

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. Please email all of the assignments to me at cbavis@nada.org and include your name and class #. Remember that this is due the Monday before your service class starts. This allows the instructor to grade it prior to your arrival. Good Luck. Reach out if needed.
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.

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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 are your dealerships source pricing levels reviewed for competitive maintenance and heavy repair?

Twice per month

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

We are very competitive for 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.

We are competitive.

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, pricing gets reviewed with the Service Manager and the Parts Manager to ensure that they are competitive.

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?

Only the Parts Manager can change pricing. Service Advisors and others don't have access to change parts pricing.

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))

No

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?

By coding the parts invoice so the Accounting Department can see it.

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

We are currently working on establishing that. We hope to implement and launch by Spring 2018 with measurable results by Summer or Fall 2018.

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?

Nothing at this time. We hope to implement and launch by Summer 2018 with measurable results by the Fall 2018 or Winter 2019.

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?

Not at this time. We are reviewing and evaluating our current processes before becoming more aggressive to add outside sales.

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. So far we have spent \$18,384 which is 9% of this year's allocation. As long as we continue or increase hitting our Key Point Indicators, which

include buying certain parts, we will continue to receive the merchandising dollars.

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

Not currently.

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

Yes, they are checked regularly and updated quarterly.

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?

The most recent one was six months ago. Yes, sales levels are providing sufficient profit to pay Parts Department employees.

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

Yes, we are always aiming for more sales and gross profit. We have two online sites to help us promote our services in our area and beyond our area.

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, in conjunction with the Sales Department we are adding accessories to new stock units.

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.

Being a smaller operation currently, we review it every six (6) months. However, every time we get a sales call, we will work to meet the customer's need even if it requires that we go outside of our area. For now, it is the cost of building our business as we prepare to expand.

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, we are always trying to be aggressive to increase sales. However, we evaluate according to our market considering where we are located and what is cost effective for our area. A 20-30 mile delivery radius may be workable for 1-2 very profitable deliveries. We are flexible if it makes good business sense.

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?)

All parts personnel. Wholesale customers must provide a completed business tax ID form.

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.

We are always ensuing that expenses are allocated to the correct account. We regularly review and consider the best pay programs for our store and employees.

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?

This is not applicable. We don't offer credit. Sales are COD only.

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?

All COD parts that need to be special ordered must be pre-paid. If a warranty part is ordered and the vehicle does not come back in for that part to be installed within 45 days, the part gets returned. The return is written up on the parts invoice and the accounting department gets a copy. The Parts Manager and the Controller approve it.

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

Yes. Yes. Non-warranty SOP parts require 100% payment.

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?

45 days. The charge is 25% for eligible returns. No returns are allowed for SOP parts.

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

The Parts Manager and the Assistant 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?

SOP parts have their own BIN. Multi-Brand Delivery Manager notifies customers that the SOP parts are in and will schedule an appointment. Parts Manager determines if the parts need to be sent back.

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?

Yes, they are inserted into 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?

All of these functions are handled and regularly reviewed by the Accounting Department. Purchase orders of up to \$10,000 can be generated without approval from the Controller.

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, the Parts Manager. The Fixed Operations Director oversees the Parts Manager.

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

Part Manager. Yes, internal purchases are run through 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)

The parts inventory value does not exceed the financial statement. Everything is tracked by the Parts Department.

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

We regularly review the parts inventory and double check before making any adjustments.

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.

The Accounting Department does not use LIFO.

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, the Parts Manager is responsible for adjustments, Bin Count Inventory, Returns, and Cores/Dirty Cores. Assistant Parts Manager is responsible for ordering, receiving, online orders, and writing estimates.

39. Who controls the training programs for the parts employees? When were they last reviewed? Is it part of a yearly review with the employee and is it part of the employee's pay plan?

Parts Manager and Fixed Operations Director. They are reviewed to comply with industry standards and to meet the needs of the Parts Department. Training is a part of the annual reviews and are a required measure of the employees' pay plan.

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, Bentley Hub keeps training records for all employees including when/who is due for training and whether or not they are up-to-date.

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. They have attended formal training.

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?

Systems were recently updated to meet demand.

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?

60% gets adjusted by the Parts Manager. They were last adjusted six months ago.

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

Positive trend. Estimates are being done more quickly.

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

Most of the stock orders are from the factory.

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?

They are stored in the accounting department and are used monthly. All areas of the report are reviewed.

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?

Not currently but will start on March 1, 2018.

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

Daily

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

Yes, weekly

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?

Yes. All parts personnel.

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

Part Manager reviews them once per month.

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. 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?

If the part is sold three (3) times in three (3) different months over a twelve (12) month time period, it qualifies for new stock, but it will always be reviewed for accuracy by the Parts Manager.

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? Do you stock any items that aren't in your inventory (Shop supplies, get ready, bulk fluids like washer solvent)?

All parts and supplies are placed in inventory and then sold.

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

Parts Manager

59. Who files damage claims on parts shipments received?

All parts personnel have access to make a claim.

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?

All parts personnel. Stock orders are placed manually by the Parts department. Any discrepancies are noted to the accounting department.

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?

CDK gets price tapes monthly from the manufacturer.

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)?

Yes, a once per year method is used.

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

\$3,785.21

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, they are kept separately on a different shelf and marked as "OB".

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

Parts 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

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?

Yes. Two months. Yes, there are too many parts stocked.

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

Four. Yes, it matches the student's calculations.

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.

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?

Every employee has one. Copies are kept in the Parts and Accounting Departments.

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

Yes. Parts personnel and our GM.

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

Yes. All parts personnel.

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

Yes, overages are reported to the Accounting Department. Periodically, the cash box gets counted and the totals are reported to the Accounting Department.

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

No security cameras.

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

Offer more enhanced Parts Department training.