

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. All of these files will be submitted to your class Dropbox. Reach out if you have questions.
4. There is a Post Parts Class Threaded Discussion that will be activated exactly two (2) weeks after your classroom session ends. It will be open for two weeks only. You will be required to post the one topic that you came away with from the parts class that you have already activated or plan to act upon with the parts department. Once your peers start posting theirs you will be required to respond to at least three with points of clarification and reinforcement. This has a point value of **300** points.
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.

Chris Bavis
Crossin
cbavis@nada.org
da.org
301-401-3301
3-395-1570

Mark Michalski
mmichalski@nada.org
443-801-7768

Brian
[bcrossin@na](mailto:bcrossin@nada.org)
da.org
70370

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? **We compare pricing our source pricing with our other two Morrie's Mazda locations regularly.**
2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area. **We are competitive in our market. We own two of the six metro stores and price shop on a regular basis. We also have a discounted online presence, www.mazdagear.com.**
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. **Complete**
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...**
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? **Parts = Yes. We are in the middle of a corporate wide lock down of Service Advisor discounting controls. Our location will have Service Advisor labor and parts discounting locked on January 1, 2018.**
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)) **All of our parts are priced at manufacturers MSRP or above based on our internal parts matrix.**
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? **We have a discounted sourced parts account set up in Reynolds.**
 9. Do you have an internet presence for your parts department? **Yes, Mazdagear.com**
 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? **No, but this is a project we are researching.**
 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? **Yes. Our outside sales team is a shared expense throughout our dealer group.**
 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? **Yes. Mazda launched a new co-op program this September that provides merchandising funds at the local level for the first time. We have plans to maximize our parts and service spend through this program in Q1 2018. We are experimenting with what funds qualify for reimbursement using our current expenses in Q4 2017.**
 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? **Currently only using mailers. Updating parts coupons online will be implemented.**
 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? **Yes. I recently increased our parts managers pay in February (became GM in Feb) to be more in line with performance.**

16. Does the parts department actually seek additional revenue or “live off” the sales of the service department only? If not why not? **Yes**
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? **Yes**
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. **Yes**
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? **Yes, within a 10-mile radius. Our larger Mazda location on the west side of town (50 years open) has most of the wholesale accounts in MN and the surrounding states. We are focusing on our immediate area with convenience and speed as a differentiator.**
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?) **Yes. Our corporate parts team verifies regularly.**
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. **Our Parts Manager pay plan has a net and gross component. We discuss expenses on a weekly basis.**
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? **Morrie’s corporate office.**
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? **Yes. Pre-pay. It is written and signed by all parts personnel. Parts Manager approval.**

25. Do you require 100% pre-payment on these parts? Do you differentiate between Counter Retail/Wholesale and Service RO? **Yes for wholesale/retail. No for customer pay Ros (we should and will change).**
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? **30 days. No charge if a stock part. We do charge a restocking fee for SOP.**
27. Who are the parties that are involved in the SOP process start to finish? **Parts Manager**
28. Are special order forms completed in a legible manner so that the customer information can be read? **Yes**
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? **We have a designated SOP shelf. The service department follows up on parts sold through Ros. The Parts Manager follows up for wholesale/retail orders.**
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? **SOPs have their own section and shelf.**
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? **There is currently system in place to limit the dollar amount of purchasing authority above the parts manager level. Our office manager monitors excessive or high purchases and reviews with the GM.**
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) **Yes, Parts Manager. The Service Manager has oversight. We also have a double check signer oversight. Only the GM, Office Manager and Parts Manager have signing authority.**
33. Who established internal parts pricing policies? Are all internal purchases centralized and run through the Parts Department for control purposes? **Parts Manager. All internals are run through parts at full retail matrix pricing.**
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) **Slightly over. 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) **Completed**
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) **Yes**
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) **Yes**
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? **OEM training online and inhouse by OEM representative. We also employee M5 Consulting to train and develop parts and service personnel.**
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? **Yes, we keep records. Our last Reynolds IGNITE training was in October and our OEM is in the store or online training and reviewing policy monthly.**
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? **No. Our last formal lecture style parts training was instructed by M5 during Q2 of 2016.**
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 adequately staffed for our current volume and a 30% increase in business. Our equipment is also sufficient.**
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? **Less than 10% by the Parts Manager. It has not been changed recently.**

44. Is the trend of those changes in question #42 a positive or negative trend? **N/A**
45. What is the percentage of stock order from the factory versus outside purchase (emergency purchases)? **Approximately 50%**
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? **We use the Reynolds Parts Summary, NADA 20 Group Composite and internal Management Report on a monthly basis. We use AXCESSA reporting on a daily and weekly basis.**
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? **Our Parts Manager uses the Reynolds Summary monthly. I have added it to my monthly reports as well. We completed our scorecard for the first time for September business and will continue to use it moving forward. Using both in conjunction with one another is a great help to both of us.**
48. How often is your Parts Inventory adjusted for errors in part value or part quantity? (Moments in Time) **Daily, weekly, monthly, annually**
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. Only parts personnel.**
52. Are true lost sales being tracked in your DMS? Who can log a Lost Sale? **We are not perfect, yet. We are getting better. It is a focus.**
53. Who reviews the Lost Sales? When are they reviewed? **Parts Manager weekly, GM and Parts Manager monthly.**
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)? **Yes**
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? **3 months sales**

56. What is your Compliance % level for your inventory with your Vendor Managed Inventory, RIMPRO? **Our compliance level for Mazda is to exceed 90% in stock of Mazda's 500 most ordered parts. We are currently 98.8% of our stock criteria. Maintaining this level generates a 6% parts discount on all orders. This money pools and is paid out quarterly.**
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)? **Yes. We inventory everything.**
58. Are the procedures for shipping and receiving written or all verbal? Who's responsible for reviewing and updating these policies and procedures? **Verbal. We have a small growing department. We need to write this procedure down.**
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 Manager. Yes. Initiate claim through Mazda.**
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? **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)? **Our Office Manager tracks monthly purchasing irregularities. Physical inventory irregularities are the responsibility of the Parts Manager. We make inventory adjustments annually after our audit.**
64. What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory? **Missing parts are charged to the write off expense account.**
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? Separate source? Change bin location by adding a J for easy identification by counter persons? **Yes. We have made the J change.**
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 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? **Yes. Also, our corporate Service Director monitors unapplied time through meetings and reports daily. It is major initiative in our group for 2017 and beyond.**
69. Is a daily operating report of sales, gross profit etc., being provided to the parts manager for review by him (DOC)? **Yes**
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? **We have a 45 day supply of inventory. We are in the process of changing our mix (increasing stock) focusing on using a strict lost sale process. We sell a lot of off brand used cars that we see in recon and after the sale. If we are to serve these customers better, we will need to track lost sales much more closely.**
71. What is the true turn of the inventory? Does that match the student's calculations found in their FS Parts Excel template? **Gross turn = 8.5, True turn = 6.7, Yes**
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. **Our parts department is adequate for our current business. I can see a need for additional space in the next few years as our customer base increases. We have a small wholesale operation that will remain small. A few local body shops. We are not actively pursuing additional accounts (post class) which will help with our limited space. No need to add inventory for low grossing business.**
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? **There are copies of the policy and procedures manuals in the Parts, Service and General Managers' offices**
74. Is your Parts Department locked up each night? Who has keys? **Yes. Parts Manager and GM.**
75. Do your Counter-people have a cash drawer? Who balances the drawer? **Yes. Closing counterman. Reconciled in the morning by 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? Who has access to the tapes/CD/backup? **No**

78. What one thing can your organization do to help you do your job better? **Parts week Academy Training. Allocate funds for marketing.**