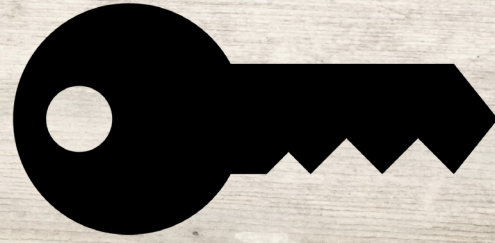


Putting the



In Maintenance “Key” Performance Indicators

Chris Henry, President – StakUp Inc.

ABA'S
MARKETPLACE

BUS
MARC

**BUS MAINTENANCE
AND REPAIR COUNCIL**
Brought to you by ABC Companies

The Opportunity

- **Enhance the Value of the BusMARC**
- **Build upon existing data standards, identify new ones**
- **Have better discussions – enhance member profitability, efficiency and proficiency**



StakUp – OMCA Benchmarking Initiative & Platform

- **StakUp – Online Benchmarking and Analytics Platform**
 - **Other Industries served:**
 - **Trucking (over 200 trucking companies represented)**
 - **Online only users**
 - **20 Groups – 9 Groups of 8 -14 members each**
 - **55% growth in 2018**
 - **Logistics**



StakUp – OMCA Benchmarking Initiative & Platform

- **Foundation Group of 12 Companies (Large, Medium and Small)**
- **Created a Standardized Chart of Accounts (Financial and Operational)**
- **Segmented aggregated results into ‘Activity Groups’:**
 - **Motor Coach**
 - **School Bus**
 - **Chartered**
 - **Scheduled Service**
 - **Activity Vehicle**



StakUp – OMCA Benchmarking Initiative & Platform

- **Established 30 initial KPIs (now over 70)**
- **Operational, Financial, Gross Margin, and Maintenance Categories**
- **Maintenance expense varies dramatically between companies, and activity groups (from 8.78% to 21.78% of revenue) – massive opportunity for margin improvement!**
- **Apart from Activity Group, geography and age of equipment plays a large role**

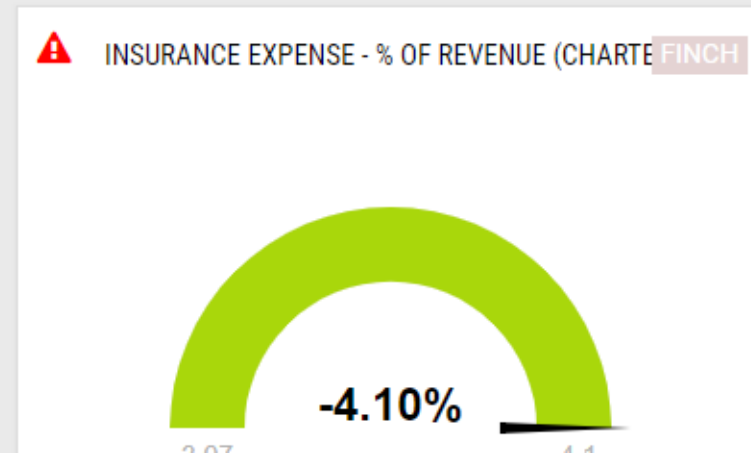
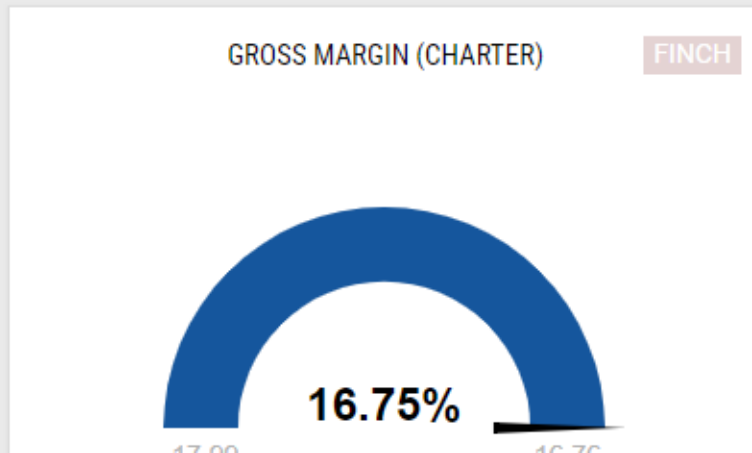
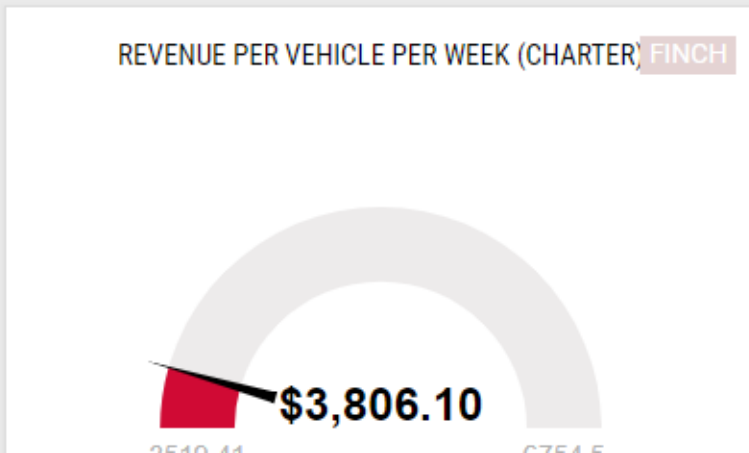
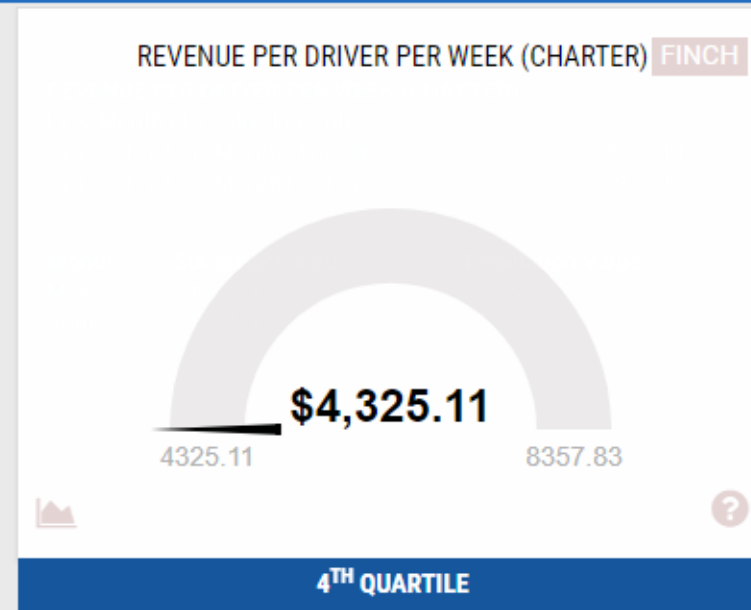
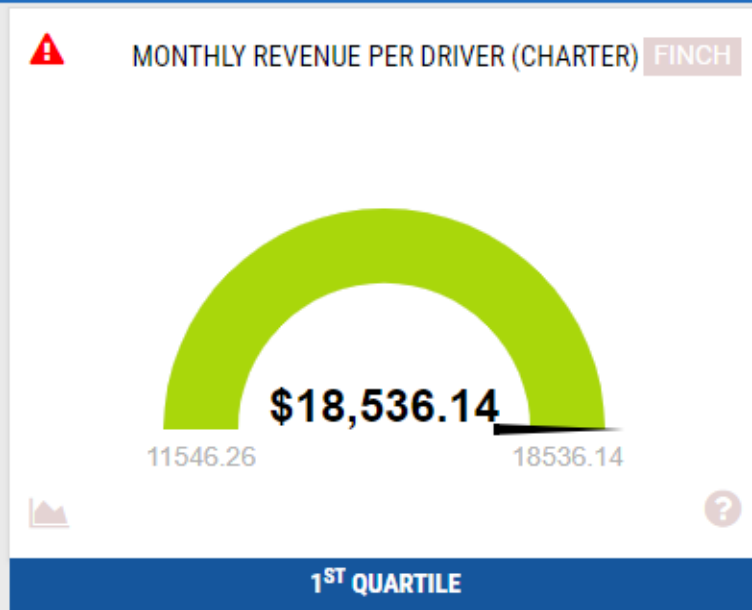
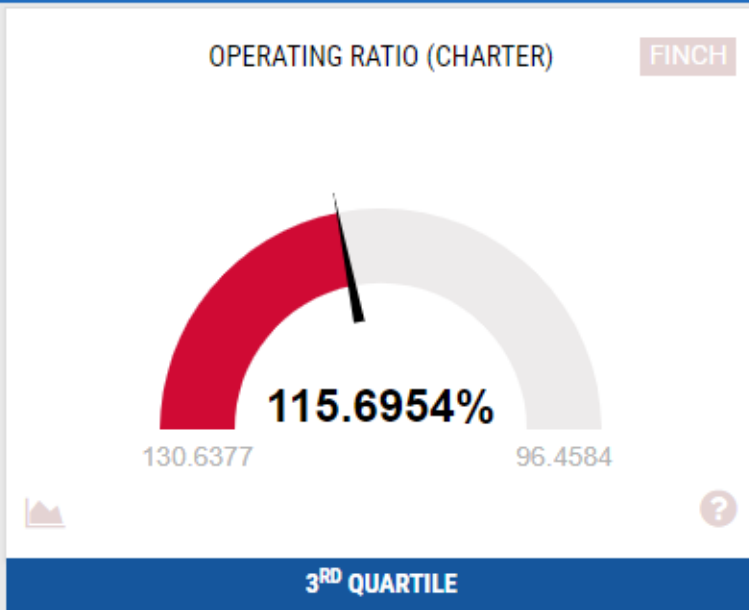


StakUp – OMCA Benchmarking Initiative & Platform

- **Importance of BusMARC, using TMC analogy**
- **Need to share knowledge**
- **Combine the Tribal with External Knowledge**
- **Better conversations happen when you have a common data set**



- JAN
- 11
- EXT
- INT
- BPG
- BETTER TOGETHER



HOW WILL YOU CALCULATE THE ROI OF MAINTENANCE IMPROVEMENT INITIATIVES? SUCH AS BusMARC?



**TECH EFFICIENCY RATE,
TECH TURNOVER,
MAINTENANCE EXPENSE,
PARTS INVENTORY TURNS,
ETC....**



BUT ARE YOU?



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STEP #1 – INTERNAL BENCHMARKING



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STEP #1 – INTERNAL BENCHMARKING

- **Very few companies are utilizing Maintenance software**
 - **And those who are, are not utilizing fully / not integrated with accounting system**
- **Many companies are treating Maintenance as a sunk cost**
- **Very few companies have developed internal benchmarks to understand success/failures**
- **No Objectives / No Results**



WHERE TO START? – AFFORDABLE SOLUTION

- **BUY ANDROID TABLETS FOR EACH BAY (\$200 each)**
- **USE GOOGLE SHEETS (Gmail account needed) (\$FREE)**
- **START TRACKING**
 - **CATEGORIZE YOUR 10-15 MOST COMMON JOBS**
 - **SEPARATE JOBS INTO REPAIR VS. PM**
 - **ESTABLISH A GOAL FOR EACH JOB**
 - **YOUR DEALER MAY ALREADY HAVE ALL OF THE ABOVE YOU CAN BORROW!**
- **HAVE TECH RECORD START TIME AND END TIME FOR EACH JOB (CLOCKED HOURS)**
- **START MEASURING!**



INSPECT WHAT YOU EXPECT!



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STEP #2 – EXTERNAL BENCHMARKING



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STEP #2 – EXTERNAL BENCHMARKING

- **Benefit – Eliminate Status Quo / Get Outside Your Vacuum**
- **Get access to established benchmarks by job type**
- **Get together with like-minded professionals – ask questions / give feedback / get better**
- **No Objectives / No Results**



INCENT WHAT YOU EXPECT!



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Putting the 'Key' in Performance Indicators

Rule # 1

Must serve both the Strategic AND Tactical efforts of the company

“The Micro and The Macro”

All participants must acknowledge the importance of a proficient and efficient maintenance program in the profitability and sustainability of the business



Putting the 'Key' in Performance Indicators

Rule # 2

**Data Inputs AND Formulas must be
standardized**

**You have to know exactly what goes into each
data point and the exact formula for the KPI**



Putting the 'Key' in Performance Indicators

Rule # 3

Get it in the right Maintenance 'Buckets'

- Implement Repair Order process
- Capture Labor, Parts and Fixed OH within Internal Labor Rate
- Segment Internal vs. External Spend
 - Tires separated



THINK LIKE A RETAIL SHOP!



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Putting the 'Key' in Performance Indicators

Rule # 4

Get Outside your Bubble

Although there is value with Internal Benchmarking, External Benchmarking (you versus others) takes INSIGHT to the next level



Putting the 'Key' in Performance Indicators

Rule # 5

Access to Many BUT Focus on Few

Once the Strategic Objective(s) has/have been established, focus on no more than 10 KPIs (the KPI mix will change with change in objectives)



KPI Categories

- **Expense per Mile / % of Revenue / per Equipment Count(s)**
- **Labor (compensation / turnover)**
- **Parts (inventory turnover)**
- **P-E-P (Productivity – Efficiency – Proficiency)**
 - **Clocked Hours, Available Hours, Unapplied**
- **Downtime / Accident**
- **Warranty Recovery**



Questions, Answers, Feedback



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