

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?
Yearly – quarterly review is suggested going forward
2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area.
N/A we are the only Porsche dealer in our area.
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.
N/A
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, we use varying price escalators
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, we have an exception report
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))
Parts advisors cannot change cost in our DMS
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?
N/A We don't purchase factory parts from jobbers or other wholesalers
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?
N/A
9. Do you have an internet presence for your parts department?
We only have a parts request form on our dealer website – currently looking at vendors to add a parts catalog.

What type of merchandising programs do you have in effect? What is the relative cost versus sales generated as a result of the programs

N/A Seasonal offers available

10. 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?

No outside salesperson

11. 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

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

No

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

Coupons are checked when one is updated seasonally

14. 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?

Yes, it is reviewed yearly.

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

Yes

16. 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

17. 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.

No, Porsche is a unique brand with only a handful of independent shops capable of repairing them. Accounts are reviewed on an as needed basis.

18. 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 the “major player” in our market. No other Porsche dealers are in our market.

19. 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?)
Our office manager/controller handles wholesale applications. Yes, we keep a digital and physical file of all tax id forms
20. 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.
Yes
21. 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?
Our office manager/controller
22. Is the financial statement for the parts department given to the manager and discussed on a weekly/monthly basis?
Yes
23. 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?
New policy and both the part manager and general manager review the orders
24. Do you require 100% pre-payment on these parts? Do you differentiate between Counter Retail/Wholesale and Service RO?
Yes
25. 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?
One month. Only VOR freight charges are billed for returned customer pay parts
26. Who are the parties that are involved in the SOP process start to finish?
All employees of the parts department
27. Are special order forms completed in a legible manner so that the customer information can be read?
Yes, it’s all done electronically
28. 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?
We have a SOR table and a SOR bin. The service advisor notifies their customer of the parts arrival. Our SOR table gets cleaned up weekly, remaining parts get placed in a SOR bin. At the end of the month we go through this bin and contact the service advisor to see when the customers appointment is or if we can send them back.
29. 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's are in our regular inventory**
30. 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?
We don't use a PO system. We use RO numbers as PO's
31. 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)
Yes, the parts advisors can make parts purchases from parts vendors. The office manager/controller oversees the parts manager
32. Who established internal parts pricing policies? Are all internal purchases centralized and run through the Parts Department for control purposes?
Our Corporate director and Office manager
33. 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)
New process
34. If the accounting inventory value is higher than the parts computer, look for the parts inventory missing items (uncontrolled inventory). (Monthly Reconciliation Exercise) **New process**
35. 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) **New process**
36. If LIFO is used, when inventory value is used to calculate days' supply, etc., the actual value should include the LIFO reserve. **New process**
37. 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)
The parts manager oversees some of these and delegates other job duties.
38. 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? **VP of Fixed Operations and HR**
39. 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?
Yes, we have quarterly catalog and manufacturer trainings.
40. 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?

- No, signed up this quarter for class.**
41. 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?
Equipment meets needs.
42. 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?
Porsche manages incoming parts
43. Is the trend of those changes in question #42 a positive or negative trend?
Positive
44. What is the percentage of stock order from the factory versus outside purchase (emergency purchases)?
99.9999%
45. 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?
The parts ADP printer. These reports are digital and can be ran anytime
46. 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? **Director will assist with the reports**
47. How often is your Parts Inventory adjusted for errors in part value or part quantity? (Moments in Time)
As soon as they are discovered. We do weekly bin counts to ensure part quantity is always correct
48. Have the fifty most active parts numbers been checked for parts bin count accuracy? (Moments in Time)
Yes, weekly
49. Are the transactions for each day reviewed by the parts manager to make certain that any adjustments made (plus or minus) are accurate?
Yes
50. Have you given the Lost Sale Quiz to the parts Manager and Counter-people? Others in the dealership?
Yes
51. Are true lost sales being tracked in your DMS? Who can log a Lost Sale?
Yes, all parts advisors
52. Who reviews the Lost Sales? When are they reviewed?
The parts manager, monthly

53. 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, They are reviewed by me and placed in our test source
54. 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?
We have it kick in after 3 sales in a year
55. What is your Compliance % level for your inventory with your Vendor Managed Inventory, RIMPRO? **Once a part is sold, a part is automatically re-ordered**
56. 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)?
Yes, onetime part sales from jobbers are placed in an aftermarket source. No, everything stocked in our department is in inventory.
57. Are the procedures for shipping and receiving written or all verbal? Who's responsible for reviewing and updating these policies and procedures?
Mostly verbal, some written
58. Who files damage claims on parts shipments received?
The parts manager
59. 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?
The parts manager. Yes, the order is entered manually to ensure correctness.
60. At a minimum, is perpetual inventory verification done in conjunction with a physical inventory on a yearly basis?
Yes, weekly cycle counts are done
61. Who applies and loads the monthly price updates?
The price tape is updated automatically on the first of the month
62. 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)?
Once a year when our inventory count is completed
63. What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory? **Nothing yet, policy is being created this quarter**
64. Are all obsolete parts that are on the inventory physically in the store?
Yes
65. 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?
True obsolete parts have their own bin
66. Who verifies the completion of the repair orders between the first and second month they are reported in the work-in-process status?
Service manager

67. 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
68. Is a daily operating report of sales, gross profit etc., being provided to the parts manager for review by him (DOC)?
Yes
69. What is the months' supply of the inventory? **2.02** 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? **Matches**
70. What is the true turn of the inventory? **6** Does that match the students calculations found in their FS Parts Excel template? **yes**
71. 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. **82.35%, it's skewed with 2 vehicles with 70 parts and only 50 instock pieces. Porsche is very specialized.**
72. 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? **Yes, online.**
73. Is your Parts Department locked up each night? Who has keys?
Yes, all parts employees and management
74. Do your Counter-people have a cash drawer? Who balances the drawer?
Yes, the closing parts advisor balances it nightly. Parts manager does monthly check
75. Is there a policy in place for overages for the cash drawer/balancing?
Yes, overages are verified by parts manager and sent to the office manager/controller
76. Do you have security cameras in the Parts Department? Who has access to the tapes/CD/backup?
No
77. What one thing can your organization do to help you do your job better?
Training