

**CONFIDENTIAL**

**PARTS MANAGER QUESTIONS**

**STUDENT:  
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**PARTS MANAGER:  
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1. How often is your dealerships source pricing levels reviewed for competitive maintenance and heavy repair?

ANSWER: MONTHLY AFTER PRICE UPDATES ACCORDING TO THE PARTS MANAGER.

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

ANSWER: WE ALSO COMPARE PRICING POLICIES MONTHLY AFTER PRICE UPDATES

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.

ANSWER: WE VERIFY WITH MARKET SURVEYS QUARTERLY

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.

ANSWER: YES, ACCORDING TO THE PARTS MANAGER.

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?

ANSWER: YES, FOR PARTS DEPT. SERVICE ADVISORS CAN NOT CHANGE.

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))

ANSWER: DON'T USE +/- . USE DAILY VARIANCE REPORT

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?

ANSWER: YES

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?

ANSWER: WE USE THE DISCOUNT ACCOUNT

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

ANSWER: YES

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?

ANSWER: ACCESSORIES. SELL A LIST.

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?

ANSWER: NO

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?

ANSWER: NONE

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

ANSWER: WE ARE PART OF THE DEALERSHIP'S REGULAR WEBSITE THAT WORKS ON MOBILE

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

ANSWER: QUARTERLY, ACCORDING TO THE PARTS MANAGER.

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?

ANSWER: QUARTLY AND YES

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

ANSWER: WE ALSO SELL WHOLESALE. MONTHLY WHOLESALE SALES OF 22% TO 25 % OF TOTAL SALES.

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?

ANSWER: YES, WE WORK WITH SALES TO SELL OUR PRODUCTS.

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.

ANSWER: YES, QUARTERLY

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?

ANSWER: WE DELIVER WHEN NEEDED.

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?)

ANSWER: PARTS MANAGER. THE BUSINESS OFFICE TAKE CARE OF ID'S.

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.

ANSWER: MONTHLY MEETINGS WITH OWNER OR GEN. MGR. ON EXPENSES.

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?

ANSWER: BUSINESS OFFICE. CUSTOMER MUST FILL OUT AN APP.  
BUSINESS MGR TALKS MONTHLY WITH PARTS MGR ON LATE ACCOUNTS.

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

ANSWER:  
MONTHLY MEETINGS WITH OWNER OR GEN. MGR. ON STATEMENT.

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?

ANSWER: PREPAID ON COUNTER SALES AND NO RETURNS  
POSTED ON PARTS INVOICE.

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

ANSWER: YES, FOR RETAIL COUNTER. SERVICE WILL LET PARTS KNOW IF A SERVICE CUSTOMER NEEDS TO PREPAY.

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?

ANSWER: 30 DAYS THEN WE START THE RETURN PROCESS. THEY HAVE 14 MORE DAYS TO RETURN. 20% RETURN CHARGE

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

ANSWER: PARTS AND SERVICE MANAGERS.

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

ANSWER: YES, WE USE THE SYSTEM ORDER FORM

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?

ANSWER: LOCATED IN PARTS DEPT. GIVE ORDER FORM WHEN IN TO SERVICE DISPATCHER AND THEY HANDLE IT. WE DO A REPORT AT LEAST 2 TIMES A MONTH THAT WE GIVE TO SERVICE TO LET THEM KNOW OF AGING SOP'S.

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?

ANSWER: REGULAR INVENTORY.

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?

ANSWER: PARTS MANAGER. THE PARTS DEPT ONLY CAN ISSUE PO'S.

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)

ANSWER: NO. OWNER/GEN MGR.

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

ANSWER: OWNER. YES THEY ARE, ACCORDING TO THE PARTS MANAGER.

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)

ANSWER: EXCEEDS

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

ANSWER: MONTHLY REPORT TO OWNER/CONTROLLER

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)

ANSWER: MONTHLY REPORT TO OWNER/CONTROLLER

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

ANSWER: NO, ACCORDING TO THE PARTS MANAGER.

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)

ANSWER: NO, THE PARTS MGR. HANDLES OR OVERSEES MOST OF THESE 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?

ANSWER: PARTS MGR. MONTHLY. YES.

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?

ANSWER: YES, THIS DATE IS RETAINED IN FORD STARS TRAINING.

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?

ANSWER: YES, CERTIFIED FROM FORD.

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?

ANSWER: OK AT THIS TIME ACCORDING TO THE PARTS MANAGER.

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?

ANSWER: CURRENTLY AMOUNTS TO 5%. THE PARTS MGR. MANAGES THIS RESPONSIBILITY.

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

ANSWER: THERE DOES NOT APPEAR TO BE A DISCERNABLE TREND ACCORDING TO THE PARTS MANAGER.

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

ANSWER: LESS THAN 5%.

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?

ANSWER: PRINTED AND STORED IN PARTS MANAGER'S OFFICE. REVIEWED DAILY TO LOOK FOR ISSUES.

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?

ANSWER: YES. WORKING WITH PARTS MANAGER RE: DMS SCORECARD INCORPORATION INTO PARTS DEPT. PARTS MANAGER WAS VERY HELPFUL WITH DMS SCORECARD AND SUPPORTIVE OF IMPLEMENTATION.

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

ANSWER: AS SOON AS ERROR IS FOUND.

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

ANSWER: YES, ACCORDING TO THE PARTS MANAGER.

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

ANSWER: YES, DAILY

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

ANSWER: YES, AND IT HAS BEEN COMPLETED AND RETURNED.

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

ANSWER: YES, THEY ARE BEING TRACKED. LOGGING MAY BE DONE BY ALL COUNTER PEOPLE.

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

ANSWER: PARTS MANAGER ON A MONTHLY BASIS

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)?

ANSWER: YES AND YES, ACCORDING TO THE PARTS MANAGER.

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?

ANSWER: MOST SOURCES ARE 3 MONTHS OF SALES IN A 9 MONTH PERIOD.

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

ANSWER: SHOP SUPPLIES & GET READY NONE ACCORDING TO THE PARTS MANAGER.

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)?

ANSWER: SHOP SUPPLIES & GET READY NONE

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

ANSWER: PARTS MANAGER REVIEWS, UPDATES, AND APPROVES THESE ITEMS

59. Who files damage claims on parts shipments received?

ANSWER: ASST. MGR.

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?

ANSWER: SHIPPING CLERK RECEIVES. YES, THEY ARE DOUBLE-CHECKED FOR ERRORS. CLAIMS ADDRESSED WHEN FOUND.

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

ANSWER: YES, ACCORDING TO THE PARTS MANAGER.

62. Who applies and loads the monthly price updates?

ANSWER: PARTS MANAGER

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)?

ANSWER: YES, PARTS MANAGER

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

ANSWER: FOLLOWING THE LAST PHYSICAL INVENTORY, WE HAD TO ADJUST TO MINUS OF RETURNED PARTS TO VENDOR NOT TAKEN OFF AND ADDRESS PART # CHANGES THAT WERE NOT DONE.

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

ANSWER: YES, ACCORDING TO PARTS MANAGER

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?

ANSWER: SPECIAL SOURCE AND BINS

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

ANSWER: 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?

ANSWER: YES. THEY ARE DISCUSSED WEEKLY WITH ALL MGRS ACCORDING TO THE PARTS MANAGER.

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

ANSWER: YES, A DAILY DOC.

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?

ANSWER: 36.6. CLOSELY MATCHES. YES.

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

ANSWER: 10.4. CLOSELY MATCHES.

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.

ANSWER: 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?

ANSWER: PARTS MANAGER'S OFFICE. PARTS MANAGER HANDLES REVIEW AND MAKES MATERIALS ACCESSIBLE.

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

ANSWER: YES, PARTS PEOPLE WHO OPEN AND CLOSE.

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

ANSWER: YES, BALANCED DAILY AND CONFIRMED BY PARTS MANAGER.

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

ANSWER: YES, MANAGED BY THE PARTS MANAGER.

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

ANSWER: YES. IT MGR.

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

ANSWER: TRAINING FOR SERVICE ADVISORS AND SELLING MORE PARTS.