

# Lexus of Greenville: Steve Reed AA0301

## 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?  
*Annually.*
2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area.  
*Current parts pricing is comparable with other Toyota stores in our area. Being Lexus we have no one in our local are to compare and Atlanta and Charlotte market are very different.*
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.  
*Need to look in to this, as a new manager I'm not sure we are utilizing these methods of research.*
4. Does the computer system you have follow one or more of the pricing guides for various types of customers? *Yes.* 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.  
*Our fixed ops director has made recent revisions to our service pricing to balance profitability as well as competitiveness*
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? *Yes we have exception reports but, Counter people need to be able to adjust pricing on the fly sometimes.* What about Service Advisors? *Yes Advisors cannot change parts pricing only can discount a ticket but both department share discount.*
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.

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**
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? **Does not apply. We source solely through Lexus. If there is a discount we have a separate GL used to send the discount to.**
9. Do you have an internet presence for your parts department? **Yes**
10. What type of merchandising programs do you have in effect? **Simple Lexus apparel and drinkware etc.** What is the relative cost versus sales generated as a result of the programs? **Roughly 40-50% profit on merchandise sold.**
11. Is an outside salesperson active in your parts department? **Not Currently** 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? **Manager involvement could oversee most of our larger wholesale customers. Once department overall efficiency is achieved.**
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? **N/A**
13. With the growing use of mobile smartphones by customers do you have a mobile ready website? **N/A**
14. Do you periodically check your online internet Parts coupons? How often are they checked? How often are they updated? **We need to put this in place. Marketing team should be helping with this but it’s an area that gets neglected.**
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? **2 Months ago with Director of Parts.** Is the current sales level providing a sufficient profit for the pay levels established for the parts employees? **Yes**
16. Does the parts department actually seek additional revenue or “live off” the sales of the service department only? **Yes.** If not why not?

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? **Yes** If not, are you leaving potential sales and gross profit on the table?
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. **Intermittently done.**
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? **Yes** Can you deliver 2-3 times a day? **Yes** Within what mileage radius? **Varies by Day and Driver schedules.**
20. Who verifies the "wholesale" customer applications to make certain they are really true wholesale customers? **Parts Management** Are your state Tax-ID/Wholesale Certificates current (within the last two years?) **No Maybe at the DSS they have this paper work also**
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. **Controlling overtime is the best way to manage Parts expenses.**
22. Who determines credit approval for parts customers and what screening system is applied? **DSS AR Managers.** Who follows the receivables list in a timely manner to make certain payment is made by the customer without exceeding the account limits? **DSS (Dealer Shared Services)Accounting**
23. Is the financial statement for the parts department given to the manager and discussed on a weekly/monthly basis? **We Do not us the manufacture statement but we do have a financial reporting tool that is available and all sales ,Gross and expenses are visible at all times.**
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? **We do not have a formal policy but several versions of a SOR policy. It's not posted.**
25. Do you require 100% pre-payment on these parts? **Yes.** Do you differentiate between Counter Retail/Wholesale and Service RO? **Yes**
26. What time is set to retain these parts and then initiate a return? **30 days.** Is a return charge made on customer pay parts that are returned because the customer did not return for them within a time limit? **No**

27. Who are the parties that are involved in the SOP process start to finish? **Manager, receiving clerk, Counter personnel.**
28. Are special order forms completed in a legible manner so that the customer information can be read? **Yes, Computer Generated SOR form**
29. Where are special order parts for the service department located? **Car in shop shelf or SOR awaiting appt shelf.** Who notifies the customer the part is in, **Counter persons or BDC.** and who determines when to send the parts back if no response is made by the customer? **Parts Manager** Is anyone designated to follow up on SOP's, the lack of return? **Team Resoponsibility**
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? **Seperate**
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? **This is all done for the corporate accounting team**
32. Does anyone other than the parts manager have direct purchasing authority from outside vendors? **No** Who oversees the Parts Manager? (Double signatures, Perusing the Parts Dept. purchase invoices) **DSS AR Department. We have level of approvals for PO's**
33. Who established internal parts pricing policies? **Corporate** Are all internal purchases centralized and run through the Parts Department for control purposes? **In most cases yes but a few purchases are made by an accessory person in the showroom. Invoice are sent through parts.**
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)  
  
**It is maintained with in Company guidelines. Reconciled Monthly.**
35. If the accounting inventory value is higher than the parts computer, look for the parts inventory missing items (uncontrolled inventory). (Monthly Reconciliation Exercise) **Inventory Just Completed and is accurate.**
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) **N/A**
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) **We have not assigned these responsibilities.**
39. Who controls the training programs for the parts employees? **Parts manager** When was it last reviewed? **Has not been reviewed yet.** Is it part of a yearly review with the employee and is it part of the employee's pay plan? **NO**
40. Are records kept of the training for each person and when did someone last take online DMS refresher training? **NO** Parts Catalog training? **NO** OE/Manufacturer specific training? **NO**
41. Has your Parts Manager ever taken a departmental Financial Management class like the ATD Academy? **No** When was the last time they attended any formal Parts Management training? **3 years**
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 are appropriately equipped with Logistical Support equipment.**
43. How much of the replenishment/daily order is manually adjusted? **30%** Does it exceed 10%? **Yes** Who makes the stock replenishment changes, and what are the reasons for the majority of those adjustments? **Parts Manager** When was it changed last and by whom? **July of 19. Parts Manager and Parts Director.**
44. Is the trend of those changes in question #42 a positive or negative trend? **Positive**
45. What is the percentage of stock order from the factory versus outside purchase (emergency purchases)? **95/5**
46. Where are the computer-generated management reports printed and stored are they used on a daily? **Job Stack CDK DSDA (CDK MGR Report)** How are the management reports utilized? **Constant inventory review. KPI Report has to be completed monthly Information come from MGR and various report in DSDA**
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? **We have a corporate score card in place this managed by the corporate office. Corporate Parts Directors help with training of parts managers**

48. How often is your Parts Inventory adjusted for errors in part value or part quantity? (Moments in Time) **Weekly Bin Counts (Perpetual Inventory) happens at all time as staffing allows.**
49. Have the fifty most active parts numbers been checked for parts bin count accuracy? (Moments in Time) **Yes**
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**
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? **Everyone in the Dept.**
53. Who reviews the Lost Sales? **Parts Manager** When are they reviewed? **Weekly**
54. Are emergency ordered part numbers reviewed to see if they qualify to be phased in? **Yes.** Is the Test/Non Stock/Watch feature of the computer system utilized to test which parts to stock (Phase In)? **Yes.**
55. What demand history does it take to place a part on the inventory stock order or in inventory? **3 in 12.** Time limit and quantity are generally managed by Vendor Managed Inventory systems? **Yes**
56. What is your Compliance % level for your inventory with your Vendor Managed Inventory, RIMPRO? **N/A**
57. Are all parts sold by the department placed in the Parts inventory and then sold from the inventory? **No. emergency purchase/ In/out purchases.** Do you stock any items that aren't in your inventory (Shop supplies, get ready, bulk fluids like washer solvent)? **No**
58. Are the procedures for shipping and receiving written or all verbal? **Both.** Who's responsible for reviewing and updating these policies and procedures? **Parts Manager**
59. Who files damage claims on parts shipments received? **Parts Manager**
60. Who receives parts orders, and how are they received? **Parts Manager**  
Is the original stock order transmitted to the factory cross-checked? **Yes, every day.** What do you do about discrepancies? **Review, Coach and Correct.**

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? **Automatically run.**
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)? **Periodic Inventory**
64. What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory? **1500.00**
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? **No.** Separate source? **No.** Change bin location by adding a J for easy identification by counter persons? **No.**
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 Director RFOD**
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 Weekly expense meetings**
69. Is a daily operating report of sales, gross profit etc., being provided to the parts manager for review by him (DOC)? **Yes. Fixed Ops Director**
70. What is the months' supply of the inventory? **36** 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? **No**
71. What is the true turn of the inventory? **1.3** Does that match the students calculations found in their FS Parts Excel template?
72. Is the inventory area large enough for the current level of business? **Yes.** Answers to this question can be obtained when the student does the FTFR (First Time Fill Rate) exercise.
73. Where are the Dealership's policy and procedures manuals located and who handles the review with the manager and his employees? **There is not a specific parts policy and procedure manual but a company one that is located in UltiPro.** Who has verified that the manual is located in an area that allows for easy access? **HR rep. during on-boarding.**

74. Is your Parts Department locked up each night? Who has keys? Yes. GM, Service Manager, Parts Manager.
75. Do your Counter-people have a cash drawer? Yes. Who balances the drawer? Closing counter person and Parts Manager.
76. Is there a policy in place for overages for the cash drawer/balancing? Yes.
77. Do you have security cameras in the Parts Department? No. Who has access to the tapes/CD/backup? N/A
78. What one thing can your organization do to help you do your job better? Every request I have made for additional support or resolving a problem, I have been given the answer to. I really have nothing to ask for at this point. More time in the position to continue to train and improve my staff is all we need currently.