

## **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?

**Every 6 months**

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

**We are 10-15% above non OEM Lube Only Shops for Express Items and in comparison to other nearby Subaru retailers we are priced a couple percent below. We are in a factory market so pricing above list price on commonly purchased items isn't something we can do without causing CSI problems.**

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.

**Subaru works with us twice a year to do a competitive analysis and then promotes the findings to our customer base.**

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.

**We have been working on this since the moment I returned from class! We worked through our internal matrix first as we have been at 30% GP and are setting a matrix to get to guide at 41% or above. We are also implementing a new matrix on parts at \$200 and under to work on getting all pay types outside of wholesale to 41% guide or higher. This GP% will be prior to any factory programs so the goal is to move the department as a whole up to that margin after incentives are applied even including wholesale. We are in the process of applying for warranty markup with SOA on passthrough parts as well. So we are collecting a series of RO's to establish our retail markup rate.**

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?

**Currently counter people can change pricing however at this point we are monitoring the actions and primarily working prices upward. Advisors can coupon only.**

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, we have backups in place in CDK to prevent that from happening**

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 they are all costed at the same**

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?

**Not valid in our case**

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

**Meh.....working on setting up Revolution parts. Considering setting up an Amazon and PayPal account as well**

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?

**Profit Boosters, quarterly flyer**

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?

**These are done by the parts manager, and sometimes the driver will make contact.**

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?

**SAF , but not directly slated for the parts dept.**

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

**Yes**

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

**Yes, I check about every 6 weeks. Updated at that time if necessary.**

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?

**Pay plans are established by the powers that be in Rohrman management. This is an area we will be reviewing in both the parts and service departments.**

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

**We have the LP Aventure program, not to mention a thriving wholesale business, with possible online programs in the works.**

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?

**We have accessory displays in the sales dept.**

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.

**Most of our wholesale customers are in defined areas that we share driving responsibilities with our sister store, so generally, we are going to be in the area anyway.**

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?

**We are well aware of our competition, and take what customers we can as we can. At present, we go as far as a 60 mile radius on an as needed basis.**

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?)

**Parts manager verifies. Tax ID verified by main office.**

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 try to be as frugal as 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?

**Main office approves credit.**

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

**Yes.**

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?

**SOR's are prepaid for the most part. SOR's are also sent back to the manufacturer within the 45 day return window. The policies are written on our invoices also.**

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

**Prepaid, with the exception of wholesale, and warranty situations.**

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?

**45 days. We do have a restock fee, if applicable.**

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

**Counterperson, service advisor, parts manager, service dispatch (Abel) BDC**

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

**Digital. We do not use handwritten forms.**

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?

**Special order shelves in the shipping/receiving room. Counter retail customers are notified by counter personnel, service customers are notified by service BDC Parts manager notifies service manager of impending SOR parts returns. Parts manager runs special order cleanup report at least weekly, if not more often.**

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 parts are catalogued in the CDK SOR system.**

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?

**Fixed asset purchases are always cleared with General Manager.**

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)

**All counterpersons have authority to create purchase orders. All purchase orders are sent to accounting in main office.**

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

**Parts manager and GM. Most purchases are run through parts, now.**

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)

**February was \$4500 over. Somehow March is over by \$398,000 but we have a DMS issue because we had 3 rooftops together on one DMS and Statement in 2018. The elevated number includes source accounts affiliated with the other stores.**

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

**N/A**

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)

**WIP is an inexact number, due to ongoing business.**

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

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)

**Most of the listed functions are carried out by the 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?

**We self train counterpeople, with an occasional online class or exercise from Subaru.**

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?

**Subaru has transcripts.**

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?

**Parts manager has taken Subaru sponsored training in parts and finance, along with various training taken over the course of 35 years in parts. Planning on sending both the parts and service manager to NADA classes.**

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?

**On the verge of needing more hardware. It was requested during last remodel.**

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?

**Net utilization is at 96.4 percent. The parts manager makes what little changes are made due to lack of storage space (tires) or the questionable nature of stocking unnecessary parts.**

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

**The need for more hardware signals upward growth in business.**

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

**Emergency purchases are virtually non existent.**

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?

**MIS and AGRO are run every morning. Extensive month end reports are filed with main office and Chris Prevost.**

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?

**Not aware of DMS scorecard.**

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

**We do rolling inventory, along with verification when doing parts returns. Part values are run monthly via a parts master.**

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

**See above.**

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

**I run an exception report weekly.**

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

**Yes**

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

**Yes, all parts personell, with the exception of the driver.**

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

**Parts manager. The guys will normally let me know of lost sales in real time.**

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)?

**Partseye does the main stock order generation. Emergency parts are figured in.**

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?

**Partseye has different algorithms for differing classes of parts and trends varying by geographic location, and time of year, among other things.**

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

**Not familiar with RIMPRO. Google searches come up with alloy wheel repair services.**

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)?

**Parts, yes. We do have bulk washer solvent, and shop supplies, but not in the parts account.**

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

**Mostly verbal.**

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?

**Parts are checked in by counterpersons, received into inventory by either Manager, or Asst manager. All orders are cross checked via Subarunet. Discrepancies are filed with Subaru.**

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?

**CDK**

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)?

**RAD is a report that tracks appreciation/depreciation on monthly price updates, Emergency purchase are rare, and inventory adjustment is done by parts manager.**

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

**It went up slightly.**

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

**Yes, until they are sent back on a return. The only non returnable obsolescence is in a few tires.**

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?

**Not necessary.**

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

68.

**Service manager is responsible for that**

69. 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?

**Parts and service work together.**

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

**MIS, and AGRO.**

71. 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?

**47 days per Partseye.**

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

**Between 8 and 9 on Subaru parts only.**

73. 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.

**With proper shelving and equipment, I think inventory area is adequate, for now. Fill rate on prime is 92.7%. CDK RFR report is 97%.**

74. 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?

**Not so much.**

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

**Yes, parts personnel, GM and GSM.**

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

**No.**

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

**N/A**

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

**Not that I know of.**

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

**Material lift and proper shelving.**