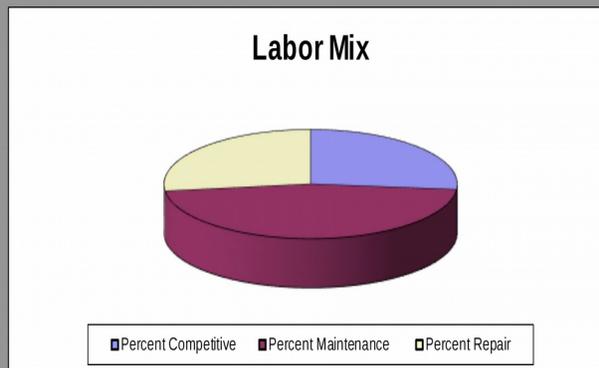


FIXED OPERATIONS 2 POST CLASS HOMEWORK

Repair Order Analysis Summary Report							
	Sales in Dollars		FRH's on RO's		Averages		Analysis
Competitive	\$ 3,687	÷	46.40	=	79.46		FRH Average
Maintenance	\$ 9,722	÷	80.80	=	120.32		FRH Average
Repair	\$ 6,685	÷	47.20	=	141.63		FRH Average
Totals	\$ 20,094	÷	174.40	=	115.22		Customer ELR
			Target Labor Rate		111.00		Per FRH
Total Ro's in Sample	100		Difference		4.22		Per FRH
Cost of Labor							
Total Cost of Labor	4948.48	÷	Total Sales	=	24.63%		Percent Cost of Sales
Total Cost of Labor	4948.48	÷	Total FRH's	=	28.37		Cost per FRH
Repair Order Measurements							
Total Labor Sales	20,093.80	÷	Total RO's	=	200.94		Avg Labor per RO
Total FRHs	174.40	÷	Total RO's	=	1.74		Avg FRH's per RO
Menu Sales		÷	Total RO's	=			Percent Menu Sales
Competitive FRH's	46.40	÷	Total FRH's	=	26.61%		Percent Competitive
Maintenance FRH's	80.80	÷	Total FRH's	=	46.33%		Percent Maintenance
Repair FRH's	47.20	÷	Total FRH's	=	27.06%		Percent Repair
One item RO's	5	÷	Total RO's	=	5.00%		Percent One Item RO
Model Year Analysis							
2019	2018	2017	2016	2015	2014	Older	Total
0	1	20	15	16	8	40	100
0.00%	1.00%	20.00%	15.00%	16.00%	8.00%	40.00%	



Service Assessment

Advertising- Currently we do very little in the way advertising for service and parts. With consistent advertising of service and parts we will only increase traffic to our store, we need to put our name out there to customers who didn't buy from us or don't ever service at dealerships and are using independent service stations. We have to put ourselves in front of people and show that our pricing is competitive or better and build value of having a dealer service there vehicle.

Non-dealer Survey- After completion of my survey I saw that non-dealer pricing isn't any less than our current pricing and most shops don't offer all services such as fluid flushes and major mechanical work.

Facility- Our current facility utilization is low, only 46%. We have a steady and heavy work load daily but our techs lack of proficiency and our fear of overbooking work are a major hinderance in maximizing our production.

Productivity- Our techs proficiency is way below guide, the month of December was our worst month for service and our techs proficiency was at 42%. We are currently assessing why its so low so we can find the cause and a solution for this issue.

Production- Our production method is conventional, with each tech working independently.

Cost of labor- Our cost of labor is a little high due to the fact that seven of our thirteen techs are A techs. It's a necessary expense for us due to the factory being very strict on what level of tech can perform certain warranty work.

Expense Structure- Our expenses our very high due to being located in NY. We have structured expenses based on overall footprint as well as profitability for each department. Service incurs high expense because of its large footprint and the fact that it profits off of the new and used car departments.

Tracking programs- Currently there is very little in detailed performance tracking outside of techs hours per week and advisors avg. hours per R.O. both are looked at weekly.

Training- Our techs are sent to hands on training whenever the manufacturer offers it and our techs are required to keep up with quarterly online training courses.

Special tools room- I wont go in there, that sums it up.

100 R.O. Analysis- After completing the R.O. analysis, it gave me a good idea of the work load we are taking in and it also gave me good idea of which advisors are really selling and worth keeping. Our CPL mix was decent, competitive and maintenance are above guide but our repair was 13% below guide. The average hours per R.O. was also about .5 hrs below guide. While doing the analysis I was able to see what each advisor was writing and I've come to the conclusion that I will be replacing a certain advisor, that advisors avg. hrs per R.O. was .68 on CPL year to date. I know where my problem is.