

FIXED OPERATIONS



KEY PERFORMANCE INDICATORS

2024 - CANADA



Updated March 2024

CANADA KEY PERFORMANCE INDICATORS FOR FIXED OPERATIONS

SERVICE DEPARTMENT

Revised March 2024. Proprietary and confidential.

SALES AND GROSS PROFIT MARGIN

	DOMESTIC FRANCHISES	VOLUME IMPORT FRANCHISES	LUXURY FRANCHISES
1 Direct Labour Gross as % of Direct Labour Sales*	71.0%	74.9%	74.0%
2 Selling Gross (Total Dept. Gross after Personnel and Semi-Fixed Expenses)	45.0%	45.0%	45.0%

*Excluding sublet and after unapplied time and customer discounts.

CONTROLLABLE EXPENSES

	DOMESTIC FRANCHISES	VOLUME IMPORT FRANCHISES	LUXURY FRANCHISES
3 Total Advisor Sales Compensation % of Department Labour Gross	12.0%	13.5%	13.0%
4 Total Supervision Compensation % of Dept. Gross*	10.5%	11.2%	8.3%
5 Other/Specialists' Salaries & Wages (direct departmental) % of Dept. Gross	18.6%	8.8%	11.5%
6 Total Direct Compensation Expense (sum of #3-#5) % of Dept. Gross	41.1%	33.5%	32.8%
7 Policy & Claims Expense % of Dept. Gross	2.4%	2.1%	2.4%
8 Other Supplies and Small Tools (Net) % of Dept. Gross	0.2%	-1.5%	0.6%
9 Company Vehicle Expense % of Dept. Gross**	2.6%	2.8%	6.2%
10 Training & Continuous Education Expense % of Dept. Gross	2.4%	1.2%	1.1%
11 Advertising/Promotion Expense (Net After Co-Op) % of Dept. Gross	2.7%	2.3%	2.4%
12 Total Controllable Department Expense (sum of #6-#11) % of Dept. Gross	51.4%	40.4%	45.5%
13 Total Personnel Expense as a % of Total Service Gross	49.0%	44.8%	44.9%

*Including any administrative pro-rates. **Including loaner/sub. transportation expense.

EMPLOYEE PRODUCTIVITY

	DOMESTIC FRANCHISES	VOLUME IMPORT FRANCHISES	LUXURY FRANCHISES
14 Customer-Paid Business Mix - Percent of Total Labour Dollars	57.8%	58.6%	55.9%
15 Maximum % of 1-Line Customer-Paid Repair Orders	30.0%	25.0%	20.0%
16 Closing Percentage on Menu Opportunities	40.0%	40.0%	40.0%
17 ASR Hours Sold Per Multi-Point Inspection Performed	0.50	0.40	0.60
18 Hours Billed Per Technician Per Month	172	168	183
19 CP Hours Billed Per CP Repair Order (main and express)	1.73	1.62	2.16
20 Number of Technicians Per Service Advisor	3.72	3.25	2.85
21 Daily R.O.'s Per Advisor (ASM) - From In-House Computer System	15.80	14.63	10.33
22 Daily Customer Count Per Advisor (ASM) - From Route Sheet	12-14	13-15	10-12
23 Monthly Labour Hours Per Service Advisor	594	522	490
24 CP Labour / Parts \$ Per Repair Order	\$229/\$200	\$237/\$166	\$353/\$289
25 Technician Proficiency	100.2%	97.4%	106.3%
26 Net-To-Gross Percentage	16.6%	21.8%	14.5%
27 Percentage of Technicians to Total Departmental Employees	54.7%	54.4%	46.7%
28 Labour Gross Per Stall	\$10,395	\$15,837	\$19,360

CANADA KEY PERFORMANCE INDICATORS FOR FIXED OPERATIONS

PARTS & ACCESSORIES DEPARTMENT

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SALES AND GROSS PROFIT

	DOMESTIC FRANCHISES	VOLUME IMPORT FRANCHISES	LUXURY FRANCHISES
1 Customer R.O. Parts Gross as a % of Customer R.O. Parts Sales	39.0%	41.8%	41.0%
2 Express Lube Parts Gross as a % of Customer R.O. Parts Sales	38.4%	35.7%	NA
3 Collision Center Parts Gross as a % of Collision Center Parts Sales	33.0%	30.8%	39.2%
4 Warranty R.O. Parts Gross as a % of Warranty R.O. Parts Sales	27.0%	23.8%	23.2%
5 Internal Parts Gross as a % of Internal Parts Sales (Hard Repair Parts)	35.7%	38.3%	35.0%
6 Internal Parts Gross as a % of Internal Parts Sales (Accessories)	22.5%	22.5%	22.5%
7 Counter-Retail Parts Gross as a % of Counter-Retail Parts Sales	34.5%	36.9%	31.9%
8 Total Wholesale Parts Gross as a % of Wholesale Parts Sales	22.6%	24.8%	23.7%
9 Tire Gross as a % of Tire Sales	16.7%	21.2%	20.9%
10 Gasoline, Oil, and Grease as a % of GOG Sales	30.7%	37.1%	37.4%
11 Stock Order Discount as a % of Total Parts Cost of Sales (COS)	3.8%	1.0%	NA
12 Overall Parts Department Gross Profit Margin	33.3%	32.6%	30.8%

CONTROLLABLE EXPENSES % OF DEPT. GROSS*

	DOMESTIC FRANCHISES	VOLUME IMPORT FRANCHISES	LUXURY FRANCHISES
13 Total Sales Compensation	13.0%	13.0%	11.5%
14 Total Supervision Compensation*	8.0%	11.0%	8.6%
15 Other/Specialists' Salaries & Wages (Departmental)	6.1%	0.5%	0.2%
16 Total Personnel Related Expense (sum of #13-#15)	27.1%	24.5%	20.3%
17 Policy & Claims Expense	0.4%	0.5%	0.6%
18 Other Supplies	0.4%	0.1%	NA
19 Company Vehicle Expense (inc. loaner/sub. transportation expense)	1.7%	1.2%	2.0%
20 Training & Continuing Education Expense	0.5%	0.6%	0.4%
21 Advertising/Promotion Expense	1.6%	1.9%	1.7%
22 Total Controllable Department Expense (sum of #16-#21)	31.7%	28.8%	25%
23 Total Personnel Expense as a % of Total P&A Gross	28.1%	28.1%	24.1%

*Including any administrative pro-rates.

These key performance indicators are formulated from the most recent full year of NCM Benchmarks. Please note: The green metrics are based on industry best practice guidelines.

CANADA KEY PERFORMANCE INDICATORS FOR FIXED OPERATIONS

PARTS & ACCESSORIES DEPARTMENT

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EMPLOYEE PRODUCTIVITY

	DOMESTIC FRANCHISES	VOLUME IMPORT FRANCHISES	LUXURY FRANCHISES
24 Parts Sales Per "Front Counterperson" Per Month	\$125,000	\$125,000	\$125,000
25 Ratio : Number of Technicians Per "Back Counterperson"	8-10	8-10	8-10
26 Parts Gross Per Assigned Dept Employee (Including Managers) Per Month	\$24,856	\$34,634	\$38,231
27 Collision Center Sales Per Assigned Dept. Employee*	\$250,000	\$250,000	\$250,000
28 Filled From Stock Percentage (With Auto-Stocking Program)	80-90%	80-90%	80-90%
Filled From Stock Percentage (No Auto-Stocking Program)	70-80%	70-80%	70-80%
29 Days Supply of Parts In Stock	74	57	57
30 % of Parts Inventory Dollars Over 12 Months No-Sale	<5%	<5%	<5%
31 Net-To-Gross Percentage	51.5%	46.2%	47.1%

* Includes total Collision Center "Sheet" Sales.

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COLLISION CENTER

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SALES AND GROSS PROFIT

DOMESTIC
FRANCHISES

1	Gross Profit Margin on Direct Labour Sales as a % of total Direct Labour Sales*	55.4%
2	Paint and Materials % of Gross Profit*	16.8%
3	Body Gross Per Body Shop Employee	\$6,711
4	Body Shop Departmental Net % of Body Shop Gross***	-2.6%

* Excluding Sublet, and after Unapplied Time and Customer Discounts.

** Including all materials that "touch and/or leave" the vehicle.

*** Excluding Parts Transfer.

CONTROLLABLE EXPENSES % OF DEPT. GROSS*

DOMESTIC
FRANCHISES

5	Total Sales Compensation	18.0%
6	Total Supervision Compensation*	15.1%
7	Other/Specialists' Salaries & Wages (Direct Departmental)	11.6%
8	Total Direct Compensation Expense (Sum of #5-#8)	44.7%
9	Policy & Claims Expense	2.7%
10	Other Supplies and Small Tools (Net)	5.9%
11	Company Vehicle Expense	2.9%
12	Training & Continuous Education Expense	1.4%
13	Advertising/Promotion Expense	3.1%
14	Total Controllable Department Expense (Sum of #8-#14)	60.7%
15	Total Personnel Expense as a % of Total Collision Center Gross	55.2%

*Including any administrative pro-rates.

EMPLOYEE PRODUCTIVITY

DOMESTIC
FRANCHISES

16	Hours Billed Per Technician Per Month	189
17	Estimated Closing Ratio (Including DRP Estimates)	75.0%
18	C/P Hours Billed Per C/P Repair Order	13.37
19	Number of Technicians Per Estimator (ABM)	4.43
20	Monthly Labour Hours Per Estimator (ABM)	885
21	Labour / Parts \$ Per Repair Order	\$2,032/\$1,034
22	Percentage of Technicians to Total Departmental Employees	62.18%

These key performance indicators are formulated from the most recent full year of NCM Benchmarks. Please note: The green metrics are based on industry best practice guidelines.



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