatically by Partseye. Changes and adjustments are performed automatically by Partseye.

44. Is the trend of those changes in question #42 a positive or negative trend?

Neither

45. What is the percentage of stock order from the factory versus outside purchase (emergency purchases)?

Only about 5 percent of all purchases are EP's.

46. Where are the computer-generated management reports printed and stored are they used on a daily? (CDK MGR Report) How are the management reports utilized?

Management reports are reviewed weekly due to Parts Managers direct involvement on a daily basis.

47. Is the DMS Summary used to track inventory trends? When will you incorporate the DMS Scorecard that you learned about in class? Are there areas on the DMS scorecard that you couldn't find and if so who at the DMS is helping you to find those answers?

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48. How often is your Parts Inventory adjusted for errors in part value or part quantity? (Moments in Time)

Parts inventory is adjusted daily as necessary due to bin counts performed.

49. Have the fifty most active parts numbers been checked for parts bin count accuracy? (Moments in Time)

Bin counts are conducted daily for all parts including top fifty.

50. Are the transactions for each day reviewed by the parts manager to make certain that any adjustments made (plus or minus) are accurate?

Parts Manager is the only person authorized to make inventory adjustments.

51. Have you given the Lost Sale Quiz to the parts Manager and Counter-people? Others in the dealership?

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52. Are true lost sales being tracked in your DMS? Who can log a Lost Sale?

Yes Lost Sales are tracked and all parts department counter persons can log a lost sale.

53. Who reviews the Lost Sales? When are they reviewed?

Lost sales are reviewed electronically by the Partseye program to determine phase in of lost sale parts.

54. Are emergency ordered part numbers reviewed to see if they qualify to be phased in? Is the Test/Non Stock/Watch feature of the computer system utilized to test which parts to stock (Phase In)?

Not necessary as this is tracked by Partseye.

55. What demand history does it take to place a part on the inventory stock order or in inventory? Time limit and quantity are generally managed by Vendor Managed Inventory systems?

Again this is performed by Partseye.

56. What is your Compliance % level for your inventory with your Vendor Managed Inventory, RIMPRO?

Currently our compliance percentage is 100%.

57. Are all parts sold by the department placed in the Parts inventory and then sold from the inventory? Do you stock any items that aren't in your inventory (Shop supplies, get ready, bulk fluids like washer solvent)?

All shop supplies including bulk fluid such as washer fluid and brake cleaner are billed to shop supplies account immediately upon arrival and NOT placed into inventory,

58. Are the procedures for shipping and receiving written or all verbal? Who's responsible for reviewing and updating these policies and procedures?

Procedures are verbal. With only two people in the department they are cross-trained and again any updating necessary is verbally communicated.

59. Who files damage claims on parts shipments received?

The Parts Manager is responsible for filing, tracking and returning damaged parts.

60. Who receives parts orders, and how are they received? Is the original stock order transmitted to the factory cross-checked? What do you do about discrepancies?

Both parts department employees are capable of receiving orders. Orders are received manually (not scanned) from the packing list printed from the manufacturer each day. Discrepancies are investigated to determine if we have been "short shipped". cross shipped, back ordered or pack quantity.

61. At a minimum, is perpetual inventory verification done in conjunction with a physical inventory on a yearly basis?

Yes.

62. Who applies and loads the monthly price updates?

Monthly price updates are uploaded automatically on the last day of the month overnight.

63. Are parts cost adjustments (monthly price updates, bin count irregularities and emergency purchases at more or less than OE cost) tracked by someone in the dealership or is a periodic inventory adjustment method utilized (like once a year)?

Currently this would be done once annually at inventory.

64. What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory?

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65. Are all obsolete parts that are on the inventory physically in the store?

Yes.

66. Are they separated into a special area to be controlled and tracked for sales history? Separate source? Change bin location by adding a J for easy identification by counter persons?

No they are currently not separated.

67. Who verifies the completion of the repair orders between the first and second month they are reported in the work-in-process status?

Service Manager

68. Do the Parts, Service and Body Shop Managers along with the Office Manager/Controller together follow up on all Work in Process (WIP) tickets and verify that they are closed out in a timely manner?

The Service and Parts Manager.

69. Is a daily operating report of sales, gross profit etc., being provided to the parts manager for review by him (DOC)?

No

70. What is the months' supply of the inventory? Does this match the students calculations found in their FS Parts Excel template? Are too many parts stocked in the inventory based on this calculation?

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71. What is the true turn of the inventory? Does that match the students calculations found in their FS Parts Excel template?

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72. Is the inventory area large enough for the current level of business? Answers to this question can be obtained when the student does the FTFR (First Time Fill Rate) exercise.

Yes

73. Where are the Dealership's policy and procedures manuals located and who handles the review with the manager and his employees? Who has verified that the manual is located in an area that allows for easy access?

Policy and Procedures are located on line and available from any computer for easy access.

74. Is your Parts Department locked up each night? Who has keys?

The department is locked every night. Parts manager and parts counterman have the only keys.

75. Do your Counter-people have a cash drawer? Who balances the drawer?

Parts does not have a cash drawer. Parts counter cash/credit card transactions are processed through the service department cash drawer. The drawer is balanced by office personnel.

76. Is there a policy in place for overages for the cash drawer/balancing?

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77. Do you have security cameras in the Parts Department? Who has access to the tapes/CD/backup?

There no cameras inside the parts department however, cameras are positioned at all entrances and exits. The corporate HR Director has access to real time and backups.

78. What one thing can Hendrick as an organization do to help you do your job better?

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