

FULLBAY

2021-2022

STATE OF HEAVY-DUTY REPAIR

IN ASSOCIATION WITH:



MOTOR

2022



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INTRODUCTION & METHODOLOGY

Welcome to the 2022 edition of the State of Heavy-Duty Repair—the definitive report on the commercial repair industry—brought to you by Fullbay, TMC, and MOTOR.

This report provides unmatched insights, trends, and benchmarks regarding the maintenance of heavy-duty equipment. We define the heavy-duty repair category as independent and internal shops focused on maintaining Class 6-8 vehicles, agricultural machinery, emergency vehicles, construction equipment, heavy machinery, commercial fleets, and more.

The methodology for the report comes from both a quantitative sampling of repair shops using the Fullbay shop management system and qualitative survey respondents. In just the second year of the report, the number of survey respondents tripled, and we've utilized reader feedback to provide even deeper and richer data for shops and fleets.

In total, more than 900 individuals from the commercial freight, logistics, and repair industries were surveyed and more than 500 shops from across North America were sampled for real-world usage data. All data has been anonymized with the exception of segmenting based on role, geography, and industry. Those surveyed include both customers and non-customers of Fullbay, while sampled usage data is strictly from shops powered by Fullbay for at least 12 continuous months.

Our goal is for this report to be transparent and unbiased; as you read further, we'll provide additional information on how data was

collected and the methodology used for analysis. Keep in mind that while this comprehensive data set provides benchmarks across a wide range of types of businesses, there are numerous factors to be considered when comparing at an individual level.

We'd also like to thank the following industry leaders who provided their expert opinions and analysis on the results:

PATRICK MCKITTRICK | CHIEF EXECUTIVE OFFICER, Fullbay

JACOB FINDLAY | CO-FOUNDER & EXECUTIVE CHAIRMAN, Fullbay

CHRIS O'BRIEN | CHIEF OPERATING OFFICER, Fullbay

ROBERT BRASWELL | EXECUTIVE DIRECTOR, TMC

JACK POSTER | VMRS SERVICES MANAGER, TMC

PAUL MOSZAK | VICE PRESIDENT & HEAVY-DUTY EVANGELIST, MOTOR

DON DOTY | VICE PRESIDENT ROADSIDE OPERATIONS & VENDOR RELATIONS, FleetNet America®, Inc.

TONY GRACE | CEO, ATS Fleet Service

STACY CONNER | PRESIDENT, Equipment Experts, Inc

TROY WILLICH | CEO & CO-FOUNDER, TDI Fleet Services

JAMIE IRVINE | HOST & CONSULTANT, The Heavy-Duty Parts Report

JIMMY WALL | GENERAL MANAGER, Donahue Truck Centers

IRVIN BOWMAN | COACH, Truck Shop Network

MATT DOOLEY | PARTS - OPERATIONS, Plett Truck Repair

AARON PICOZZI | PRESIDENT, American Diesel Training Centers

JAY GONINEN | CO-FOUNDER & PRESIDENT, WrenchWay

MATT KRASNEY | VICE PRESIDENT, FLEET MANAGEMENT, Penske



A MESSAGE FROM TMC.

For decades, the American Trucking Associations' Technology & Maintenance Council (TMC) has provided members with best practices that address the critical technology and maintenance issues impacting truck fleets.

Today, it has the largest, most diverse group of maintenance and equipment experts available in the country to help you answer whatever technical challenges your company might face. As a TMC member, that experience and expertise are at your fingertips. Get reliable answers to the challenges you face every day in this industry!



BECOME A MEMBER OF TMC/ATA

Take your shop to the next level and save \$50 on membership when using promo code **TMCFULLBAY22**

[Learn More](#)

tmc.trucking.org

(703) 838-1763

tmc@trucking.org



Consider adopting TMC recommended practices in your shop environment, whether it be for technicians or shop managers; TMC's wealth of experience can help solve many problems facing shops today.*



ROBERT BRASWELL

EXECUTIVE DIRECTOR,
TMC

**Recommended Practices are specifications, the adoption of which is voluntary, which are used to assist in the purchase, design, maintenance, and performance of equipment. There are two categories: maintenance and engineering. To access the entire collection, [click here](#).*



A MESSAGE FROM MOTOR.

MOTOR Information Systems is one of the world's premier suppliers of light-, medium-, and heavy-duty automotive data, covering Class 1 through Class 8 vehicles. Though our products and services have continued evolving to meet our customers' needs, our mission to help businesses run more efficiently and profitably remains our driving force.

MOTOR is the leading provider of parts, service, and labor data—including maintenance, repair, and estimated labor times—for fleets, service and repair providers, technology providers, parts suppliers,

and other growing sectors in the automotive industry. No other database compares to MOTOR's vast collection of comprehensive, reliable, all-makes data, which includes hundreds of millions of records for parts, labor, and service.

Whether you need a white-label solution, data licensing, professional services utilizing our database for specific needs, or detailed data for building an e-commerce platform, MOTOR has the automotive data you need.

Learn more [here!](#)



RESPONDER DEMOGRAPHICS.

In this section, you'll learn about the responders included in this edition of the State of Heavy-Duty Repair. The heavy-duty repair industry includes a diverse group of ages, genders, and roles.

SOME OF THE TOPICS WE ASKED ABOUT ARE:

- ➔ Employee ages
- ➔ Gender breakdowns
- ➔ How roles are distributed



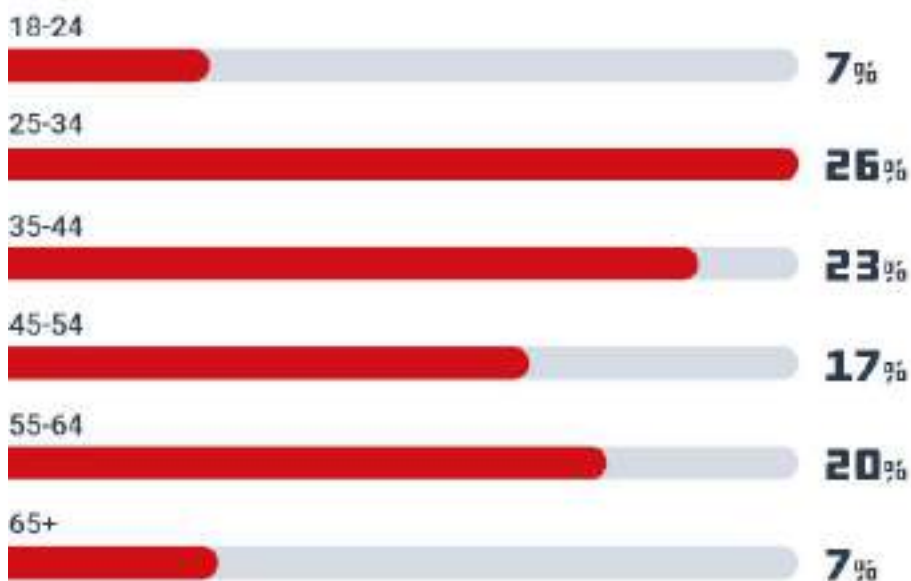
Be open to all age ranges and gender types [in your shop]. First, because it's the right thing to do, and second, we are going to need everyone moving forward.



STACY CONNER
PRESIDENT
Equipment Experts, Inc

AGE RANGE OF SHOP EMPLOYEES

The average age of shop employees tends to be on the younger side—over a third of those surveyed identified themselves as 18-34 years old. But the older generation is represented, too, as 7% of respondents are 65 or older.



GENDER BREAKDOWN

Women are still a considerable minority in the industry, making up just 17% of our overall respondents. Men made up the other 83%.



HAVE YOU SERVED IN THE ARMED FORCES?

A sizable number of shop owners and general leadership—32.2%—served their country.



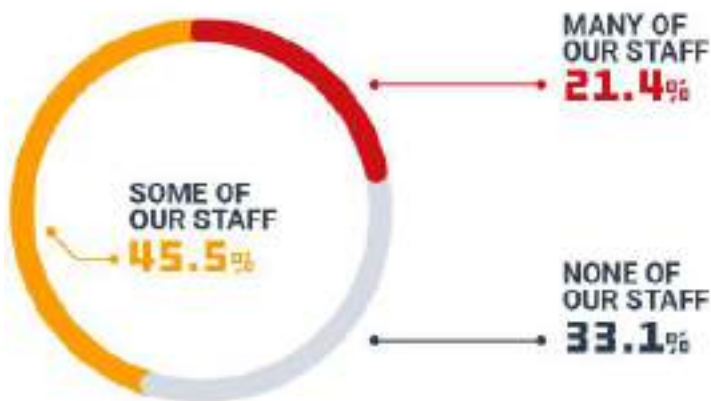
FULLBAY

BEST PRACTICES

Veterans of the armed forces can be an excellent asset to your repair shop—they're hard workers who are accustomed to processes and work well under pressure. Connecting with local veterans' services can help you hire military candidates!

HAS YOUR STAFF SERVED IN THE ARMED FORCES?

Almost half of the shops surveyed reported that at least some of their staff had served in the military. A further 21.4% indicated that *many* of their employees had been in the military.



WHO DOES WHAT IN THE SHOP?

Most responders were technicians, with owners and service managers close on their heels.



*Responders selected all that applied

HOW ARE ROLES DISTRIBUTED?

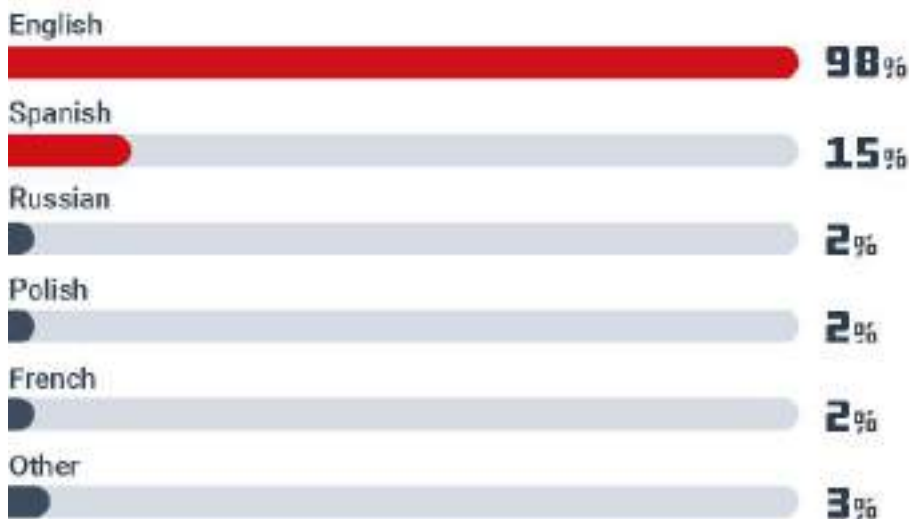
About 37% of the women we surveyed are office managers and accountants. A further 29% of women identify themselves as owners.

Of our male respondents, 36% identified themselves as technicians, compared to female technicians, who made up less than 5% of the total.



WHAT LANGUAGES DO WE HEAR IN SHOPS?

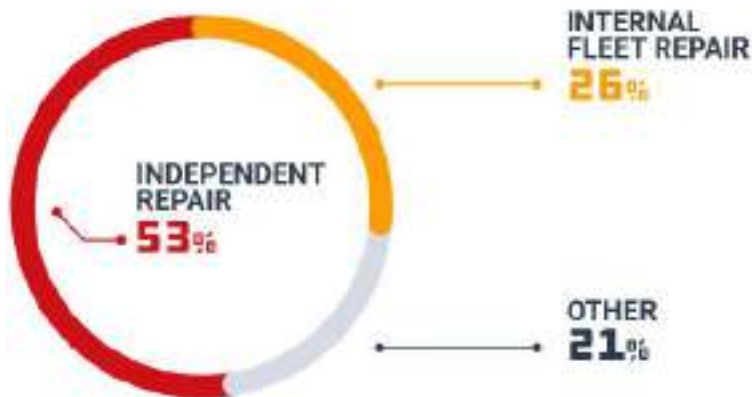
Ninety-eight percent of the shops indicated English as their primary language. Spanish came in second with a distant 15%.



**Responders selected all that applied*

WHAT KIND OF BUSINESS DO YOU RUN?

Over half the shops we spoke to described themselves as independent operations. That said, just over 26% of them are focused on internal fleet repair.



RP 1602



REPAIR ORDER AUTHORIZATION AND APPROVAL

Steady repair and maintenance work is built on strong communication between independent service providers and fleet managers. TMC/ATA have developed an RP specifically for building a solid service order authorization and approval process that will satisfy even the busiest fleet managers.

[LEARN MORE](#)

WHAT ELSE DO SHOPS DO?

We asked the shops that didn't identify as independent operations to elaborate on their operations. Here are the top three:

- Both internal and independent repair
- Dealerships (trucks, RV, and so on)
- Parts sales (both OEM and aftermarket)



SHOP DEMOGRAPHICS.

Ready to get a close-up look at the shops featured in this report? We're going to look at both shop financials and the employee makeup of shops across North America.

WE'VE GATHERED INFORMATION LIKE:

- ➔ Average revenue ranges
- ➔ Years in business
- ➔ How many technicians are employed

HOW MANY YEARS HAVE YOU BEEN IN BUSINESS?

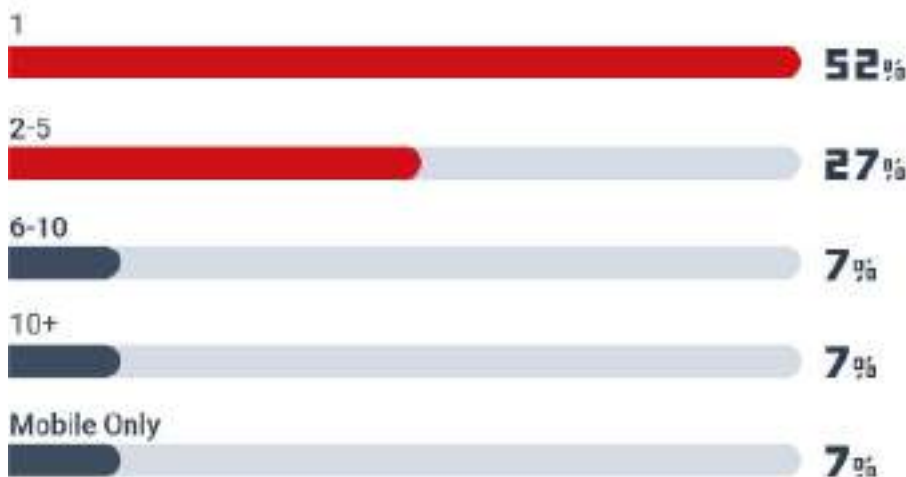
Thirty-two percent of our respondents have been in the industry for a long, long time—over 20 years! Happily, we’re also seeing new shops emerging, as 29% of operations surveyed are five years or younger.



NUMBER OF LOCATIONS

Over half of all shops only have one location. This wasn’t incredibly surprising, as most independent operations are small businesses without the funding or manpower to open multiple operations.

We also noted that mobile-only techs—those without a physical location—made up about 7% of the population.



RP 1616



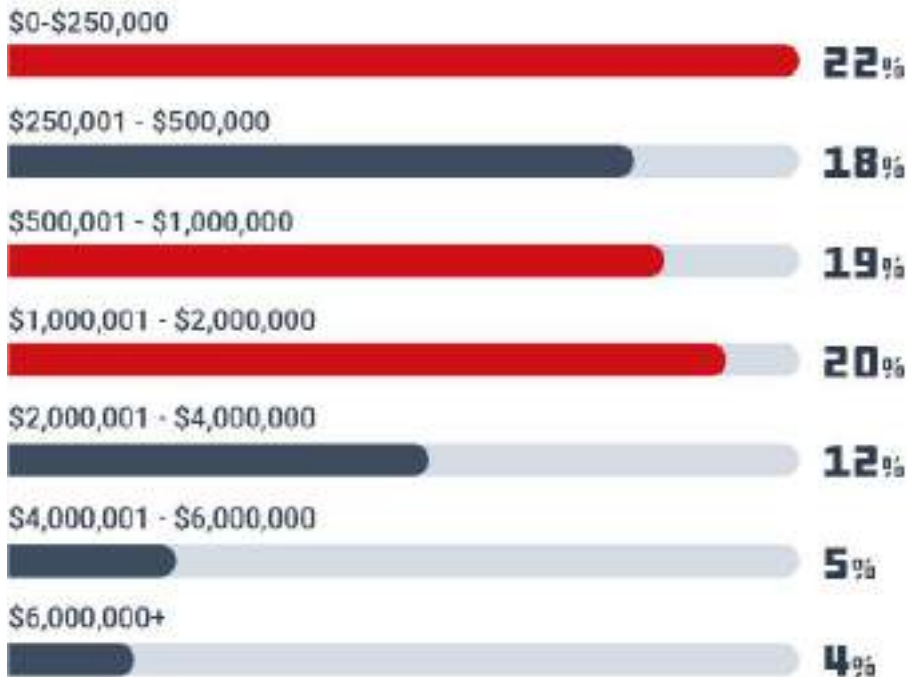
MOBILE MAINTENANCE SAFETY

If you’re starting a mobile branch or a mobile-centric business, refer to RP 1616 to train up your mobile techs and keep them safe and up to date while they’re on the road.

[LEARN MORE](#)

REPAIR SHOP REVENUE RANGES

We see a lot of variation in revenue across the country! Overall, 22% of shops net \$250,000 or less each year, while 20% are bringing in between \$1 to \$2 million. A handful of operations (4%) pulled in \$6 million or *more* per year.



BEST PRACTICES

BUILD A REVENUE FUNNEL.

Repair shops of all sizes will benefit from a revenue funnel, and it comes down to a few simple steps:

1. MARKETING

You've got to let people know you exist!

2. BUILD RELATIONSHIPS

When there's a human connection behind the exchange of goods or services, it stops just being about a product.

3. PULL YOUR LEVERS

Preventive maintenance, repair requests, estimates, intake inspections, and pending repairs are buckets you can draw from when work gets a little scarce.

4. DO GOOD WORK

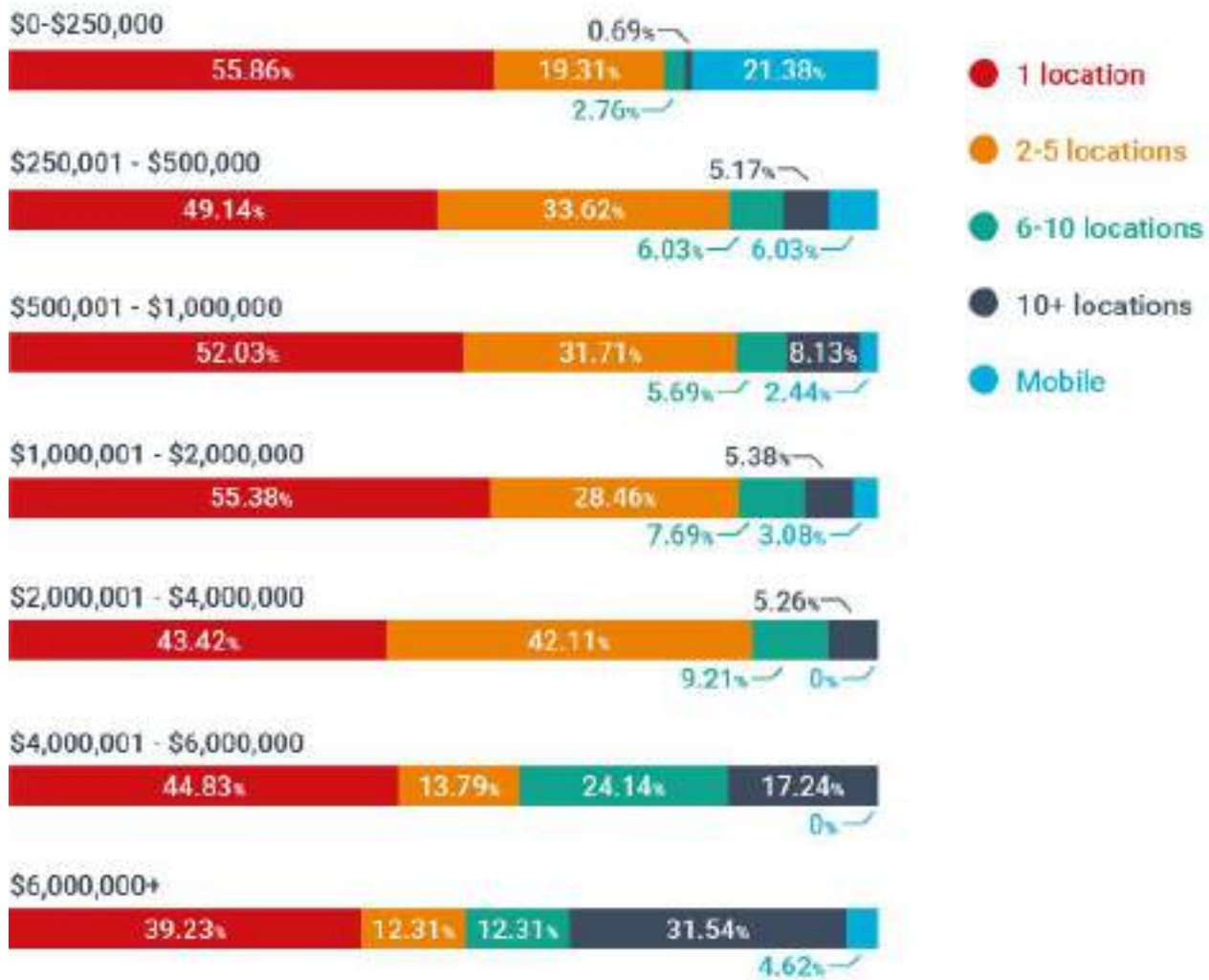
High-quality repairs and maintenance ensure your customers keep returning—and that the vehicles you work on are safe for everyone around them!

Learn how to build your own revenue funnel at:

[LEARN MORE](#)

SHOP REVENUE RANGES VS NUMBER OF LOCATIONS

We took a deeper dive into revenue ranges vs. the number of locations a shop might have. There's a pretty wide range of revenue that doesn't necessarily seem tied to having multiple locations.



SHOP NET PROFIT

Upwards of 80% of shops are seeing a net profit. However, we're still seeing about 17% of shops that just don't know what their net profit is.



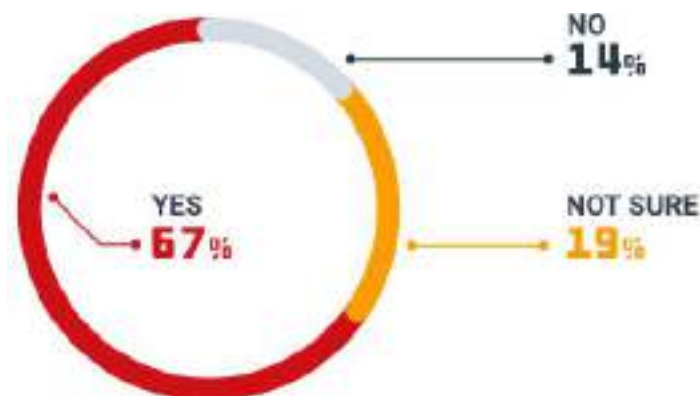
My biggest takeaway was that 17% of shops didn't know if they were profitable. It's a necessity in any business to know where your profits or losses stand; it's the only true way to gauge and plan the future of your business.



JACK POSTER
VMRS SERVICES MANAGER
TMC

ARE YOU SATISFIED WITH YOUR GOALS?

Sixty-seven percent of shops felt like they were meeting their financial goals. A further 19% weren't entirely sure, while 14% believed they fell short.



HOW MANY BAYS ARE IN EACH SHOP?

The majority of shops (58%) had between 0-5 bays on their property. Considering most shops are small, one-location operations, these numbers make sense. However, larger companies might have 6-10 bays (24%) or even 10+!



RP 510A



ESTIMATING NUMBER OF SERVICE BAYS

Need help estimating how many service bays you'll need? Our friends at TMC/ATA have a methodology that will help you determine what you need and how to expand your current operation to accommodate your technicians.

[LEARN MORE](#)

HOW MANY TECHNICIANS DO YOU EMPLOY?

Fifty-nine percent of our respondents reported between 0-5 techs on their payroll. Meanwhile, 33% had between 6-15 techs. This could be due to new shops opening up, as newer locations are more likely to have fewer techs at first. The uptick may also be thanks to several new programs designed to draw new techs to the industry.



RP 512A



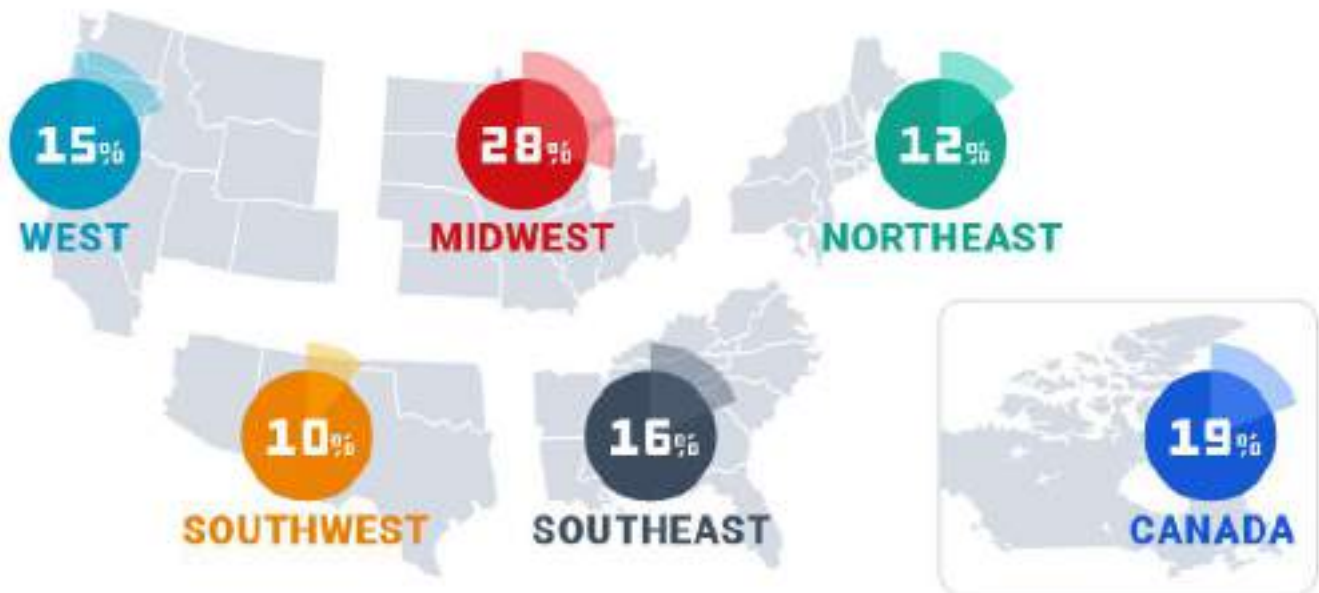
TECHNICIAN STAFFING DETERMINATION

Determining a proper staff-to-bay ratio is crucial to running a successful shop. Our partners at TMC/ATA have a few worksheets that can help you determine your optimal staffing levels.

[LEARN MORE](#)

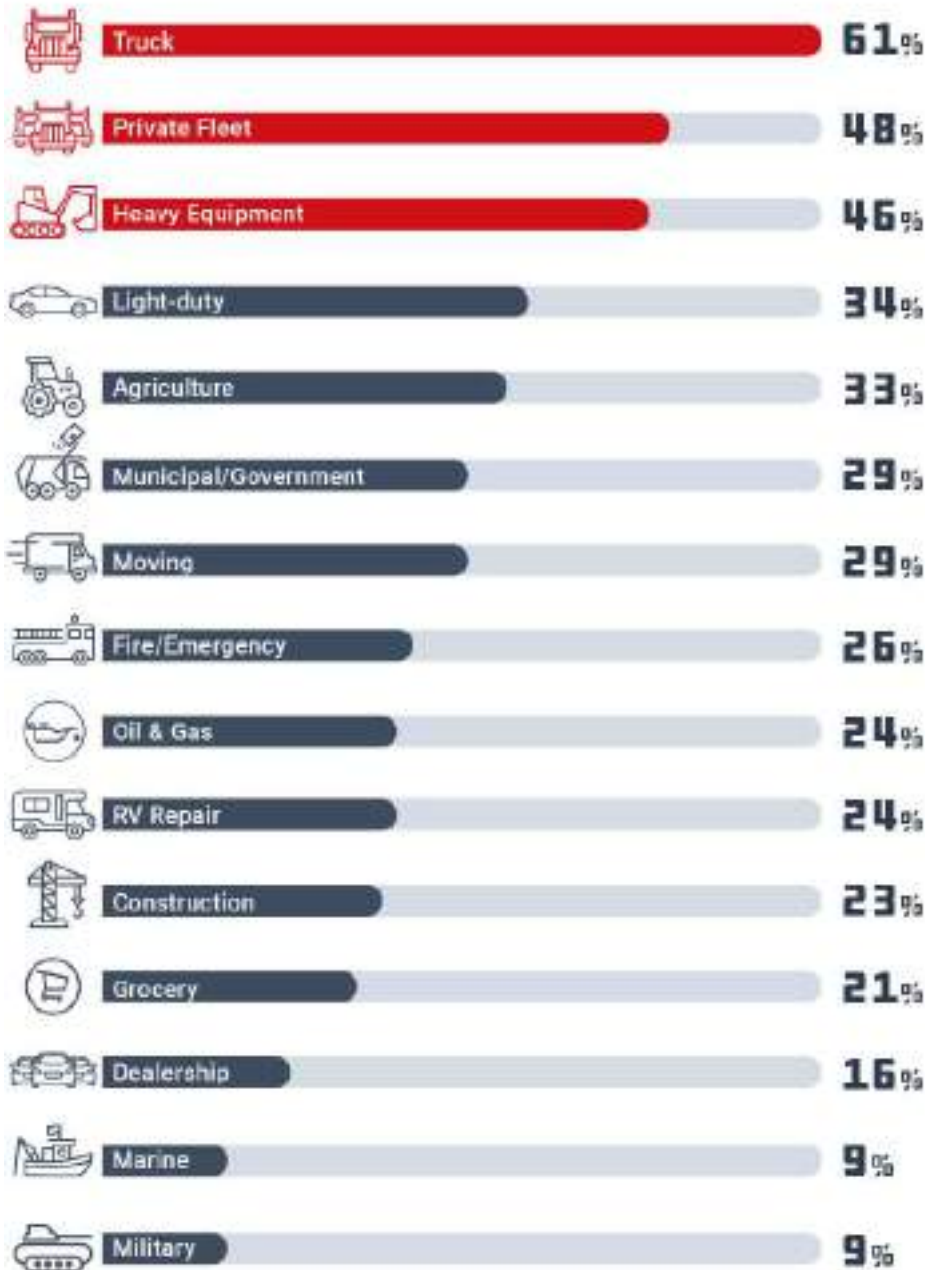
SHOP LOCATIONS BY REGION

The Midwest is still the biggest market, with 28% of repair shops located there.



WHAT INDUSTRIES DO YOU REPAIR FOR?

While 61% of repair facilities are focused on big rigs, the field encompasses all kinds of vehicles. Shops also work on heavy equipment (46%), agricultural vehicles (33%), and fire/emergency vehicles (26%).



*Responders selected all that applied

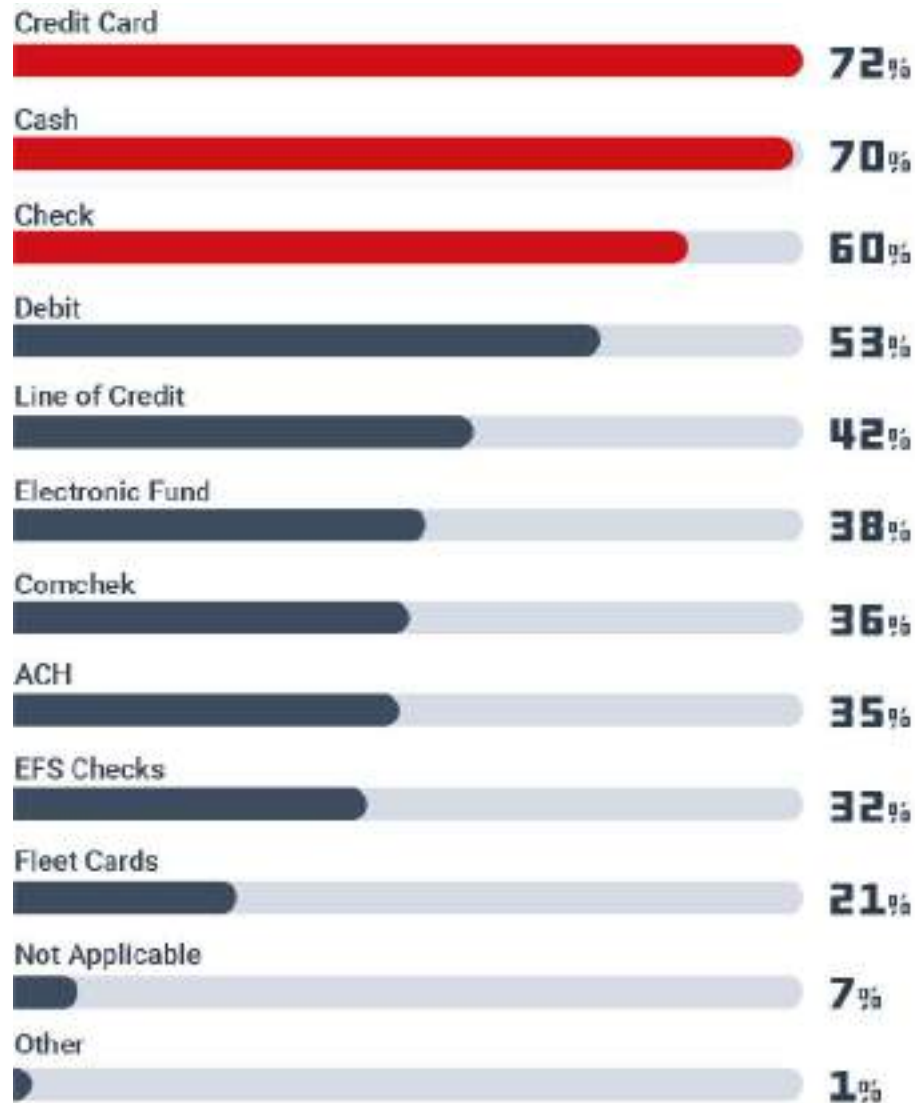
TOP FIVE INDUSTRIES BY REGION

Trucks, heavy equipment, and private fleets remain the top industries across all six regions we surveyed. We noticed, however, additional growth in light-duty repair, particularly in the Western and Southeastern states, as well as Canada. This may be a signal that light-duty repair is indeed becoming a more popular field for shops to expand into.



WHAT PAYMENTS DOES YOUR SHOP ACCEPT?

Seventy-two percent of shops rate credit cards as their primary payment choice, though cash is not far behind at 70%, followed by checks at 60%. Line of credit is another popular method, particularly when a shop has a relationship with a fleet.



*Responders selected all that applied

FULLBAY

BEST PRACTICES

You already know that the faster you invoice, the better your shop's cash flow. That's why you should have an integrated payment processor—so you can quickly invoice and accept all types of payments, whether you are on the road or in the bay.



DIVING INTO REPAIRS.

Shops across the continent handle things in very different ways, from the way they price DOT inspections to the labor guides they turn to. There's no one way to run a successful shop, but there's plenty to learn from one another.

IN THIS SECTION, WE EXPLORE:

- ➔ How much shops charge for DOT inspections and diagnoses
- ➔ Types of vehicles serviced
- ➔ Technologies used in-bay



I recommend shops focus on the elements in this section to determine which will provide short- and long-term goals for increased revenue by utilizing systems and data standards. Could you simply charge for inspections and diagnosis? Will tools with data create efficiencies to take your shop to another level? By exploring various systems and data offerings, you could uncover incremental, cost-effective changes that benefit the way you do business in this competitive landscape.

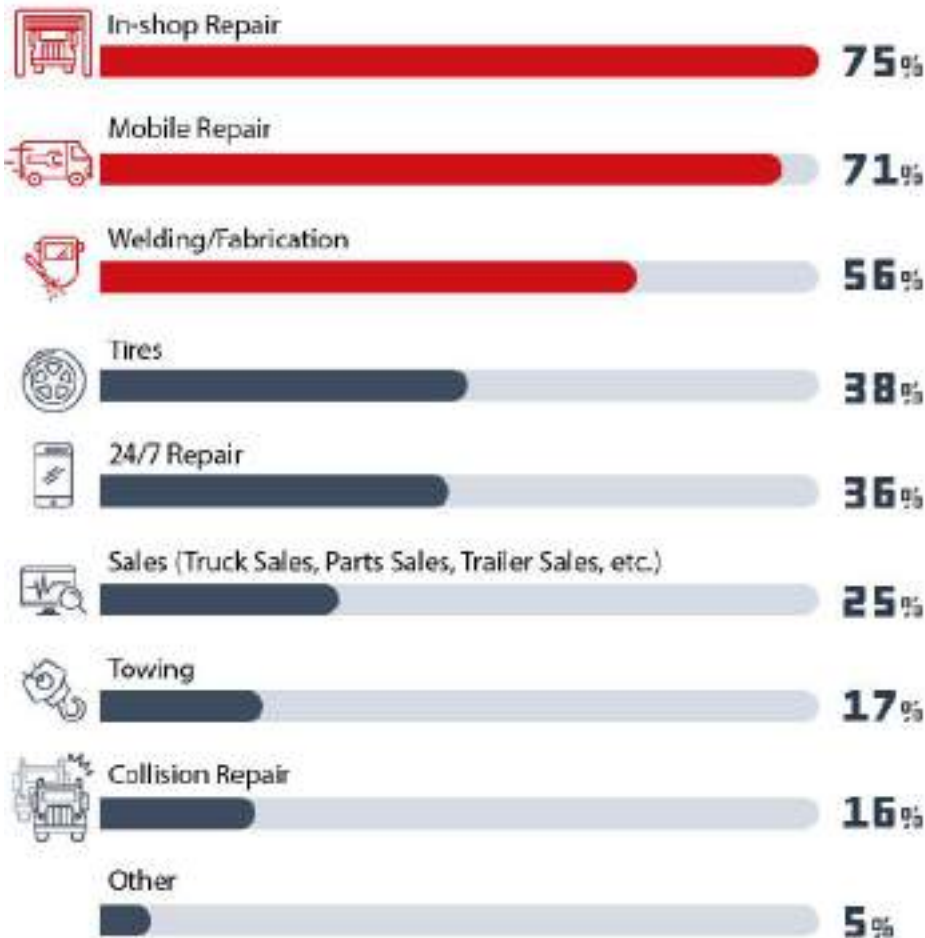


PAUL MOSZAK

VICE PRESIDENT &
HEAVY-DUTY EVANGELIST
MOTOR Information Systems

SERVICES REPAIR SHOPS PROVIDE TODAY

In-shop repair remained the top offering, with 75% of the shops surveyed providing it. Mobile repair was close behind—71% of our respondents offer this service.



*Responders selected all that applied

RP 803A



PRE-SERVICE VEHICLE INSPECTION

A pre-service inspection is essential to determining the true problem or problems on a customer’s vehicle. Use this RP to help make sure you are completing an inspection on all the critical systems of a vehicle.

[LEARN MORE](#)



BEST PRACTICES

TOWING

A solid way to increase revenue is to offer additional services. According to our data, towing seems to be an under-utilized option, but so are 24/7 repair and tire service!

HOW MUCH DO SHOPS CHARGE FOR DOT INSPECTIONS?

What shops charge for DOT inspections seems to depend on their markets. Just over half either make it free or charge up to \$100, while a small percentage (just over 16%) charge up to \$500. The average rate, however, is \$132.38.



Performing DOTs should not be a courtesy item. It's important service providers get paid fairly for their [work] if they are going to invest in the people, tools, equipment, and technology to be at the top of their game. I can't stress how important it is, and will be, that shops [charge properly] to fuel their business.



DON DOTY
 VICE PRESIDENT ROADSIDE
 OPERATIONS & VENDOR RELATIONS
 FleetNet America, Inc.

DO SHOPS CHARGE FOR DIAGNOSIS?

Over 78.3% of repair shops charge for diagnostics, with the majority of them charging \$250 or less. The average diagnostic charge, however, is \$177. In addition, the remaining 21.7% don't charge for the service at all.



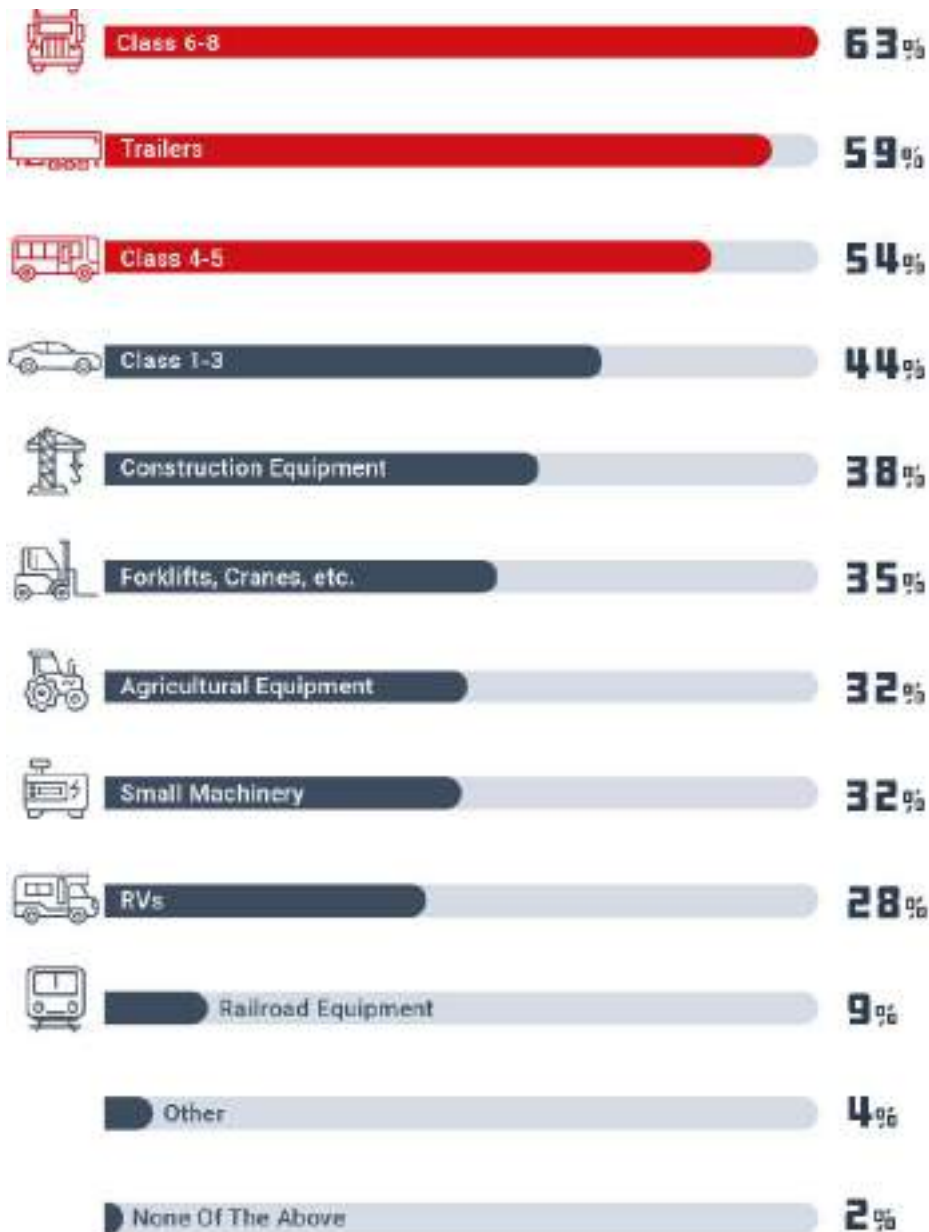
BEST PRACTICES

CHARGING FOR DIAGNOSTICS

Charging to diagnose a unit's issues is a fair way to compensate a shop for the time and materials required to properly identify a problem. After all, a misdiagnosis costs you and the customer money!

TYPES OF VEHICLES SERVICED

The majority of respondents (63%) worked on Class 6-8 vehicles. Right behind them, though, were trailers (59%), Class 4-5 vehicles (54%), and Class 1-3 vehicles (44%).



*Responders selected all that applied

RP 1604

RAPID REPAIR ASSESSMENT

Are diagnostics taking up too much time? RP 1604 can help you streamline your repair assessments and get your customers' vehicles back on the road faster than ever.

LEARN MORE

LABOR GUIDES POWERING SHOPS

Nearly a quarter of shops surveyed aren't using labor guides. Of those that do utilize them, 21% are using MOTOR, while another 17% turn to Mitchell 1. Other shops reported turning to three other popular labor guides.



I thought it was interesting that so many shops are not using a labor guide of any kind. While there are definitely shop owners or managers that know the business so well they may not need a labor guide to stay in the ballpark, it can result in blind spots, and opportunities will be missed. Those opportunities could be justifying repair charges to a customer, understanding that a certain job really should pay more, or the ability to more quickly train staff, just to name a few. Even the best pilots use their gauges and instruments. Don't fly blind if you don't have to.



TONY GRACE
CEO
ATS Fleet Service

RP 1606



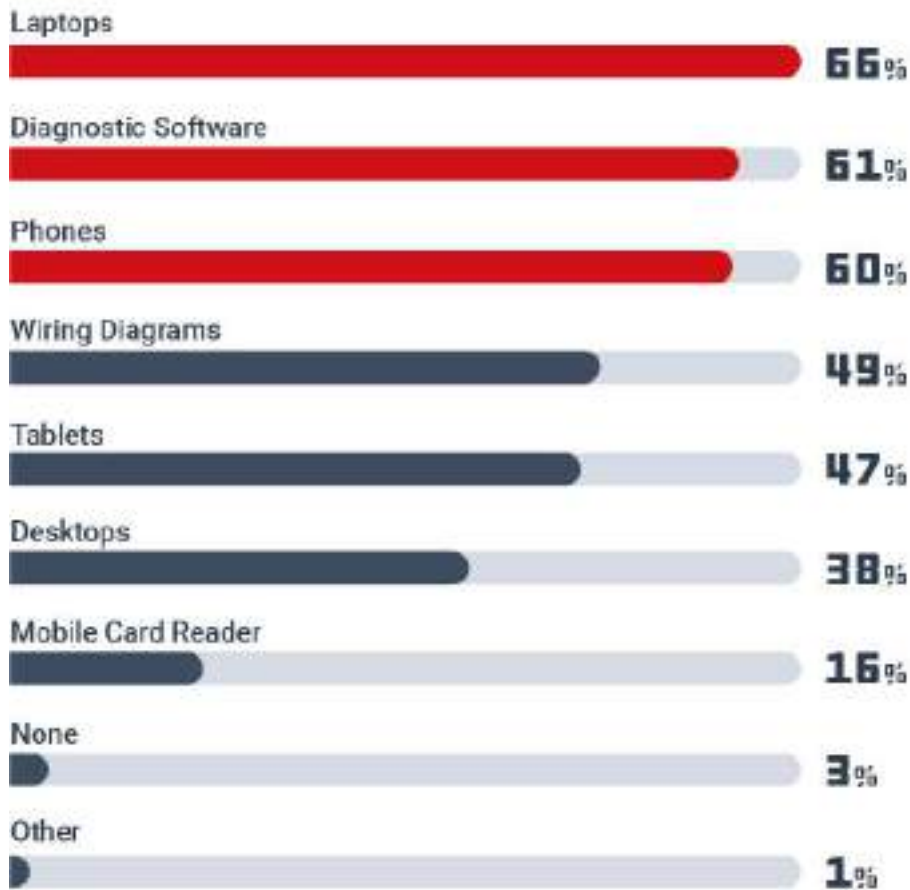
STANDARD REPAIR TIME IMPLEMENTATION GUIDELINES

A labor guide establishes standard repair times for all maintenance, repairs, and additional services your shop provides and can help you run a more efficient business. Many guides are available electronically or as print versions. Our friends at TMC/ATA have a guide on how to pick the right one for your shop.

[LEARN MORE](#)

WHAT TECHNOLOGY ARE TECHNICIANS USING IN-BAY?

When it comes to getting work done in the bay, laptops are the electronic device of choice for most techs: They command 66% of the market. Phones and tablets came in behind them with 60% and 47% shares, respectively.



**Responders selected all that applied*



SHOP TALK.

There's more to running a shop than data alone! In this section, we look at how shop owners feel about their operations and what problems they deal with.

FIND OUT MORE ABOUT THINGS LIKE:

- ➔ The top three challenges shops face
- ➔ How owners keep their techs motivated
- ➔ The difficulties technicians face

LABOR RATE BY REGION

Shops have similar labor rates across all six regions surveyed. However, the Midwest has the lowest average, at \$95.65, whereas Canada has the highest at \$108.67.

*All dollar amounts in USD



Labor rates are often a reflection of local dealership rates. Private shops tend to keep their rates just a bit lower than [dealers]. Rather, rates we charge [should] reflect the cost [of] labor provided ... as well as a profitability level that allows us to maintain a strong and healthy operation. Setting rates to what the market will tolerate is a poor practice.



TROY WILLICH
CEO & CO-FOUNDER
TDI Fleet Services

TOP THREE SHOP CHALLENGES

Hiring techs is the top challenge repair shops face today, with over half of all shops dealing with staffing troubles. Inefficiencies in repairs came in second, and problems with the supply chain led to our third-place finisher: sourcing parts. That said, shops are running into other issues like inventory management, communication, and managing records.



**Responders selected all that applied*

PRIORITIZING SHOP GROWTH

Hiring additional technicians was the #1 most important task for shops that wanted to grow. However, many operations are looking beyond just staffing and have their eyes on expanding to new locations and increasing their customers.



RP 538A



QUALITY SHOP PROCESS IMPROVEMENT

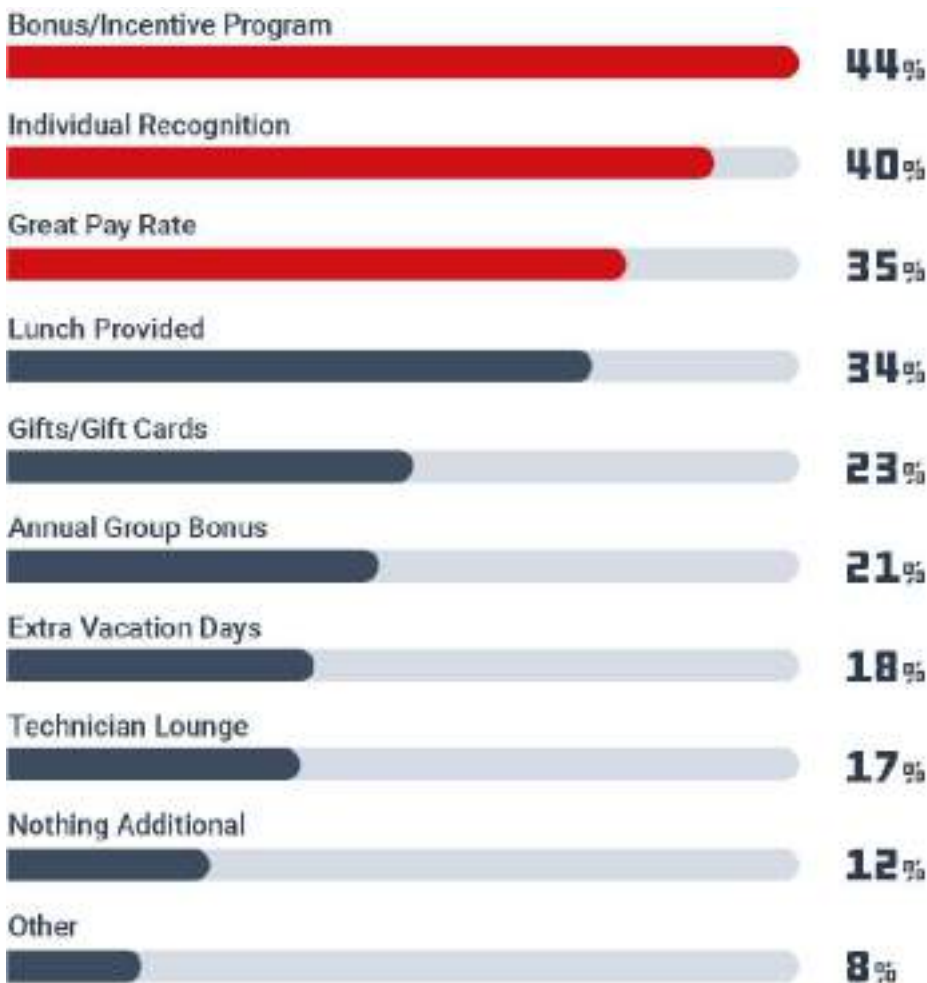
Grow your shop by creating processes that help you measure shop efficiency and productivity. You can find outlines, worksheets, and more with our friends at TMC/ATA.

 [LEARN MORE](#)

KEEPING TECHS MOTIVATED

Forty-four percent of shops believe bonuses and incentive programs go a long way in securing a good performance. Other shops (40%) report success from individual recognition programs (such as Employee of the Week).

Other ways shops keep techs working hard is through great pay rates, free lunches, group bonuses, and additional vacation time.



**Responders selected all that applied*

RP 519



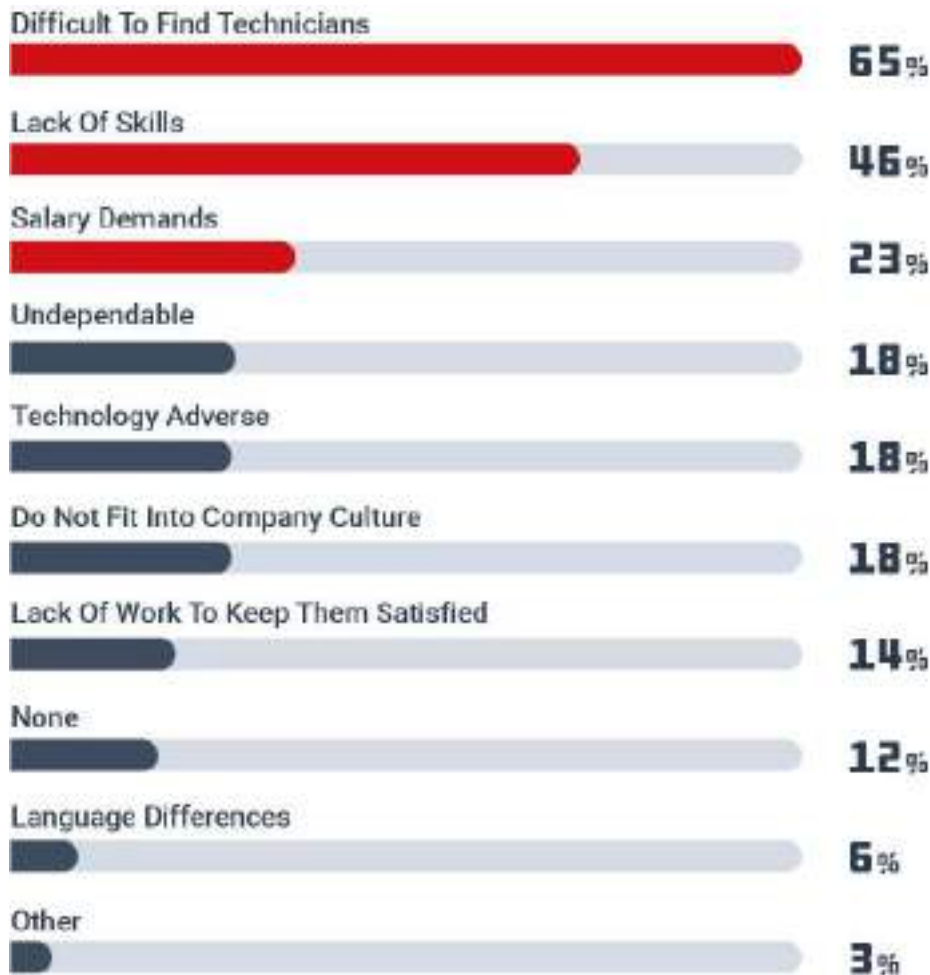
RECOMMENDATIONS FOR EMPLOYEE PERFORMANCE EVALUATION PROGRAM

Regularly assess your staff to ensure the right people are in the roles you've assigned them. You can learn more about evaluating your crew from TMC/ATA in RP 519.

[LEARN MORE](#)

GREATEST TECHNICIAN CHALLENGES

The most difficult challenge surrounding technicians is finding them, as over 60% of shops report hiring remains a chore. Because of this, shops may end up hiring less experienced techs, leading to the second challenge: a lack of skills and need for training.



*Responders selected all that applied



Hiring is not hard—If it is hard, you need to ask yourself, why aren't techs beating your door down?



TROY WILLICH
CEO & CO-FOUNDER
TDI Fleet Services

MONTHLY REVENUE GENERATED PER TECH

The average monthly revenue generated by techs will vary by location and labor rates, but a majority of techs are bringing in between \$10,000-\$20,000. Fourteen percent of those surveyed indicated their techs brought in \$30,000 per month or more, while another 14% reported monthly revenue up to \$5,000.





INDUSTRY REVENUE TRENDS.

The commercial repair industry has seen some serious swings since January of 2020.

DIVE INTO THIS SECTION TO READ MORE ABOUT:

- ➔ How COVID-19 has affected revenue
- ➔ Which markets recovered at the tail end of 2020
- ➔ How regions performed in 2021



It's no surprise this industry is resilient, but despite ongoing issues around COVID, supply chain disruptions, and other problems, it's impressive to see strong growth in every region.



CHRIS O'BRIEN
CHIEF OPERATING OFFICER
Fullbay

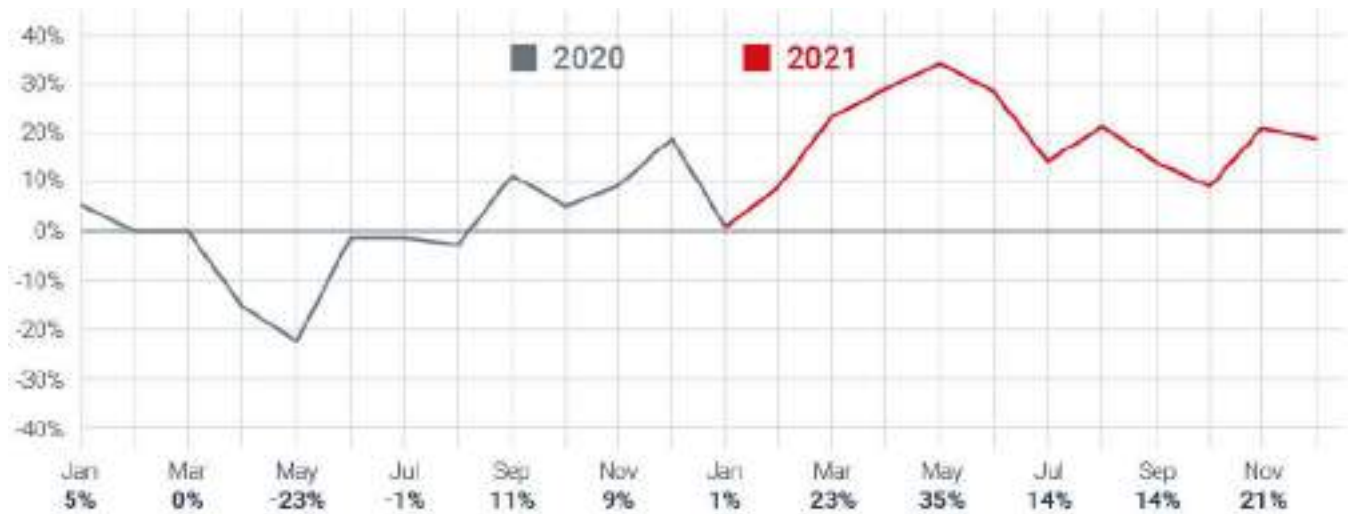
ALL REGIONS

The data shows significant decreases in revenue from 2019 to 2020, especially during April and May of 2020—the first couple of months of the COVID-19 pandemic. The second half of 2020 saw things picking back up, and that continued through 2021.

In all, 2021 saw an average year-over-year (YoY) growth of 18.47%, significantly higher than the 0.41% we saw in 2020.



**2020 data is compared to 2019, while 2021 data is compared to 2020*

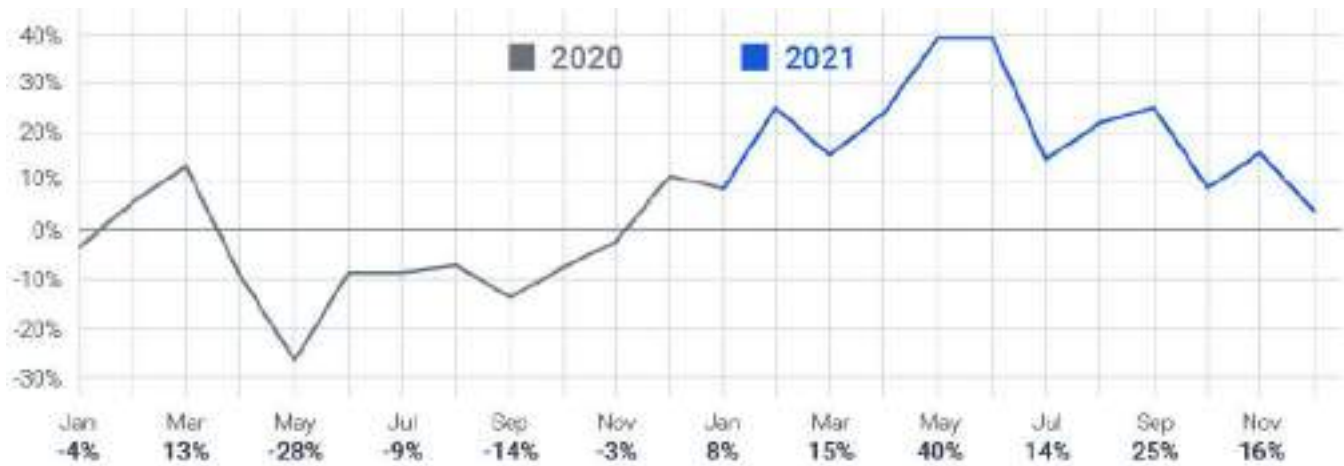


CANADA

Canadian shops reported average revenue drops of 6.6% in 2020. In 2021, however, a recovery that saw a significant uptick in February has led to an overall 19% average YoY growth.



**2020 data is compared to 2019, while 2021 data is compared to 2020*



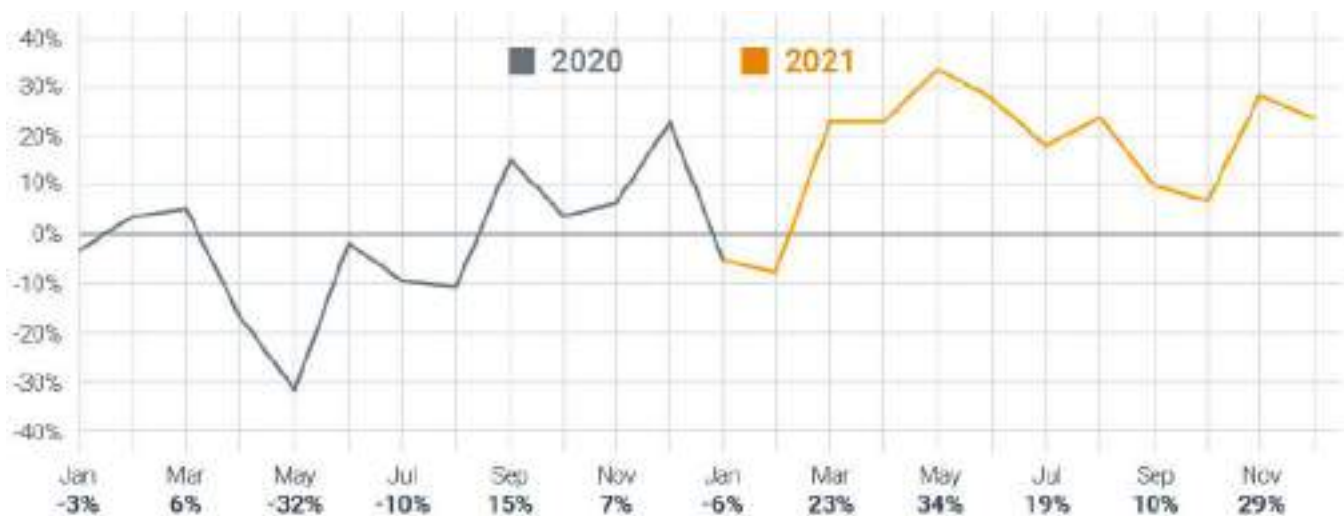
SOUTHWEST

The Southwest saw significant revenue drops from March through August of 2020, at one point falling 31.7% below the May 2019 totals.



Things began picking up in September of 2020, and steady growth led to overall YoY growth of 17% in 2021.

**2020 data is compared to 2019, while 2021 data is compared to 2020*



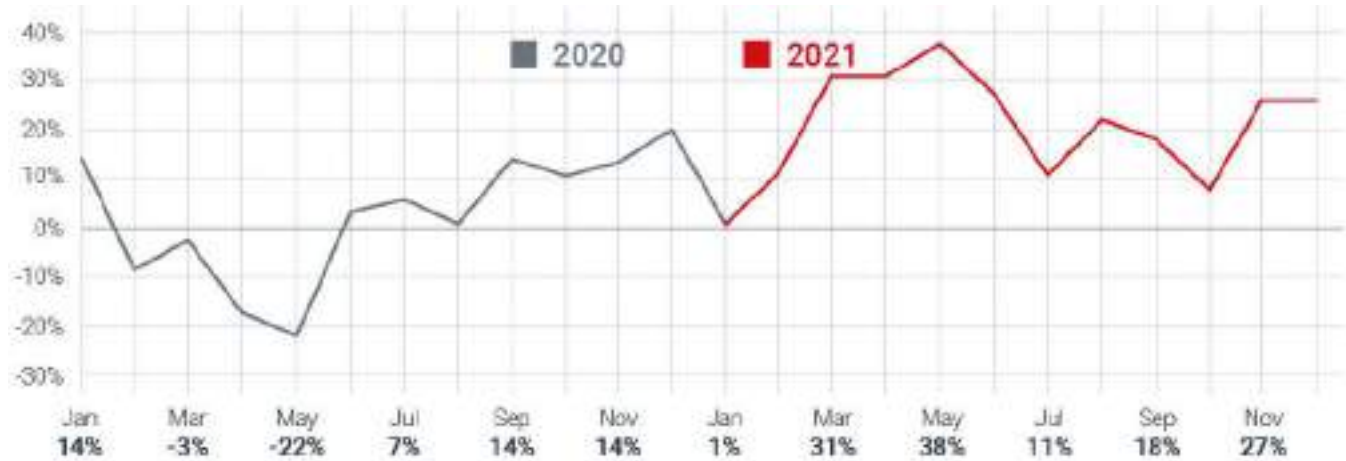
MIDWEST

Like everywhere else, the Midwest saw some revenue drops in 2020, many of which coincided with COVID-19 waves and associated restrictions. Despite this, the region’s shops reported YoY growth of 2.6%.



That growth continued into 2021. In fact, the Midwest had one of the highest 2021 overall growth rates: 21%.

**2020 data is compared to 2019, while 2021 data is compared to 2020*



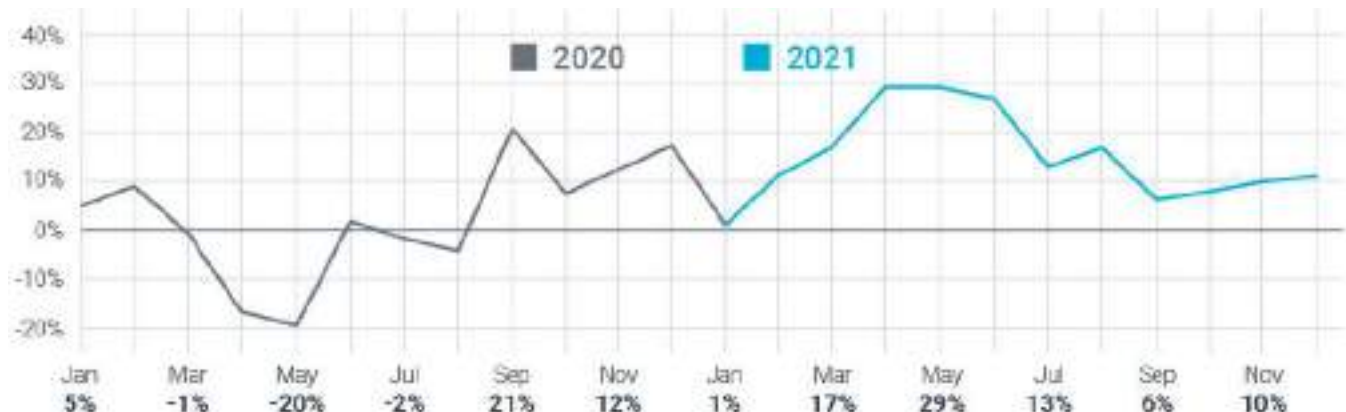
WEST

The West posted similar YoY losses to other regions in 2020, with May plummeting 19.8% below the averages of the previous May. Recovery began toward the end of 2020, with those last two quarters showing an average 8.6% growth.



The recovery continued through 2021, but its overall YoY rate was only 14.4%, one of the lowest of all regions.

**2020 data is compared to 2019, while 2021 data is compared to 2020*



SOUTHEAST

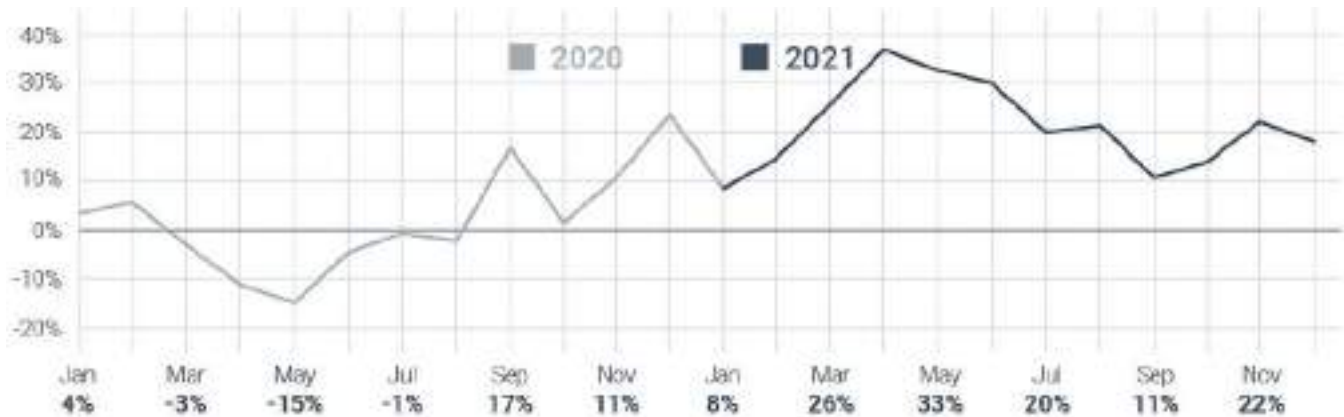
The Southeast suffered losses during the COVID-19 pandemic, but like the other regions, income began picking up toward the end of the year, with the last two quarters showing a solid 8% YoY growth in 2020.

SOUTHEAST



This momentum continued, with 20.8% growth through 2021.

**2020 data is compared to 2019, while 2021 data is compared to 2020*



NORTHEAST

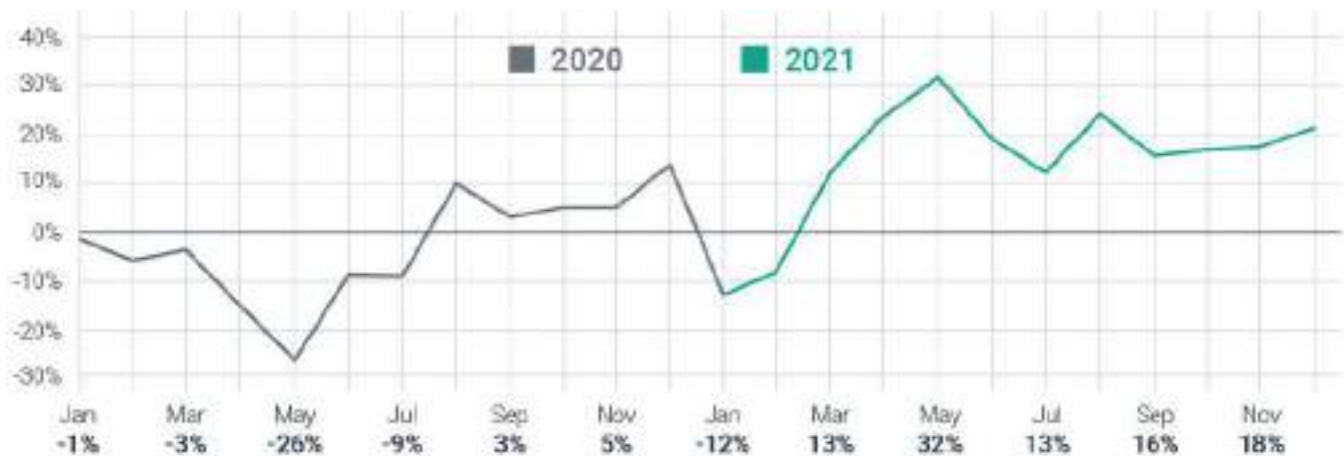
The data indicates the Northeast took a heavy hit in May 2020, with revenue dropping 25.6% below the monthly revenue number of May 2019. Like the other regions, it saw some growth in the last two quarters of 2020.

NORTHEAST



2021 was much kinder to the region, at times reaching as high as 31.6% over the monthly numbers of 2020, and growth has remained consistent since then.

**2020 data is compared to 2019, while 2021 data is compared to 2020*





THE IMPACT OF THE PARTS SHORTAGE ON FLEETS AND REPAIR SHOPS.

The parts shortage heavily impacted shops across the across the United States and Canada. In many cases, owners have had to leverage new vendors and find new ways to source parts.

READ ON TO LEARN THINGS LIKE:

- ➔ How many shops have had to look beyond their usual vendors
- ➔ How many shops have faced a disruption in their operations
- ➔ How long it took shops to acquire necessary parts in 2021



84% of shops surveyed faced increased delays caused by the global parts shortage ... 37% of that number saw severely increased delays ... This stat highlights the widespread impact the supply chain issues have caused for the trucking industry.

JAMIE IRVINE

HOST & CONSULTANT

The Heavy-Duty Parts Report



HOW MANY SHOPS ARE PURCHASING PARTS FROM OUTSIDE THEIR NORMAL SUPPLIERS?

Forty-five percent of shops are frequently or very frequently turning to additional suppliers to find the parts they need. We believe this is due to the parts shortage that continues to run rampant in the industry.



HOW MANY SHOPS ARE FACING A DISRUPTION DUE TO THE PARTS SHORTAGE?

The parts shortage has been a problem for everyone in the industry. We found that 82% of shops reported at least some disruption (*respondants who indicated 3 or above*) from the shortage, while 17% reported extreme disruptions. Only 4% reported no disruption at all.



USE A MARKETPLACE

An integrated parts supplier marketplace lets you order parts directly from your shop management software. Not only will you be able to compare shipping and pricing costs, but you'll also have access to multiple vendors so you can source your parts much faster!



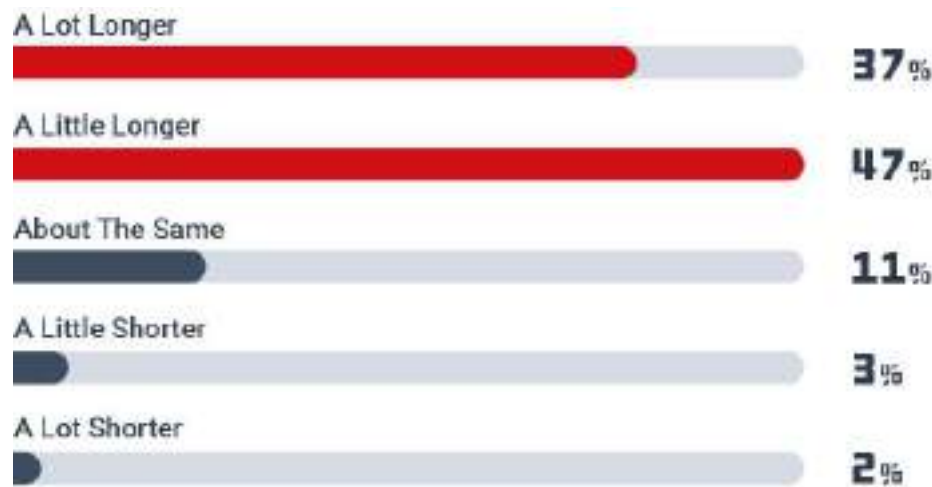
The parts shortage is real. Today a part may be available in abundance and then tomorrow you have to wait a month to get it. If you sell a lot of a particular filter, it might be worth stocking up a bit more than normal.



JIMMY WALL
GENERAL MANAGER
Donahue Truck Centers

HOW LONG DID IT TAKE SHOPS TO GET PARTS IN 2021?

About 84% of the shops surveyed faced increased delays caused by the global parts shortage. In fact, 37% of that number saw severely increased delays, which surely impacted their customers.



RP 1611

PARTS ACQUISITION FOR SERVICE PROVIDERS

If you're having trouble sourcing parts, make sure you're exploring all your options. RP 1611 shows you how to create a process that will help your staff get the parts they need—even when they're out of stock.

LEARN MORE

WHAT REGIONS WERE MOST IMPACTED BY THE PARTS SHORTAGE?

We won't mince words here: Every region was highly impacted by the parts shortage, but we wanted to know which faced the most difficulty. The data shows that the Northeast dealt with the most disruption, followed closely by the Midwest, and finally the West.





INVENTORY MANAGEMENT.

The parts shortage may have delayed parts receiving, but shops still need to figure out how to optimize inventory. In this section, we take a look at how shops deal with “cash on shelves.”

WE'LL PROVIDE INFORMATION ABOUT:

- ➔ How many shops perform inventory counts
- ➔ How many shops actively manage cores
- ➔ Parts markup and margins across the United States and Canada



A shop lives or dies based on how they handle parts.

IRVIN BOWMAN

COACH

Truck Shop Network



PERFORMING INVENTORY COUNTS

About half the shops we surveyed perform at least one inventory count per month. That's excellent news, but 17% of shops aren't doing inventory counts at all. That leaves about 34% of shops that fall right in the middle, performing inventory counts annually or quarterly.



Other shops should benefit from being shown that regular inventory counts and proper markups on parts are more common than not. If you're missing the boat on these two facets of your shop, you are missing out on revenue.

MATT DOOLEY

PARTS - OPERATIONS
Plett Truck Repair



BEST PRACTICES

ARE YOU RECOUPING YOUR SHIPPING COSTS?

Make sure you follow our best practice to ensure you're maximizing your revenue. Learn more about recouping your shipping costs [here.](#)

COST TO SHIP PART



COST OF PART



LANDED COST



AVERAGE PARTS MARKUP

Shops across all six regions are marking up their parts at or near 100%. This is good news: Shops are ensuring they are making a profit off their parts!



DID YOU KNOW?



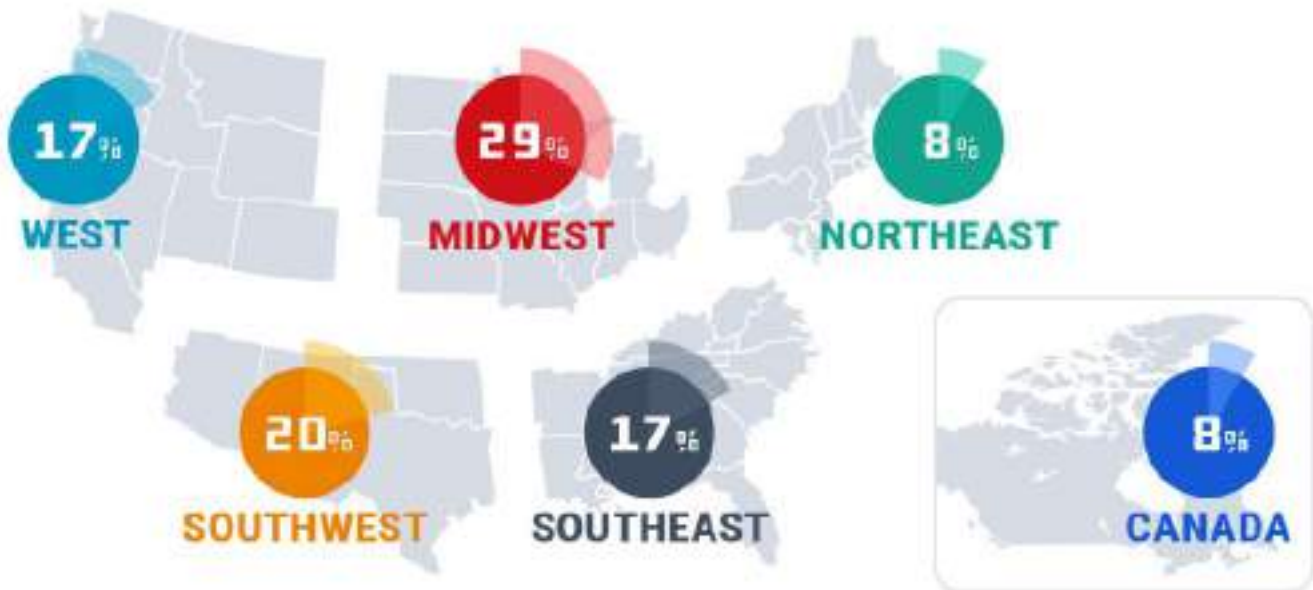
PARTS MARKUP

If you need help figuring out how to mark up your parts, give our free tool a try.

[LEARN MORE](#)

AVERAGE PARTS MARGIN

The margin on parts, however, was not as encouraging as the markup. Shops are maintaining profitability, but certain markets in Canada and the Northeast are falling behind other regions.



ARE YOU ACTIVELY MANAGING CORES?

Seventy-six percent of repair shops are managing cores, which is money back in the shop's accounts. Granted, some operations (14.5%) are only managing them occasionally, but that's better than the 9.5% who aren't touching them at all.



RP 1615

PARTS CORE MANAGEMENT FOR SERVICE PROVIDERS

Properly handling your cores can lead to an additional revenue stream for your shop. Check out TMC/ATA's RP 1615 to learn how to improve this operation in your shop.

LEARN MORE

WHAT IS YOUR SHOP'S FILL RATE?

Forty-four percent of the shops only have the parts they need in inventory up to a quarter of the time. In short, they're frequently turning to vendors to get the parts they need.



It is easy to let inventory get out of hand. Your fill rate from inventory should vary depending on several factors: If the shop has access to wholesale suppliers, distance from local parts houses, and the spectrum of work that the shop performs. The other thing that a shop has to watch out for is that they are recouping the costs of handling parts. Parts that are bought from wholesale providers need to have a larger margin than those bought from a local supplier due to inventory cost. A small part costs more to handle than a larger part. Shops can make sure that they are properly recouping their costs by using parts margins.

IRVIN BOWMAN

COACH

Truck Shop Network



RP 1605



JUSTIFICATION FOR A PARTS & SERVICE ASSISTANT

Your techs belong in the bay, not searching for parts. Consider hiring for specialty roles like parts assistants to keep the wrenches turning. Our friends at TMC/ATA have a blueprint for how to justify bringing in some of these critical supporting roles.

[LEARN MORE](#)



TECHNICIANS.

Technicians are the lifeblood of the shop, and technician efficiency is one of the major pillars of profit. So, how are shops making sure their techs are as happy and efficient as possible?

WE TAKE A LOOK AT THE FOLLOWING:

- ➔ Whether shops know what their tech efficiency is
- ➔ Whether techs know their own efficiency
- ➔ Hourly rates, monthly salary averages, and more



Shops need to know their technicians' efficiencies. Without this data, they cannot appropriately promote, compensate, train, or staff.



AARON PICOZZI

PRESIDENT
American Diesel Training Centers

DO YOU KNOW WHAT YOUR TECH EFFICIENCY IS?

Over 68% of shops can confidently say they know how efficient their techs are. Still, that leaves about 31% of shops either not knowing or being uncertain of their techs' efficiency—and possibly losing money because of it.



RP 804A



LABOR PRODUCTIVITY

Learn how to measure productivity to ensure your techs continue to be high performers while helping your shop grow. Review the guidelines set out by TMC/ATA in RP 804A.

[LEARN MORE](#)

DO YOUR TECHS KNOW THEIR EFFICIENCY?

Just under 60% of techs know their own efficiency—which means they can improve on it and increase revenue. That means 40% don't know or aren't sure. This generally matches the data we received from shops that were similarly unsure.



DO YOUR TECHS KNOW EACH OTHERS' EFFICIENCY?

The industry is split on whether techs should know each others' efficiency; some believe it creates healthy rivalry, while others feel it can lead to unnecessary competition. Our findings were nearly straight down the middle: 42% of techs knew how efficient their coworkers were, while 41% did not.



If you're not competitive or confident with the salary you offer, you'll not only struggle with finding new techs for the shop, you'll struggle to keep the ones you already have.

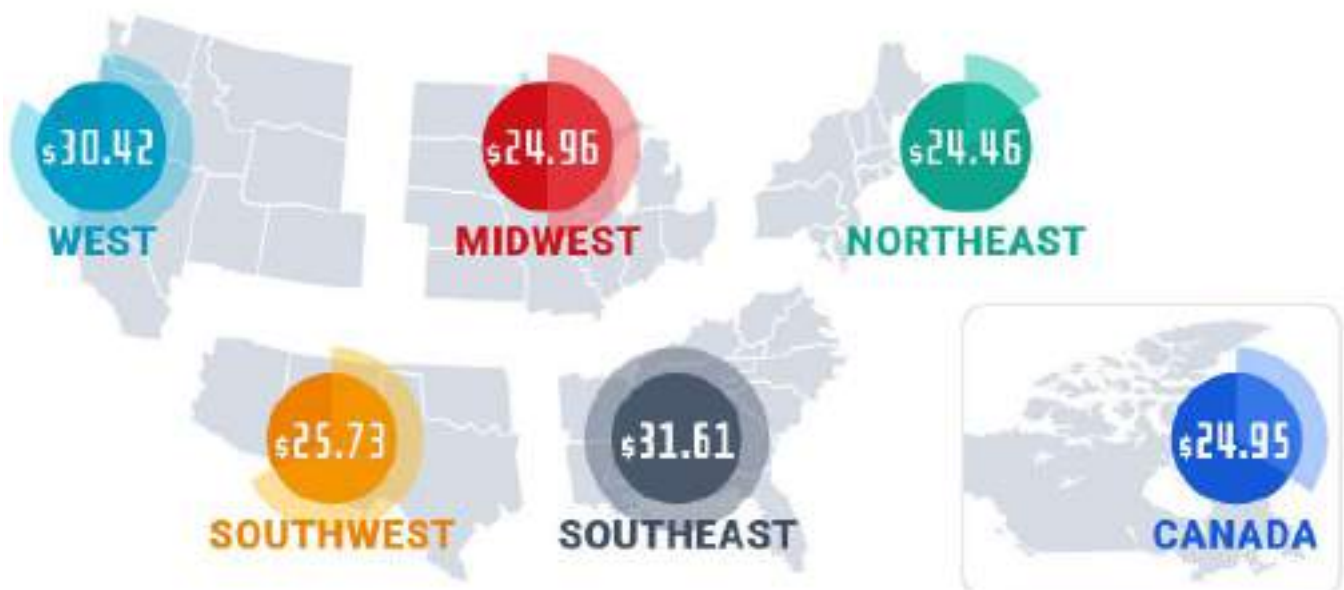


JAY GONINEN
CO-FOUNDER & PRESIDENT
WrenchWay

TECHNICIAN HOURLY RATES

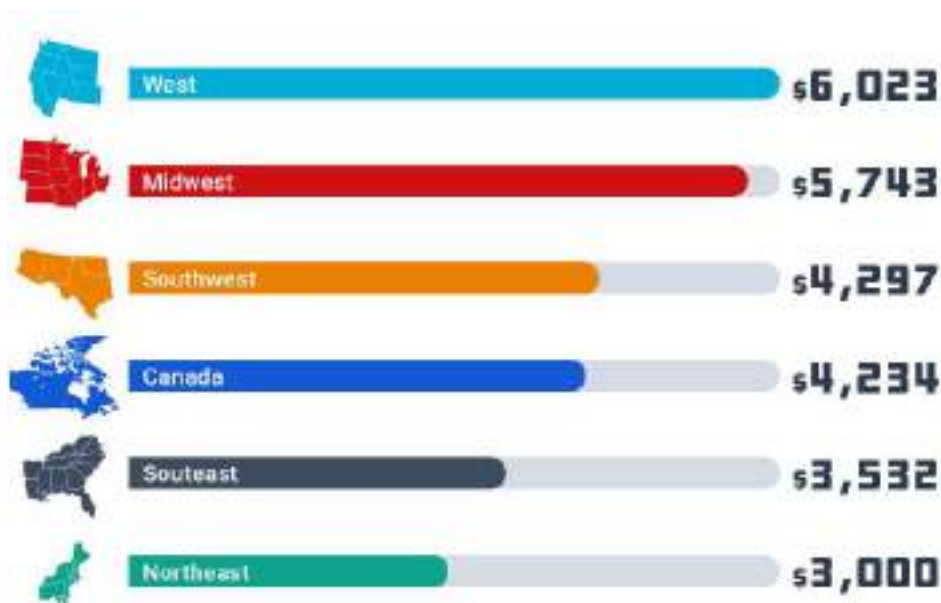
The Southeast led the charge on hourly rates, paying their techs an average of \$31.61. The Western region was right behind them, with wages averaging \$30.42 per hour. The four other regions all fell around \$25 per hour.

**All dollar amounts in USD*



AVERAGE MONTHLY TECH SALARIES BY REGION

The highest monthly salary was in the Western region—techs there bring in a little over \$6,000 per month.


RP 1607


TECHNICIAN CAREER DEVELOPMENT

Wages aren't the end all, be all of employment. A career plan for your technicians provides them with goals to work toward and a reason to stay. Check out RP 1607 for guidance on setting up a career path for your shop.

[LEARN MORE](#)

HOW MUCH DID YOU INCREASE THE HOURLY WAGES OF YOUR TECHS IN 2021?

More than 73% of shops provided a wage increase for their techs in 2021. In most cases, the increase was between \$1-\$25 an hour, though the average jump was \$13.88.



[The fact that] over 1/4 of the shops surveyed provided zero increase in technician wage last year ... I am fairly confident that those shops saw an increase in turnover and a decrease in both efficiency and recruitment capabilities.



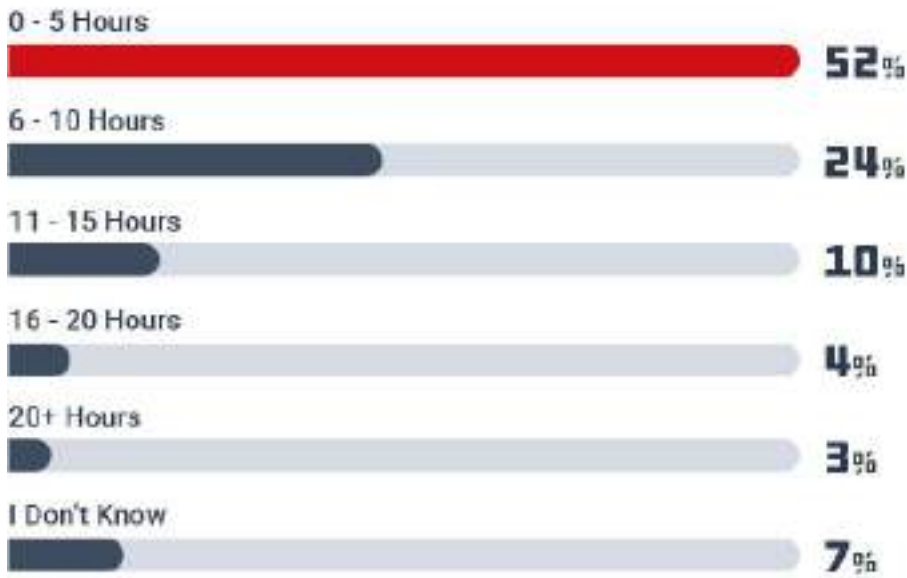
AARON PICOZZI

PRESIDENT

American Diesel Training Centers

HOW MANY HOURS PER WEEK ARE YOUR TECHS INACTIVE?

Just over half the shops surveyed only saw a bit of inactivity or unproductivity from their techs—about 0-5 hours’ worth per week. Still, about 25% of shops see about 10 hours per week going to waste.



While I think many shops have put more priority behind looking for good techs on a consistent basis, I don't think it's been any easier. Unfortunately, I don't feel like it's going to get easier anytime soon. Putting together a plan that attacks both the short and long term is essential for the health of your business. Most shops only focus on filling their immediate need for help while they ignore finding a legitimate way to make their lives easier in the years to come.

HAS IT BEEN EASIER OR HARDER TO FIND TECHNICIANS IN THE LAST YEAR?

Almost 40% of shops said it was much more difficult to hire techs in 2021—only 1% thought it was easier!



JAY GONINEN
CO-FOUNDER & PRESIDENT
WrenchWay



TECH HIRING AND SHORTAGE.

The technician shortage continues to pose significant challenges to the industry, though we're slowly making progress in attracting new talent.

READ ON TO SEE:

- ➔ How shops are finding new techs to hire
- ➔ How hiring looked in 2021



The transportation industry faces a growing technician shortage with approximately 642,000 technicians needed by 2024. Penske employs more than 9,000 maintenance technicians caring for a fleet of more than 360,000 vehicles, so we're acutely aware of the challenge facing the industry. Shops and fleets alike need to invest in the latest tools, technology, digital training, and programs to help retain current techs and encourage the next generation entering the workforce.

MATT KRASNEY

VICE PRESIDENT, FLEET MANAGEMENT
Penske



Rental
Leasing
Logistics

HOW DO YOU FIND NEW TECHNICIANS TO HIRE?

Referrals and word of mouth continue to be the primary ways shops secure talent, with 59% of respondents reporting this as their most successful method. Job board postings came in second, with 47% of shops finding techs that way.



*Responders selected all that applied



To me, word of mouth has always been the best way to hire. The hard part is figuring out how to get people to spread the word that you're hiring. Getting your staff and customers on board with spreading the word can be a hugely impactful way of doing that. Be intentional about asking for help with this, and be sure to incentivize those that do.



JAY GONINEN
CO-FOUNDER & PRESIDENT
WrenchWay

RP 516A



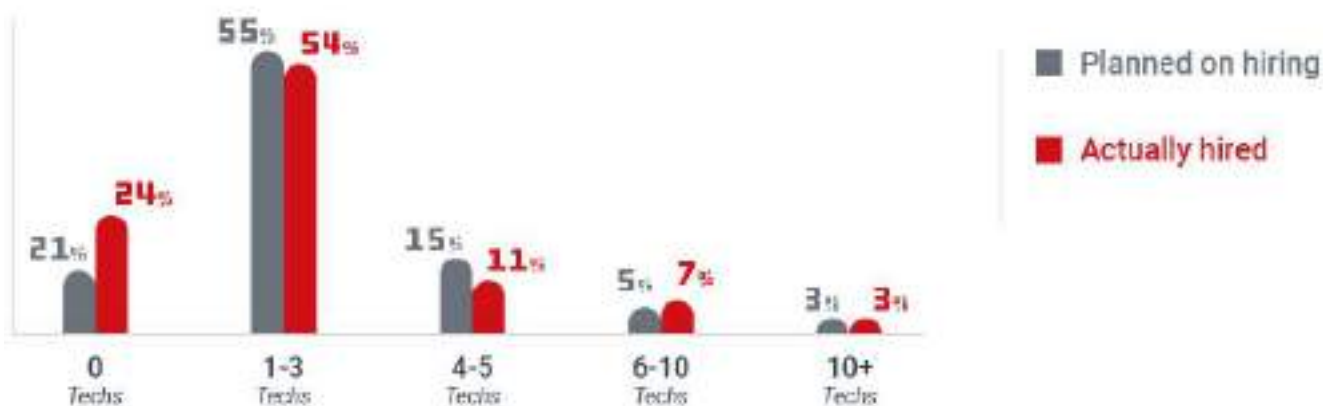
TECHNICIAN TRAINING

Providing additional training to your staff makes them more productive and valuable to your shop. Review guidelines and tips regarding this extra education from the experts at TMC/ATA.

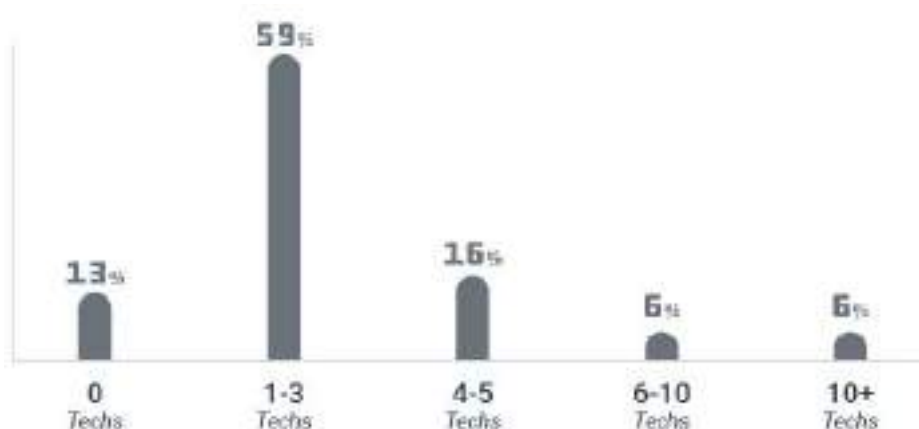
[LEARN MORE](#)

HIRING TECHS IN 2021 AND BEYOND

At the beginning of 2021, 55% of the shops we surveyed planned to hire 1-3 technicians throughout the year. Fifty-four percent of them achieved that goal. Those who wanted to bring on 4-5 techs in 2021 were slightly less successful, as only 11% of respondents fulfilled those hiring goals.



Looking ahead to 2022, the data shows that nearly 60% of shops intend to hire another 1-3 techs, while another 16% are aiming for an additional 4-5.





THE FRONT OFFICE.

Let's dive into the technology that drives modern shops! In this section, we took a hard look at what powers new business.

LEARN MORE ABOUT:

- ➔ How shops are finding new customers
- ➔ Whether shops have websites, and if they're updated
- ➔ What accounting software shops use to crunch the numbers



Websites aren't just about finding new customers or being accessible to existing customers, it's also about putting your best foot forward with hiring new technicians. With the technician shortage as bad as it is right now, a great website is a way to recruit techs and separate yourself from the competition.



JACOB FINDLAY
CO-FOUNDER &
EXECUTIVE CHAIRMAN
Fullbay

HOW ARE SHOPS FINDING NEW CUSTOMERS?

Referrals and word of mouth are the strongest sources of new customer traffic—68% of shops cite this method as their primary driver of new clientele. Social media is catching up with 43%, though, and cold calling is in third place with 35%. Shops are also seeing some success with improved signage, direct mail, and even video and radio ads.



*Responders selected all that applied

RP 1612



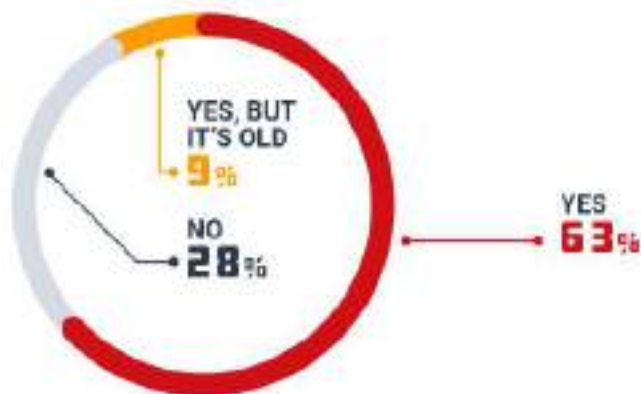
SERVICE EVENT DATA TRANSPARENCY

A great deal of time and efficiency is lost in poor communication between shops and their fleet customers. TMC/ATA's RP 1612 establishes standards in electronic communication. Clear communication leads to happier, more loyal customers.

 [LEARN MORE](#)

DOES YOUR SHOP HAVE A WEBSITE?

63% of shops have a website that they actively update. A further 9% have some real estate on the web but consider it outdated. That leaves 28% of operations without a functioning website at all!



WHICH BREAKDOWN SERVICE ARE YOU UTILIZING?

ARI Fleet and FleetNet America® are highly popular with our respondents, followed by National Truck & Trailer Service (NTTS) and TruckDown®.



**Responders selected all that applied*

BEST PRACTICES

YOUR WEBSITE SERVES MULTIPLE PURPOSES

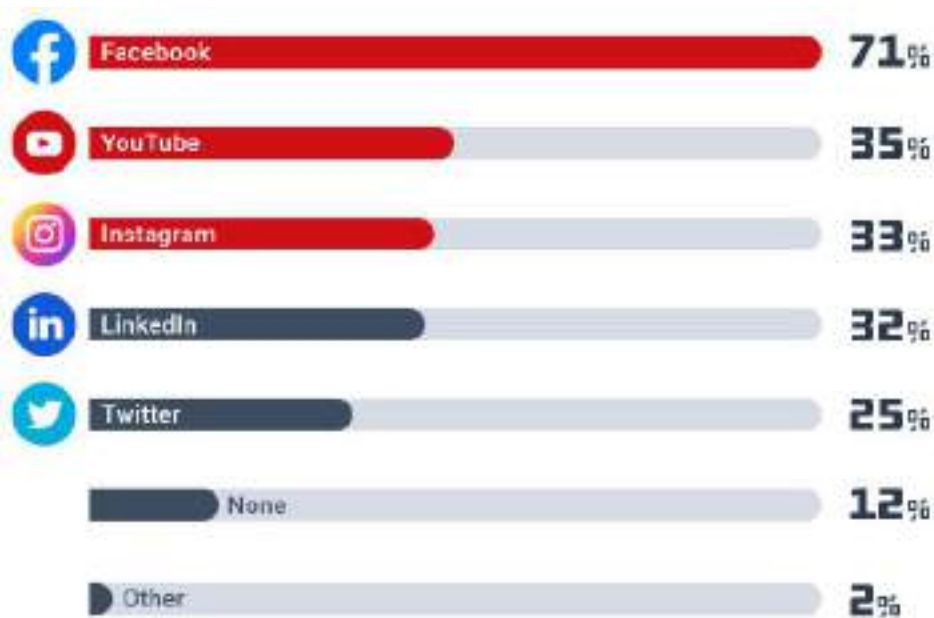
A good website isn't just about attracting customers. As your digital shopfront, it can also help you recruit technicians—which, as this report shows, is one of the biggest challenges in the industry.

If you want a website but aren't sure where to start, we can build one for you!

[LEARN MORE](#)

WHAT SOCIAL MEDIA PLATFORMS DO YOU USE?

Facebook remains the most popular social media platform amongst repair shops—71% are using it for networking. YouTube, Instagram, and LinkedIn are popular secondary choices, but 12% of shops aren't using social media at all.



*Responders selected all that applied



It is time to embrace social media and the internet as a tool and resource for lead generation and driving business to your shop. If you do not, then your competitor will and leave you behind.

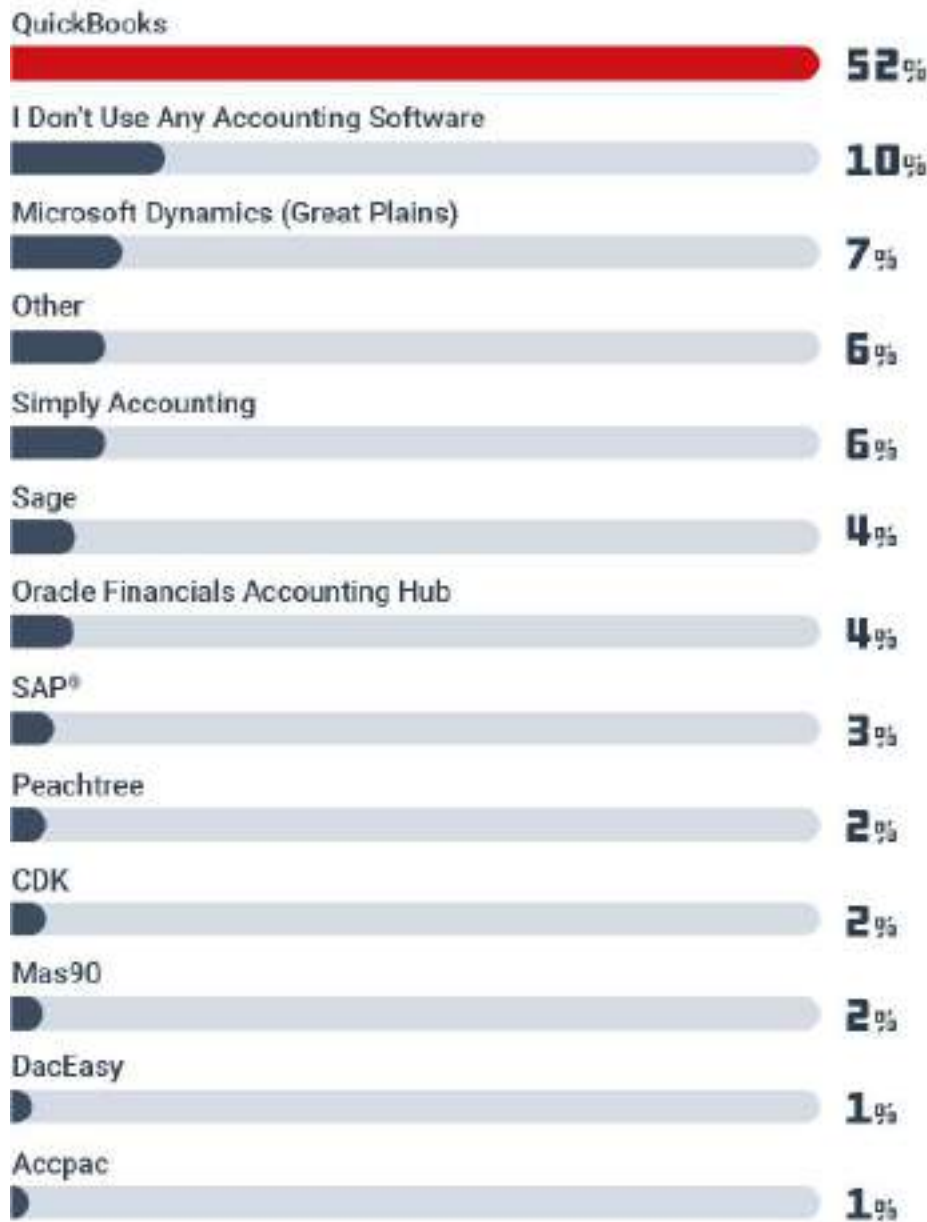


JIMMY WALL

GENERAL MANAGER
Donahue Truck Centers

WHAT ACCOUNTING SOFTWARE DOES YOUR SHOP USE?

QuickBooks® is by far the favorite accounting software, with 52% of shops using it to handle their books. Surprisingly, the second-place finisher was “I don’t use any”—these are shops that balance their books without any software. Microsoft Dynamics and Sage Accounting were among other popular choices.

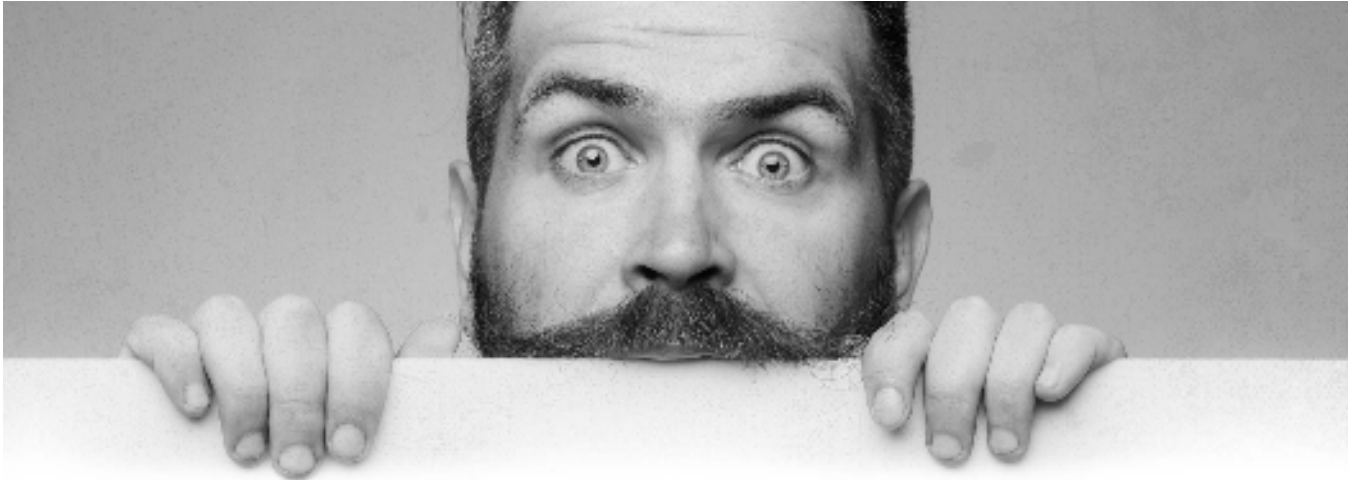




*At Fullbay, our passion is to create a **better life** for the hardworking men and women in repair shops. Part of the way we can do that is sharing the vast amounts of data, trends, benchmarks, and best practices that we've gathered from being the leading provider of shop management software in the commercial repair space. We hope that shops and fleets are able to use this report and create improved maintenance operations that in turn create **safer roads for us all.***



PATRICK MCKITTRICK
CHIEF EXECUTIVE OFFICER
Fullbay



JOKES!

It turns out a lot of folks in the diesel world have a sense of humor! We couldn't compile all of the funny asides, jokes, and commentaries they provided (that would be a whole other report), but we did pick out some of the best to share with you. Enjoy!

WHAT IS YOUR ROLE IN THE SHOP?

➔ "Chief cook and bottle washer."

WHAT IS YOUR NET PROFIT GOAL?

➔ "Just worry about keeping it going—more to life than working all the time."

WHAT LANGUAGES DO YOU SPEAK IN YOUR SHOP?

- ➔ Hillbilly
- ➔ Bull
- ➔ Profanity
- ➔ Arnold Schwarzenegger

HOW DO YOU KEEP TECHNICIANS MOTIVATED?

➔ "Quarterly pulled pork BBQ, slow-smoked by yours truly."

WHAT KIND OF CONTENT WOULD YOU LIKE TO SEE FROM FULLBAY?

➔ "Unclear, who is Fullbay?"

WHAT SOCIAL MEDIA PLATFORMS DO YOU USE?

➔ "TikTok. Don't judge me!"

A SPECIAL THANK YOU TO

OUR PARTNERS



THANK YOU TO THE FOLLOWING FOR HELPING US CREATE THE REPORT:

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HEAVY-DUTY REPAIR SHOP MANAGEMENT.

Fullbay is an end-to-end repair shop management software that shows you exactly what's happening in your repair shop while boosting your staff's productivity. A more efficient business means higher profits, better work-life balance, and safer roads for us all.



**TRACK EVERYTHING
IN THE SHOP**



**EASY INVOICES &
RECORD KEEPING**



**INVENTORY &
TECH TRACKING**



LEARN MORE