First Time Fill Rate

DEALERSHIP NAME		NADA Motors	rst time fill rate	
DATE	RO'S	1st Time	Same Day	Day
8/27/2019	47	40	4	3
8/28/2019	53	46	2	5
8/29/2019	58	51	5	2
Totals	158	137	11	10

137

Rate %
85.11%
86.79%
87.93%
#DIV/0!
#DIV/0!
#DIV/0!
#DIV/0!
#DIV/0!
#DIV/0!
#DIV/0!
#DIV/0!
#DIV/0!
#DIV/0!
#DIV/0!
#DIV/0!
86.71%
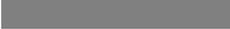
CDK Stocking Status INVESTMENT		Inventory Value	% of Inventory	Guide			COLOR SCORING
Normal or Active Stock		$249,834	52.29%	over 70%			GOOD
Automatic Phase Out		$75,988	15.90%	Less than 30%			WARNING
Dealer Phase Out		$761	0.16%	Less than 1%			DANGER
Manual Order		$38,159	7.99%	Less than 3%			GREAT
Non Stock Part $'s		$101,668	21.28%	Less than 5%			Seldom used
Non Stock Part #'s*		16,265	81.00%	Greater than 70% of PN's			OK….BUT..
Clean Core		$11,405	2.39%	# PIECES	PART #		OUCH !!!!!!
Dirty Core		$0	0.00%				
Total Inventory		$477,815	100.00%				ouch!!!

Activity	Value $	%	Notes & Guides
0-3 Months	277,682	60%	ACTIVE INVENTORY at 75%
4-6 Months	37,053	8%	ACTIVE INVENTORY at 23%
7-12 Months	38,260	8%	75% will likely become Obso 2% is guide
Over 12 Months	80,788	17%	Technical Obsolescence 2% is guide
New parts no sales	32,626	7%	Minimal Amount
Total Inventory	466,409	100%	

CRITICAL OBSERVATIONS:(How do you feel about these observations?) Color Coat	Pass or Fail ?
OBSO POSITION (LINES 20-22 FROM ABOVE)	FAIL
NEG-ON-HAND (MINUS-ON-HAND)	FAIL
CLEAN CORE	PASS
DIRTY CORE (RDCI) OR DONE MANUALLY	N/A
LOST SALES CALCULATOR VS. ACTUAL	FAIL
AVERAGE STOCK ORDER (Obtain data from	PASS
MONTHS SUPPLY (This calculation from yo	PASS
GROSS (TOTAL) TURNS (from your FS Temp	PASS
TRUE (STOCK) TURNS (from your FS Templ	PASS
FTFR (FIRST TIME FILL RATE)	PASS

OBSO POSITION			
.75 TIMES	$		28695
PLUS			80,788
PLUS			32,626
EQUALS		30%	142109

REYNOLDS 2213 Stocking Status INVESTMENT	Inventory Value	% of Inventory	Guide	
				GOOD
				WARNING
				DANGER
Normal or Active Stock		#DIV/0!	over 70%	GREAT
Automatic Phase Out		#DIV/0!	Less than 30%	Seldom used
Dealer Phase Out		#DIV/0!	Less than 1%	OK….BUT..
Manual Order		#DIV/0!	Less than 3%	OUCH !!!!!!!!!!
Non Stock Part $'s		#DIV/0!	Less than 5%	YIKES
Non Stock Part #'s*			Greater than 70% of PN's	
Core Clean		#DIV/0!	pn pieces	
Core Dirty		#DIV/0!	pn pieces	
Replace by hold RBH		#DIV/0!	pn NA pieces	
			NA	
Total Inventory	$0	#DIV/0!		

REYNOLDS

Activity	Value	% of inventor	NADA Guide	Notes
Current		#DIV/0!	75%	this is your current and active
1-3 Months		#DIV/0!	included	healthy parts inventory
4-6 Months		#DIV/0!	23%	
7-9 Months		#DIV/0!	2%	65% Will likely become obso
10-12 Months		#DIV/0!	included	85% Will likely become obso
13-24 Months		#DIV/0!	0%	Technically Obsolete
25+ months		#DIV/0!	0%	
TOTAL	$0	#DIV/0!		
CRITICAL OBSERVATIONS:(How do you feel about these observations?) Color Coat				PASS/ FAIL
OBSO POSITION (LINES 23-26 FROM ABOVE)				
NEG-ON-HAND (MINUS-ON-HAND)				
CLEAN CORE				
DIRTY CORE				
LOST SALES CALCULATOR VS. ACTUAL				
AVERAGE STOCK ORDER (NEEDED FOR FS				
MONTHS SUPPLY (FS TEMPLATE)				
GROSS (TOTAL) TURNS (from your FSTempl				
TRUE (STOCK) TURNS (from your FS Templ				
FTFR (FIRST TIME FILL RATE) (from your pa				

OBSO POSITION MATH DONE BELOW		
.65 TIMES THE 7-9 MONTH VALUE	$0	
.85 TIMES THE 10-12 MONTH VALUE	$0	
PLUS THE 13-24 MONTH VALUE	$0	
PLUS THE 25+ VALUE EQUALS	$0	
OBSO AS A % OF TOTAL	$ -	#DIV/0!

AUTO MATE Stocking Status INVESTMENT	Inventory Value	% of Inventory	Guide	
				GOOD
				WARNING
				DANGER
Active parts		#DIV/0!	over 70%	GREAT
Auto Phase Out Parts		#DIV/0!	Less than 30%	Seldom u
Dealer Phase Out Parts		#DIV/0!	Less than 1%	OK….BUT
Manual Order Parts		#DIV/0!	Less than 3%	OUCH !!!!
Non Stock Part $'s		#DIV/0!	Less than 5%	YIKES
Non Stock Part #'s*			Greater than 70% of PN's	
Core Clean		#DIV/0!	pn pieces	
Core Dirty		#DIV/0!	pn pieces	
		#DIV/0!		
Total Inventory	$0	#DIV/0!		

AUTO MATE

Activity	AUTO MATE Value	% of inver	NADA Guide	Notes
		#DIV/0!		this is your current and active
Current to 3 Months		#DIV/0!	75%	healthy parts inventory
4-6 Months		#DIV/0!	23%	
7-9 Months		#DIV/0!	2%	65% Will likely become obso
10-12 Months		#DIV/0!	included	85% Will likely become obso
over 12 Months		#DIV/0!	0%	Technically Obsolete
		#DIV/0!		
TOTAL	$0	#DIV/0!		
CRITICAL OBSERVATIONS:(How do you feel about these observations?) Color Coat				PASS/ FAI
OBSO POSITION (LINES 23-25 FROM ABOVE)				
CLEAN CORE				
DIRTY CORE				
LOST SALES CALCULATOR VS. ACTUAL				
AVERAGE STOCK ORDER (NEEDED FOR FS TEMPLATE TRUE TURN CALCULATION)				
MONTHS SUPPLY (FS TEMPLATE)				
GROSS (TOTAL) TURNS (from your FSTemplate)				
TRUE (STOCK) TURNS (from your FS Template)				
FTFR (FIRST TIME FILL RATE) (from your parts class homework assignment)				

sed

:..

!!!!!

Additional Data Available From Auto Mate		
	$ Value	Grade
DP2 Total Idle Capital	0	
DP3 Negative On Hand	0	
DP4 Parts with no bin	0	
DP5 Parts with no cost	0	
DP6 Monthly Closing Inv Value	0	
DP7 Lost Sales	0	
Value of Stocking parts with MNS 6-11 Mo.	0	
Value of Stocking parts with MNS 12 Plus	0	
Value of Non-Stock Parts w MNS 3-5	0	
Value of Non-Stock Parts w MNS 6-8	0	
Value of Non-Stock Parts w MNS 9-11	0	
Value of Non-Stock Parts w MNS 12 Plus	0	
	0	

OBSO POSITION MATH DONE BELOW		
.65 TIMES THE 7-9 MONTH VA	$0	
.85 TIMES THE 10-12 MONTH	$0	
PLUS THE 13-24 MONTH VALU	$0	
PLUS THE 25+ VALU EQUALS	$0	
OBSO AS A % OF TOTAL	$ -	#DIV/0!

L

AUTO SOFT Stocking Status INVESTMENT	Inventory Value		% of Inventory	Guide		
Normal or Active Stock			#DIV/0!	over 70%		
Automatic Phase Out			#DIV/0!	Less than 30%		
Dealer Phase Out			#DIV/0!	Less than 1%		
Manual Order			#DIV/0!	Less than 3%		
Non Stock Part $'s			#DIV/0!	Less than 5%		
Non Stock Part #'s*				Greater than 70% of PN's		
No Phase Out				NA		
Repace by Hold				NA		
Clean Core			#DIV/0!	# PIECES	PART #	
Dirty Core			#DIV/0!			
Total Inventory	$0		#DIV/0!			

AUTO SOFT					
Activity from Source	Value $	% of Inver	%	Notes & Guides	
0-3 Months			#DIV/0!	ACTIVE INVENTORY at 75%	
4-6 Months			#DIV/0!	ACTIVE INVENTORY at 23%	
7-12 Months			#DIV/0!	75% will likely become Obso 2% i	
13-18 Months			#DIV/0!	Technical Obsolescence 2% is gu	
New parts no sales			#DIV/0!	Minimal Amount	
Total Inventory			#DIV/0!		

CRITICAL OBSERVATIONS:(How do you feel about these observations?) Color Coat
OBSO POSITION (LINES 20-22 FROM ABOVE)
NEG-ON-HAND (MINUS-ON-HAND)
CLEAN CORE
DIRTY CORE (RDCI) OR DONE MANUALLY
LOST SALES CALCULATOR VS. ACTUAL
AVERAGE STOCK ORDER (Obtain data from your OE)
MONTHS SUPPLY (This calculation from your FS Template)
GROSS (TOTAL) TURNS (from your FS Template)
TRUE (STOCK) TURNS (from your FS Template)
FTFR (FIRST TIME FILL RATE)(this is a post class assignment)

COLOR SCORING	
GOOD	
WARNING	
DANGER	
GREAT	
Seldom used	
OK….BUT..	
OUCH !!!	
OUCH !!!!!!	
ouch!!!	

	OBSO POSITION		
.75 TIMES	$		0
PLUS			0
PLUS			0
EQUALS	#DIV/0!		0

s guide

ide

Pass or Fail ?

DEALER TRACK ARKONA	MONTH OF:				PROFILES
STATUS					
	%	#	PIECES	VALUE	
ACTIVE PARTS: STOCKED	#DIV/0!				See 9 D
ACTIVE PARTS: EXCESS STOCK	#DIV/0!				LESS THA
ACTIVE PARTS: UNDERSTOCKED	#DIV/0!				LESS THA
ACTIVE PARTS:TO PHASE OUT	#DIV/0!				LESS THA
TOTAL ACTIVE PARTS	#DIV/0!				70%
SUPERCEDED W/ON HAND	#DIV/0!				LOW DBL
INACTIVE W/ON HAND	#DIV/0!				LESS THA
INACTIVE PART NUMBER # AND %					
TOTAL INV. TO SELL	#DIV/0!				
CORES ON HAND					LOW PIEC
NEG-ON-HAND					LOW DBL
TOTAL OF INVENTORY					
PARTS ON OPEN R. O.'S					ONE DAYS
VALUE OF TOTAL INVENTORY					
NOT ON FACTORY MASTER					MINIMAL
PARTS WITH OUT COST					MINIMAL
INVENTORY AGING BY LAST SOLD					
	VALUE	%	ACUM %	INS	
NEVER SOLD		#DIV/0!	#DIV/0!		
ONE YEAR AGO PLUS		#DIV/0!	#DIV/0!	THIS	
ELEVEN MONTHS AGO		#DIV/0!	#DIV/0!		
TEN MONTHS AGO		#DIV/0!	#DIV/0!	THIS	
NINE MONTHS AGO		#DIV/0!	#DIV/0!		
EIGHT MONTHS AGO		#DIV/0!	#DIV/0!	THESE PARTS WILL BE IN A ".	
SEVEN MONTHS AGO		#DIV/0!	#DIV/0!		
SIX MONTHS AGO		#DIV/0!	#DIV/0!		
FIVE MONTHS AGO		#DIV/0!	#DIV/0!		
FOUR MONTHS AGO		#DIV/0!	#DIV/0!		
THREE MONTHS AGO		#DIV/0!	#DIV/0!	THIS IS YOUR ACT	
TWO MONTHS AGO		#DIV/0!	#DIV/0!		
ONE MONTH AGO		#DIV/0!	#DIV/0!		
CURRENT MONTH		#DIV/0!	#DIV/0!		
TOTAL INVENTORY		#DIV/0!		Guide is 1.5 Months Supp	
CORES WITH ON HAND				CONFIRM DIRT	

CRITICAL OBSERVATIONS:(How do you feel about these observations?) Color Coat
OBSO POSITION (LINES 25 to 31 FROM ABOVE) (includes potential and technicle OBSO)
NEG-ON-HAND
CLEAN CORE (Provide the # of part #'s and # of pieces)
DIRTY CORE
LOST SALES CALCULATOR VS. ACTUAL
AVERAGE STOCK ORDER (this will help you calculate your true turnfound in the FS temp)
MONTHS SUPPLY (this calculation is found in the FS template)
GROSS (TOTAL) TURNS (from your FS Template)
TRUE (STOCK) TURNS (from your FS Template)
FTFR (FIRST TIME FILL RATE) (from your parts class homework assignment)

	COLOR
GUIDES	SCORING
	GOOD
	WARNING
N 1 %	DANGER
N 1 %	GREAT
N 30%	Seldom used
	OK….BUT..
NUMBERS	OUCH !!!
N 30% these are Auto Phase Out Parts	

E COUNTS
NUMBERS

S AVG SALES

STRUCTORS NOTES

IS TECHNICAL OBSO

IS POTENTIAL OBSO

AP" STATUS IF YOUR PHASE OUT IS SET AT 0 IN 6

TIVE HEALTHY PARTS INVENTORY

y
Y & CLEAN STATUS (see below)

Pass or Fail ?
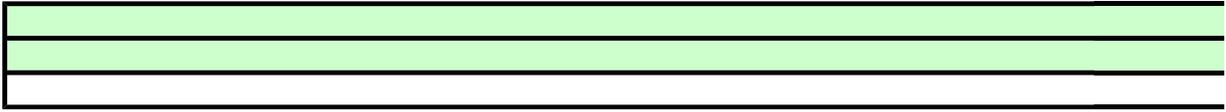
#DIV/0!

Lightyear Stocking Status INVESTMENT	Inventory Value		% of Inventory	Guide		COLOR SCORING
Normal or Active Stock			#DIV/0!	over 70%		GOOD
Automatic Phase Out			#DIV/0!	Less than 30%		WARNING
Dealer Phase Out			#DIV/0!	Less than 1%		DANGER
Manual Order			#DIV/0!	Less than 3%		GREAT
Non Stock Part $'s			#DIV/0!	Less than 5%		Seldom used
Non Stock Part #'s*				Greater than 70% of PN's		OK....BUT..
No Phase Out				NA		OUCH !!!
				NA		
Clean Core			#DIV/0!	# PIECES	PART #	OUCH !!!!!!
Dirty Core			#DIV/0!			
Total Inventory	$0		#DIV/0!			ouch!!!

Lightyear

Activity	Value $	% of Inver	%	Notes & Guides
1-2 Months			#DIV/0!	ACTIVE INVENTORY at 75%
3-5 Months			#DIV/0!	ACTIVE INVENTORY at 23%
6-11 Months			#DIV/0!	75% will likely become Obso 2% is guide
Over 12 Months			#DIV/0!	Technical Obsolescence 2% is guide
New parts no sales			#DIV/0!	Minimal Amount
Total Inventory			#DIV/0!	

CRITICAL OBSERVATIONS:(How do you feel about these observations?) Color Coat	Pass or Fail ?
OBSO POSITION (LINES 20-22 FROM ABOVE)	
NEG-ON-HAND (MINUS-ON-HAND)	
CLEAN CORE	
DIRTY CORE (RDCI) OR DONE MANUALLY	
LOST SALES CALCULATOR VS. ACTUAL	
AVERAGE STOCK ORDER (Obtain data from your OE)	
MONTHS SUPPLY (This calculation from your FS Template)	
GROSS (TOTAL) TURNS (from your FS Template)	
TRUE (STOCK) TURNS (from your FS Template)	
FTFR (FIRST TIME FILL RATE) (This is a post class assignment)	

OBSO POSITION			
.75 TIMES	$		0
PLUS			0
PLUS			0
EQUALS		#DIV/0!	0

PBS SCORECARD Stocking Status INVESTMENT	Inventory Value		% of Inventory	Guide			
					GOOD		
					WARNING		
					DANGER		
Stock Parts			#DIV/0!	over 70%	GREAT		
Automatic Phase Out			#DIV/0!	Less than 30%	Seldom u		
			#DIV/0!		OK....BUT		
Manual Order			#DIV/0!	Less than 3%	OUCH !!!!		
Test Part $'s			#DIV/0!	Less than 5%	YIKES		
Test Part #'s*				Greater than 70% of PN's			
Core Parts			#DIV/0!	pn		pieces	
Core Dirty			#DIV/0!	pn		pieces	
Superseded Parts			#DIV/0!	pn	NA	pieces	
					NA		
Total Inventory	$0		#DIV/0!				

REYNOLDS

Activity	Value		% of inver	NADA Guide	Notes
Current			#DIV/0!	75%	this is your current and active
1-3 Months			#DIV/0!	included	healthy parts inventory
4-6 Months			#DIV/0!	23%	
7-9 Months			#DIV/0!	2%	65% Will likely become obso
10-12 Months			#DIV/0!	included	85% Will likely become obso
13-24 Months			#DIV/0!	0%	Technically Obsolete
25+ months			#DIV/0!	0%	
TOTAL	$0		#DIV/0!		
CRITICAL OBSERVATIONS:(How do you feel about these observations?) Color Coat					PASS/ FAI
OBSO POSITION (LINES 23-26 FROM ABOVE)					
NEG-ON-HAND (MINUS-ON-HAND)					
CLEAN CORE					
DIRTY CORE					
LOST SALES CALCULATOR VS. ACTUAL					
AVERAGE STOCK ORDER (NEEDED FOR FS TEMPLATE TRUE TURN CALCULATION)					
MONTHS SUPPLY (FS TEMPLATE)					
GROSS (TOTAL) TURNS (from your FSTemplate)					
TRUE (STOCK) TURNS (from your FS Template)					
FTFR (FIRST TIME FILL RATE) (from your parts class homework assignment)					

sed
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!!!!!

OBSO POSITION MATH DONE BELOW		
.65 TIMES THE 7-9 MONTH VA	$0	
.85 TIMES THE 10-12 MONTH	$0	
PLUS THE 13-24 MONTH VALU	$0	
PLUS THE 25+ VALUEQUALS	$0	
OBSO AS A % OF TOTAL	$ -	#DIV/0!

L

UCS SCORECARD Stocking Status Observations	Inventory Value	% of Inventory	Guide		
				GOOD	
				WARNING	
				DANGER	
Active Stock (0-6 month activity)			over 70%	GREAT	
Zero Guide (Auto Phase out)			Less than 30%	Seldom used	
No bin Location Parts			Less than 1%	OK….BUT..	
Manual Order Review			Less than 3%	OUCH !!!!!!!!!!	
No Match (Non Stock Part $'s)			Less than 5%		
Total Watch #'s (N/ Stock Part #'s)			Greater than 70% of PN's		
Clean Core					
Dirty Core			Are controls in place?		
			NA		
			NA		
Total Inventory	$0				
EXTRA LINES					
EXTRA LINES					

UCS

Investment Activity	Value	% of inver	NADA Guide	Notes	
Current TO 3 Months		#DIV/0!	75%	this is your current and active	
3 to 6 Months		#DIV/0!	included	healthy parts inventory	
6-9 Months		#DIV/0!	23%	65% Will likely become obso	
9-12 Months		#DIV/0!	2%	85% Will likely become obso	
12 Months + Over		#DIV/0!	included	This is your Technical OBSO	
		#DIV/0!			
		#DIV/0!			
TOTAL	$0	#DIV/0!			
CRITICAL OBSERVATIONS:(How do you feel about these observations?) Color Coat					Pass or Fail ?
OBSO POSITION (LINES 23-26 FROM ABOVE)					
NEG-ON-HAND (MINUS-ON-HAND) (minus balance parts)					
CLEAN CORE					
DIRTY CORE					
LOST SALES CALCULATOR VS. ACTUAL					
AVERAGE STOCK ORDER					
MONTHS SUPPLY					
GROSS (TOTAL) TURNS (from your FS templat					
TRUE (STOCK) TURNS (from your FS Templat					
FTFR (FIRST TIME FILL RATE) (from your part					

$0.00	
$0.00	
$0	
$0.00	#DIV/0!

Departmental Action Plan

Dealership | Honda of Chantilly

Academy Week | Week 2 - Fixed Operations 1 - Parts | **Class &**

Current Situation

Counter Parts Sales
            Our parts department has the highest gross profit potential (40%) or
account for approximately 5% of the total department's sales.   I believe that w
phone skills and lack of urgency from our staff. They need to understand that
variable) are sales oriented.

Overall Objective:

Objectives:
                              Objective 1: Share our vision with
mindset from being order takers to salespeople.
part and accessory sales by implementing a new phone script and checklist.
new process.

Proposed Timeline

Proposed Timeline:
            Step 1: Mystery shop the parts department to identify areas of oppor
                        Step 2: Educate parts associates on the gross
Date: October 1, 2019   Step 3: Implement phone script ar
retail calls   Date: October 1, 2019   Step
                        Date: Ongoing

Action Plan

Describe necessary actions to reach desired result:

to the parts department and mystery shop each associate multiple times.
                                                            Action 2: Deve
associates to follow.
            Action 3: Review the phone calls with the team to identify what they

profit potential of retail counter sales with the team.
                                                Action 5: Set the ex
salespeople!
            Action 6: Ask for input from the team so that they feel more c

Requirements

1. Meeting with Dealer:

Action Proposed: Propose the above action plan to management team.

2. Meeting with stakeholder(s) (dealership personnel):

Describe what is in place to support desired goal:
Training / Coaching / ±Consequences related to results / Pain & Gain
            Training: Role-playing new script with the parts team
                    Coaching: Reviewing mystercalls with parts team to discuss posit
                            Consequences: Proposed monthly bonus for the parts a
counter retail parts sales.   Pain & Gain: There will be no increase in
retained fully.

3. Accountability: Monitoring progress:
Who:
        Parts associates, Assistant Parts Manager, and Parts Manager.
What:
                Parts associates following phone script and checklist everytime
By When:
                Implement on October 1, 2019 and measure the counter retail sal
2019.
How:
                Parts manager trains team on new process by reviewing recorded
parts associates. Assistant parts manager (or other dealership personel) con
is being followed. Parts manager tracks weekly progress of counter retail sal

4. Describe checkpoints that have been established to measure progress:
Daily / Weekly / Bi-weekly / Monthly /

Daily:
            -Parts Manager reviews recorded phone calls

Manager and Assistant Parts Manager review the calls with the parts team an
having trouble following the script or not getting all information on the checkl
                -Parts Manager posts sales of individual parts associates to track pr
                        Monthly:
                                -Parts Manager posts final numbers and determin
counter retail sales.   -Incentive goes to the top associate and

5. Estimated cost for implementation:

related to this change.

Projected Date of Completion: | December 31, 2019 | **Sponsor Signature:** _____

Evaluation of Results: Include measured results.   **(± Metrics)**

Impact Areas:
Sales   /   Gross   /   Expenses   /   Net Profit   /   CSI   /
          Sales: We are projecting to see an increase of overall sales, and are focused on count statement.   **Gross: Due to the projected increase in sales, we will also have an increas** gross profit percentage.   **Expenses: There is no increase in expenses related.**
                                                  Net Profit: Since there are no additional expens
                                                  CSI: Our new phone script will ensu
 The checklist will ensure that we gather the proper information necessary to look up the right part it in stock, suggest other items for purchase (Amazon style selling) and invite the client to the deal This improved communication and care for our clients is likely to elevate our CSI.

Student Name Courtney Lindquist

Student Number N353-25

n counter retail sales, however they only
ve are missing opportunities based on poor
t all positions within the dealership (fixed and

h the parts team in order to change their
Objective 2: Increase counter
Objective 3: Manage the

rtunity   Date: Sept 15-30, 2019
s opportunity in counter retail sales
nd checklist for the associates to follow on
4: Manage Results

Action 1: Initiate recorded phone calls

elop a written script and checklist for the parts

did well and areas that need improvement.
Action 4: Share the gross

xpectation that the parts associates are

omfortable and open to the change.
Action 7: Implement the

tives and negatives
ssociate that has the highest increase in
 expenses, so the additional income will be

to ensure the best client experience possible.

es results for the quarter ending December 31,

d phone calls and role-playing new script with
tinues mystery calls to ensure that the process
es and posts for the team to see.

Weekly:

-Parts
d provide additional training to those who are
ist.
ogress.

es which associate has the highest increase in
d that associate shares his secrets to success

The should not be any significant cost

er retail sales which are tracked on our monthly financial
e in gross. Our counter retails sales yeild the highest

es, the increase in gross will go directly to the net profit.
ıre that the client receives a warm greeting on the phone.
: the first time. We will also let the client know if we have
ership to visit our service department for installation.