

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. These three files must be submitted to your class Dropbox site together. Reach out if you have questions.**
- 4. There is a Post Parts Class Threaded Discussion that will be activated after class ends and will remain open until the Sunday before your service week begins. The topic is: What is the biggest challenge or obstacle that you think you will face in trying to implement actionable items that you learned in your parts class? This is a two-part exercise: Your first part is to post a substantial posting of 25 words or more outlining your challenge or obstacle. The second part is, you will need to respond to at least three (3) other students' topics with suggestions, observations, and ideas to help resolve their**

obstacles and challenges. To obtain full credit (worth 300 Points) you will need both parts, your obstacle and/or challenge post and at least three separate responses to your peers' challenges and/or obstacles.

- 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?

Quarterly

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

Very high in matrix, higher than competitive market

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.
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 it does

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, only time pricing structure is changed is when there is something wrong in the DMS, can change based on volume. Service advisors cannot change it

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))

Yes, anything different counter people would investigate with parts manager

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?

Yes, adjustments done on purchase invoice

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?

Coded to correct account on the purchase invoice

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

Various websites, not huge presence

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?

Dealer website, wholesale parts website, fordparts.com, accessories.com

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?

2 OSRs, Cost determined by amount of sales

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?

Ford does not have a lot of co-op, can earn growth funds quarterly if you hit very high bar, haven't hit in several quarters

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

Can access website by mobile, cannot purchase parts by mobile though – phone only

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

Don't really run parts coupons, piggy back with service

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?

Look at monthly, counter people paid on hourly, labor hours, and classification of expertise

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

Seeks additional revenue, heavy wholesale

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, electronic version through outside vendor. All employees in sales/service can access it and be seen by everyone.

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.

We do review them, go up to 80 mile radius, if driving by still keep that customer

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?

Cochran body shop is biggest competitor, will deliver 2-3 times a day to a 10 mile radius or a big critical order. Typically once a day

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?)

Will not sell without tax forms, we should follow up every year or so to make sure information hasn't changed

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.

We do discuss expenses, try to control what we can

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?

Controller does credit approvals, will pop up if credit exceeds limit

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

Never sees it besides one time

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?

Not a written one which we should, advisor talks to customer and has parts order part

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

Yes on counter, service anything over \$500

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?

60 days to return or you own it with Ford. With a few days left parts manager will return if customer doesn't show up

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

Counter people, service advisors, sales, techs – almost everyone

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

Yes, Screen shots printed out

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?

Stored close to front counter as possible, counter people, parts manager, BDC

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?

SOR segregated

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?

Counter people; whatever to take care of customer, no dollar amount; parts manager monitors

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)

Parts counter people, accounting oversees parts manager

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

Senior management; Most of time centralized through parts department – occasional outside sourcing

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)

DMS is less than GL currently, been an important issue for us and are trying to diminish variance each month

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

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

Not currently used

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)

Not formal one, all counter people can do all responsibilities. Some duties to parts manager/ assistant parts manager

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?

Training by manufacturer, counter people will know when they need to take new tests

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?

None on DMS or really anything else, very little training for catalog, etc.

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?

Yes, AdCon and through manufacturer, main one was ADMI.

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?

Absolutely not, had head of tech quit recently and a revamp of technology is in process

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?

No, certain things can be adjusted by parts manager

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

Negative trend, will change some parts due to space capacity (4 wheels, etc.)

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

About 99%

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?

All archived, appreciation/depreciation and other things accounted for then at month end

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?

In process of implementing

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

Varies, scanner gun picks up most differences and adjusted at that time

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

Could be daily, weekly. Perpetual bin inventory counts done randomly when people have the time

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

Yes, report looked at by parts manager every day

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

Yes, none to others in dealership

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

Yes, still lots of grey area between what is considered a Lost Sale

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

Parts manger monthly

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)?

Yes, little different with Ford and with lots of wholesale

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?

2 hits in 6 months

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

None of our vendors manage our inventory any more

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)?

In-and-out on non-oe parts, always out of inventory for oe parts. Other things billed in bulk

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

Yes, knows responsibilities

59. Who files damage claims on parts shipments received?

Parts Manager

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?

Shipper/receiver, counter person runs exception report

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?

Done automatically through Ford and IT

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)?

Physical done at least once a year

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

Don't know dollar value, very little though (\$300 roughly)

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?

With Ford, you have to keep certain percentage of top parts that are kept in separate source. Special report created to pull true obsolescence

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

Parts Manager/ 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?

Yes, parts and service managers meet to discuss and collect

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

Parts Manager can run it herself

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?

1.5 months supply, very close to with what I calculated in class; No

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

2 turns, yes

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.

No, currently building bigger facility

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?

HR Director has them all and reviews them with managers and employees upon hire

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

Yes, counter people only and some maintenance workers

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

No, separate cashier

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

Not for parts department

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

Cameras outside building but not inside. IT has access to tapes

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

Build a bigger facility!!!