

Parts Manager Conversation

Collaborate with your Parts Manager to answer the following questions. Use this opportunity to share new ideas from the class and to coach your Parts Manager on how they can be implemented. Be sure to respect their expertise. **Provide your answers in a different color font.**

1. What formal parts management training does your parts manager have (for example, the NADA Academy Seminar)? **Porsche parts and service manager training. 2 courses.**
2. Does your Dealership/Parts department have a Vision statement that all departmental employees know and understand? What is it? **NO**
3. Have you ever tracked your First Time Fill Rate (FTFR) manually (not using the DMS or your OEM)? What is your current Repair Order FTFR? **No. Services 90%, all others much lower.**
4. What percentage of your business comes from Inside (RO/Internal/Warranty/Body Shop) vs Outside (Counter Retail & Wholesale)? **85% internal, 15% other.**
5. What policies, controls, and security are in place on your DMS (via Privileges and/or the Exception or Deviation Reports) to prevent counter people from changing the pricing structure during daily transactions? **No restrictions.**
6. Who can change/override parts pricing? Cashier? Service Director/Manager? Service Advisors? **On parts personel.**
7. Are you at Retail pricing for Internal? Who established your Internal parts pricing policies? Are they current? **Internal is at retail. Dealer Principal. Yes, they are current.**
8. If you are in a Retail Reimbursement for Warranty state, are you at retail for warranty? If not, when was the last time you petitioned the OE for retail reimbursement? **We are over retail.**
9. Do the Parts, Service and Body Shop Managers work with the Office Manager/Controller monthly to follow up on all Work in Process (WIP) documents. Do they verify that all parts invoices and repair orders are closed out in a timely manner? What does this look like? **No. No. Open repair orders at the eom is anywhere from \$70,000 to \$100,000. Mostly bodyshop.**
10. Is the financial statement for the Parts department given to the manager and discussed on a weekly/monthly basis? If not, is a daily operating report of sales, gross profit, etc., provided to the Parts Manager for review (DOC)? **Internal statements are given and used. Factory statement is not.**

11. What is your retail pricing strategy for your Parts department? How often do you check to see whether your pricing goals are being achieved? **Goal is 35% average. Check to track goal monthly.**
12. How often do you audit your dealership's Parts web page? How often are coupons, hours of business, etc., reviewed and updated? **Parts manager never. Marketing/digital reviews monthly based on manufacturer's requirements.**
13. Do you have a Parts online eStore? How do you ensure that parts order forms/queries are responded to in a timely manner? Who gets the email leads/questions? **Online is only through the manufacturer. Digital marketing receives all correspondence.**
14. What sales training is available to Parts personnel? If training is available, is it mandatory? How often are sales skills assessed, tested, and refreshed? **Manufacturers training only. These are assessed when the employee goes to class**
15. Do you have a process to offer accessories to 100% of your New and Used customers? If so, what does it look like? If not, why not? **No. They rely on the interest of the customer at the time of sale.**
16. What would help you sell more accessories? **More interest generated by sales dept.**
17. Do you review your wholesale customers to see if their sales, gross, and returns justify the expense of conducting business with them? How often are they reviewed? **Parts manager gauges who his best customers are and keeps track of their returns.**
18. Do you know how much each of your Parts salespeople must sell each day just to breakeven? **No.**
19. What procedures do you have in place to ensure inventory accuracy and integrity? How are variances communicated to the accounting office? **Occasional cycle counts. By posting a write off with the accounting office.**
20. Are lost sales being tracked in your DMS? Do you have a common definition that all counter people understand? What is your definition? **No. Yes, but the process is cumbersome due the ways parts are quoted on invoice. Lost sales, due to pricing, not in stock and availability.**
21. What is the biggest obstacle to getting your Special Order parts off the SOP shelves and installed/picked up? **Service making continued efforts to get the appointment for the customer to return to have the part installed.**

22. In your store, what do you feel is the biggest cause of frozen capital and/or obsolescence?
What is the current dollar value of your obsolescence? Our obsolescence is under control.
\$13,000 12 mos and greater.
23. What is your phase in/phase out strategy? How do you balance this strategy with factory recommended stocking guidelines (RIM, ARO, Parts Eye, etc.)? No strategy other than we are implementing the manufacturer refill program.
24. On a scale of 1-10 (10 = expert level) what is your level of understanding of the information that is on your DMS's monthly summary? 4
25. What is the one thing that your organization can do or provide to help the Parts Manager do their job more effectively? More hands-on training. Although the parts manager has worked for the dealership for 30 years, he has only been the Parts Manager for 1year.