



State of  
**HEAVY-DUTY  
REPAIR**

2025-2026



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# INTRODUCTION & METHODOLOGY.

Welcome to the sixth edition of the *State of Heavy-Duty Repair*! In the following pages, we're providing a look at the commercial repair industry as it appeared from 2025-2026. As usual, the "SOHDR" is brought to you by the team at Fullbay, along with American Trucking Associations' Technology & Maintenance Council (TMC), MOTOR, and Automotive Service Excellence (ASE).

As you flip through the report, you'll find insights, trends, and benchmarks for the maintenance and management of heavy-duty equipment and those who work on it. Think Class 6-8 vehicles, agricultural units, construction equipment, emergency vehicles, commercial fleets, and all sorts of other heavy machinery.

## WHERE DID WE GET THE DATA?

Towards the end of 2025, we sent out our yearly SOHDR survey. We received responses from almost 900 professionals in the freight, logistics, and repair industries. Some are Fullbay users; others are not.

We augmented the survey results with app data from 3,400+ shops that have been powered by Fullbay for at least a year. The majority of these shops are located in the United States and Canada, but we do also serve shops in Australia and New Zealand. As always, the sampled shops are anonymized, with the exception of segmenting the data based on geography, industry, and role (when applicable).

The results for sections and questions based on specific segments (such as role) reflect only that portion of data, rather than all responses; we took into account that certain roles know more about what's going on in the shop than others. As you'll read, you'll see additional information about how the data was collected as well as the methodology for analysis.

## A WORD FROM THE LAWYERS

At this point, the lawyers say we need to mention that the information in this report should not be considered to be legal, tax, accounting, consulting, or any other professional advice. In all cases, you should consult with professional advisors familiar with your particular situation for advice before making any decisions.

As with any data collection and analysis of this scale, adjustments were made to help present the data while maintaining its integrity and accuracy. This included rounding percentages to the nearest whole number and removing any misleading or irrelevant results. We've also noted which data points are sourced from the Fullbay app and which are drawn from survey responses.

The lawyers would also like you to know that we enlisted AI to help us analyze certain portions of Fullbay's app data. We performed follow-up, entirely human checks on the analysis it performed to ensure it was accurate. With that said, if you find errors in the app data, please blame the machines.

This report is meant to provide a clear, unbiased view of the heavy-duty industry as it stands right now. You may be surprised by some of the answers or opinions you find in this report...or you may nod and say, "Yep, I knew it!" No matter what reaction you have, we hope you enjoy reading it as much as we enjoyed sourcing it and putting the data together.

> From all of us at Fullbay: Enjoy the report, and keep on trucking!

Thank you

Thank you to the following industry experts who provided their analyses and opinions on the results:

**TRENT BROBERG**  
CEO, Fullbay

**MATT STONE**  
CMO, Fullbay

**ROBERT BRASWELL**  
Executive Director, TMC

**JAY GONINEN**  
Co-founder & President, Wrenchway

**PETER COOPER**  
CEO, Ascend Consulting

**JAMIE IRVINE**  
CEO, Heavy Duty Consulting Corporation

**BILL KERRY**  
President, Kerry Brothers Truck Repair

**BOB CORNWELL**  
Sr. Director of Medium/Heavy Vehicle Test Development, Automotive Service Excellence (ASE)

**ASHLEY SOWELL**  
CEO & Co-Founder, Integrity Fleet Services

**NATE TAYLOR**  
Owner, New England Fleet Services, Inc.

**MANDY MCWILLIAMS**  
VP of Finance, Bascom Truck & Auto

**JORDAN STEEN**  
Owner, Six Gun Diesel Performance & Repair



And Now, A Message From  
CEO Trent Broberg



**The heavy-duty repair industry is the engine (no pun intended) that keeps our economy moving. That's no exaggeration — without these giant machines, we aren't shipping, building, or mining anything.**

But the equipment isn't the real story of this sector; instead, it's the people who maintain it and keep it running day in and day out. I may be new to Fullbay, but I've spent much of my career in the trucking industry, and I've seen firsthand the dedication it takes to keep fleets on the road and machinery performing at its best.

Over the years, the *State of Heavy-Duty Repair* has documented where our industry stands and where it's headed. The data you'll find in this year's edition shines a spotlight on the challenges and opportunities shops are navigating today, from hiring through the technician shortage to managing operations and staff. We've also collected data around the use of artificial intelligence (AI) in repair shops, and seen firsthand how they're using this exciting new technology and how they hope to use it in the future.

Fullbay's mission is to create a better life for the hardworking men and women in the shop — and as the largest and most trusted name in heavy-duty repair, we've never been better positioned to deliver on it. I hope that the insights inside this report spark new ideas and give you a clearer picture of the road ahead. The heavy-duty industry has always been built on innovation and adaptability, and **\* I'm confident its best days are still ahead.**

Thank you for being part of it.



**Trent Broberg**  
CEO, Fullbay



A MESSAGE FROM



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 is at your fingertips. Get reliable answers to the challenges you face every day in this industry!

*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, go to [fullbay.com/tmcprps](http://fullbay.com/tmcprps).*

## BECOME A MEMBER

Take your shop to the next level and save \$50 on membership when using promo code TMCFULLBAY26



[fullbay.com/tmcmembership](http://fullbay.com/tmcmembership)

**FULLBAY**

The State of Heavy-Duty Repair

For nearly 70 years, TMC's member-driven Recommended Practices have set the standard for how fleets specify, maintain, and repair their equipment. With members spanning every corner of the industry, our RPs represent the collective expertise of commercial trucking. We're proud to support resources like this report that help raise the bar across the industry.

**ROBERT BRASWELL**

EXECUTIVE  
DIRECTOR, TMC





## A MESSAGE FROM **MOTOR**

MOTOR Information Systems is one of the world's premier providers of automotive data for light-, medium-, and heavy-duty vehicles, covering Classes 1 through 8. Our data powers fleets, service and repair providers, technology platforms, and parts suppliers across the automotive ecosystem, helping them build better products, make smarter decisions, and operate more efficiently.

MOTOR delivers comprehensive parts, service, and labor intelligence, including maintenance schedules, repair procedures, and estimated work times. Our database contains hundreds of millions of structured records spanning parts, labor, specifications, and service information. Built on trusted OEM relationships and decades of technical expertise, MOTOR provides the reliable repair intelligence businesses depend on every day.

From white-label applications and data licensing to professional services and e-commerce enablement, MOTOR provides the automotive data foundation organizations need to power modern solutions.

***Business Forward.***

Learn more at [fullbay.com/motor](https://fullbay.com/motor)!



## A MESSAGE FROM



ASE Connects originated with one simple idea: what if every school and all the best shops and dealerships were connected through one shared platform? One place for shops to connect with schools in their area. One place for instructors to access industry support and classroom resources. One place to gather trusted data that can help the industry make smarter workforce decisions.

That idea became ASE Connects, a nationwide initiative led by the National Institute for Automotive Service Excellence (ASE) and WrenchWay designed to strengthen the technician pipeline and better connect education with industry. ASE Connects makes it easier for shops and dealerships to support local schools while building relationships with the next generation of technicians.

### By joining ASE Connects, shops can:

- ✓ **Connect with local schools:** Build relationships with instructors and students through shop tours, classroom visits, internships, and other opportunities.
- ✓ **Strengthen the technician pipeline:** Support the programs educating future technicians and help ensure more trained students enter the workforce.
- ✓ **Access better industry data:** Get real insights into technician pay, benefits, and labor rates to compare your shop locally and nationally.

## JOIN ASE CONNECTS

Support local schools. Connect with future technicians.  
Save \$200 on membership with **promo code FULLBAY26**

[wrenchway.com/shops](http://wrenchway.com/shops)

*Strengthening the technician pipeline requires closer collaboration between education and industry. ASE Connects helps bring those groups together by creating a unified network where schools, shops, and industry partners can work toward the same goal: preparing the next generation of highly service professionals.*

**DAVID  
JOHNSON**

PRESIDENT  
& CEO, ASE





# RESPONDER DEMOGRAPHICS.

So who exactly did we talk to while putting together this report? Spoiler alert: a lot of people. In this chapter, we'll take a look at the good folks of the heavy-duty repair industry who answered the call of the survey. You'll learn where they came from, what they do, and even how long their current shops have been around!

## Chapter Highlights



Age and location



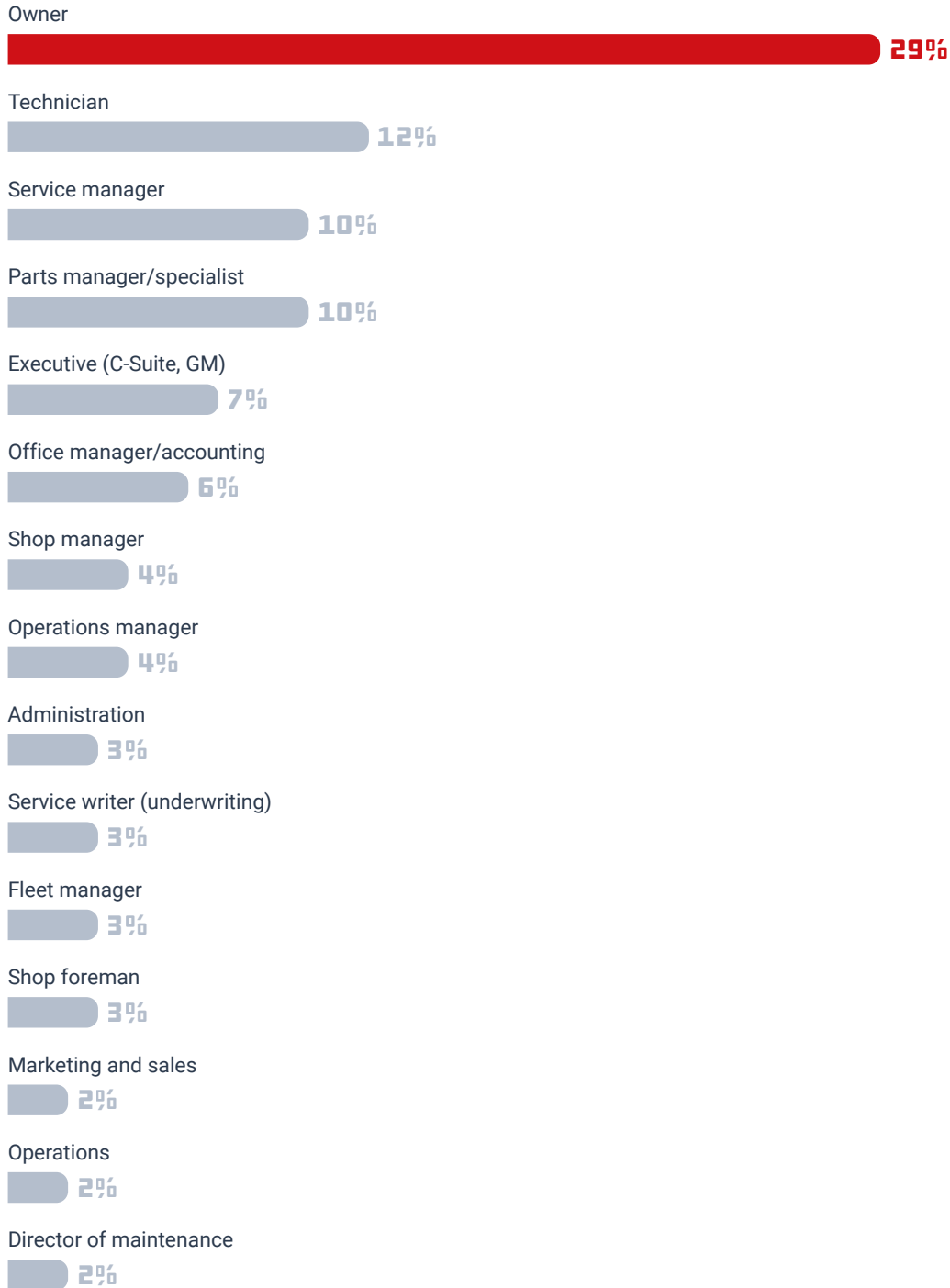
How many shops folks have worked at



Years of experience

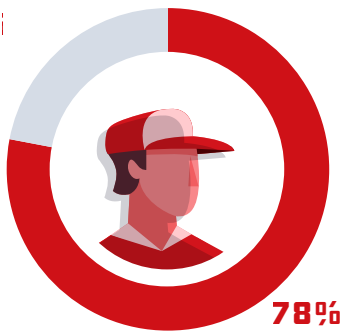
## > WHO DOES WHAT IN THE SHOP?

Twenty-nine percent of respondents identified themselves as shop owners. From there, it's quite a hop down to 12% identifying as technicians. We also saw an even representation of service managers and parts managers (10% each).

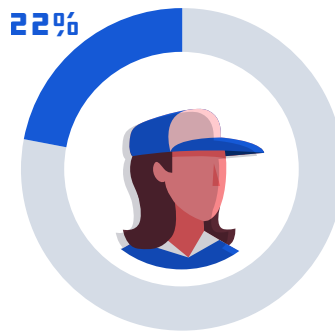
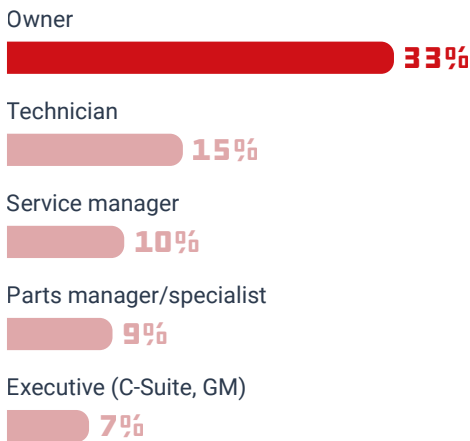


## > GENDER BREAKDOWN

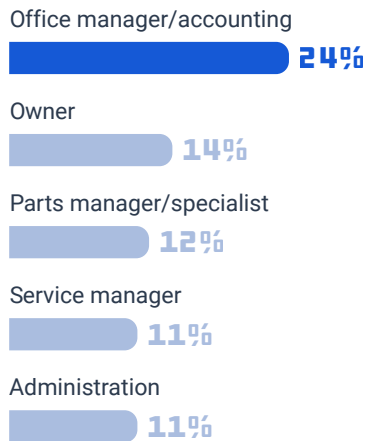
Heavy-duty repair is still very much a male-dominated industry, as 78% of our respondents were men. Still, the 22% of responses that we received from women were a solid jump up from 16% in 2025. As you look at the role breakdowns below, keep in mind that each gender's percentages are based on that particular subset of data: the 24% of female office managers mean 24% of the women who responded, not 24% of all office managers.



### TOP MALE ROLES



### TOP FEMALE ROLES



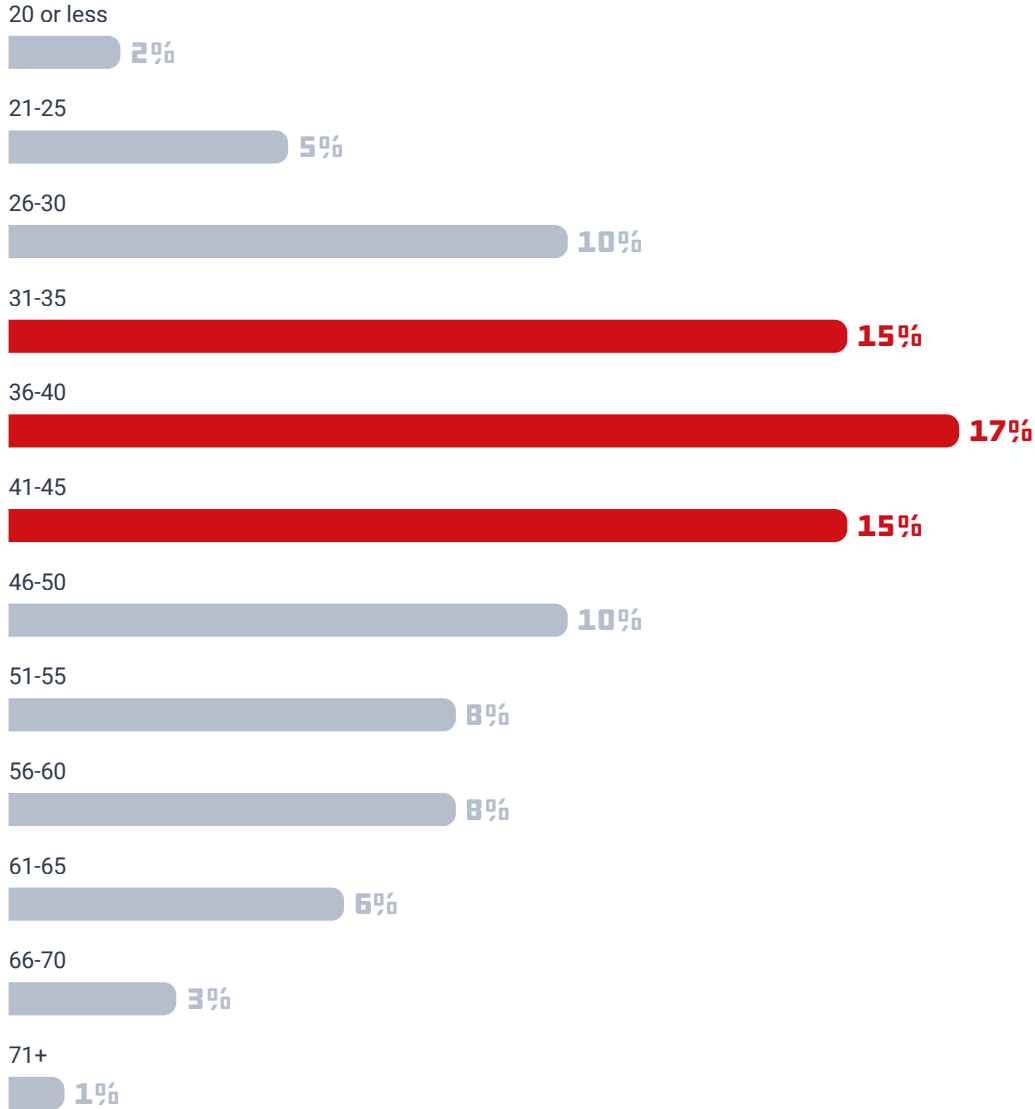
*Women aren't new to this industry — we're simply becoming more visible. Heavy-duty repair has traditionally been a male-dominated field, but it's encouraging to see the percentage of women continuing to grow. Many start in administrative or operational roles, but their impact often expands into leadership, process improvement, and ultimately ownership.*



**ASHLEY SOWELL**  
CEO & CO-FOUNDER,  
INTEGRITY  
FLEET SERVICES

## > AGE RANGE OF SHOP EMPLOYEES

Age may be just a number, but it's a very interesting one. The median age of our respondents is 41, which means that the great Boomer fear is happening: the Millennials are taking over. We still see that the younger generation (Gen Z) is significantly underrepresented, though, as only 17% report being 30 or under.



47% of respondents were between 31 and 45

*The age range of shop employees is pleasantly surprising to me. It's great seeing that half of the respondents are no older than 45. I've been at this for 10 years as a shop owner, and at 43 years old, I'm in great company!*

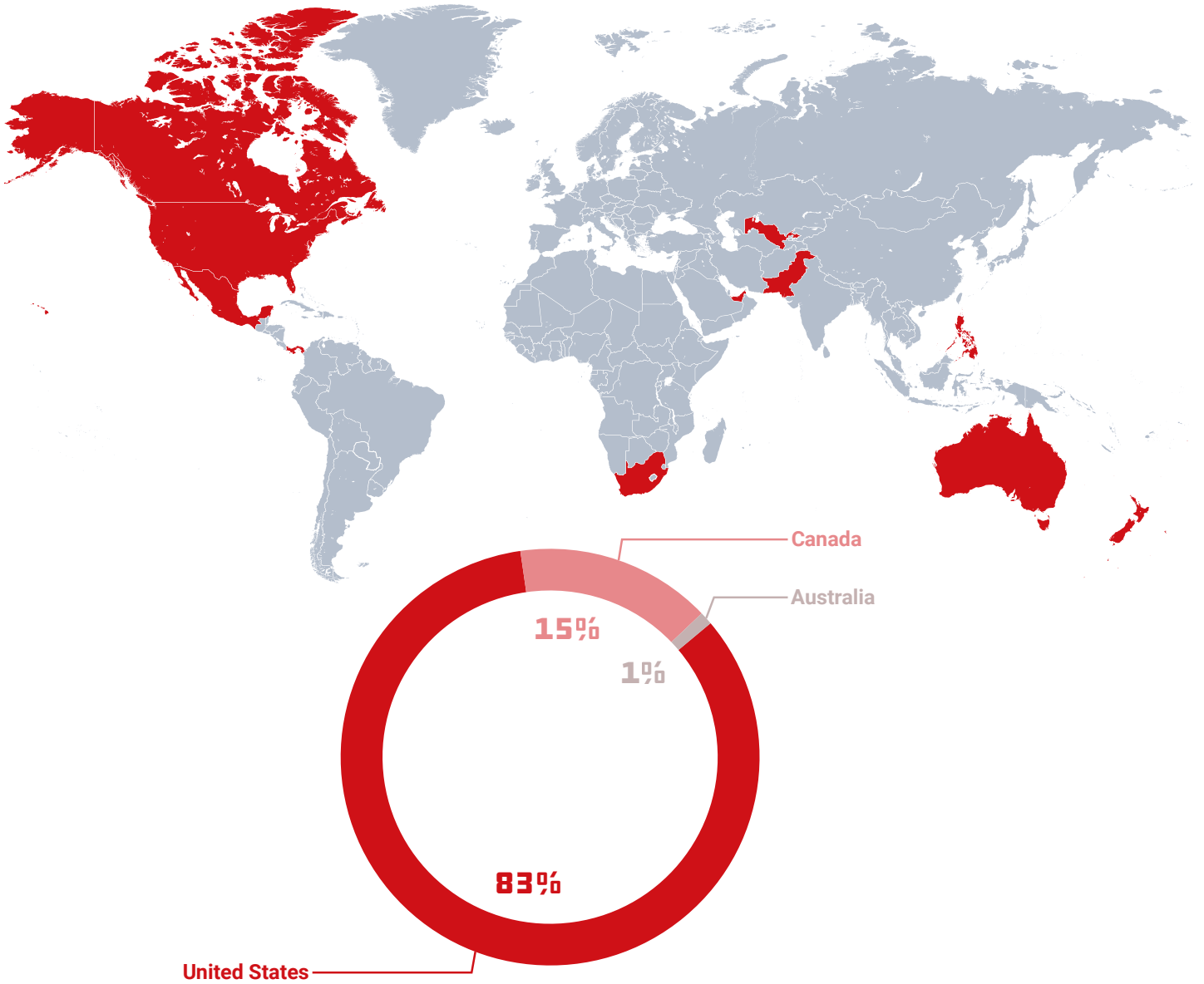
**NATE TAYLOR**

OWNER,  
NEW ENGLAND FLEET  
SERVICES, INC.



## > RESPONDER LOCATION

Once again, the vast majority of our respondents were from the United States (83%), with honorable mentions for Canada (15%) and Australia (1%).



### Honorable Mentions



We also received a response from New Zealand. *Shire represent!*

# Fullbay App Data

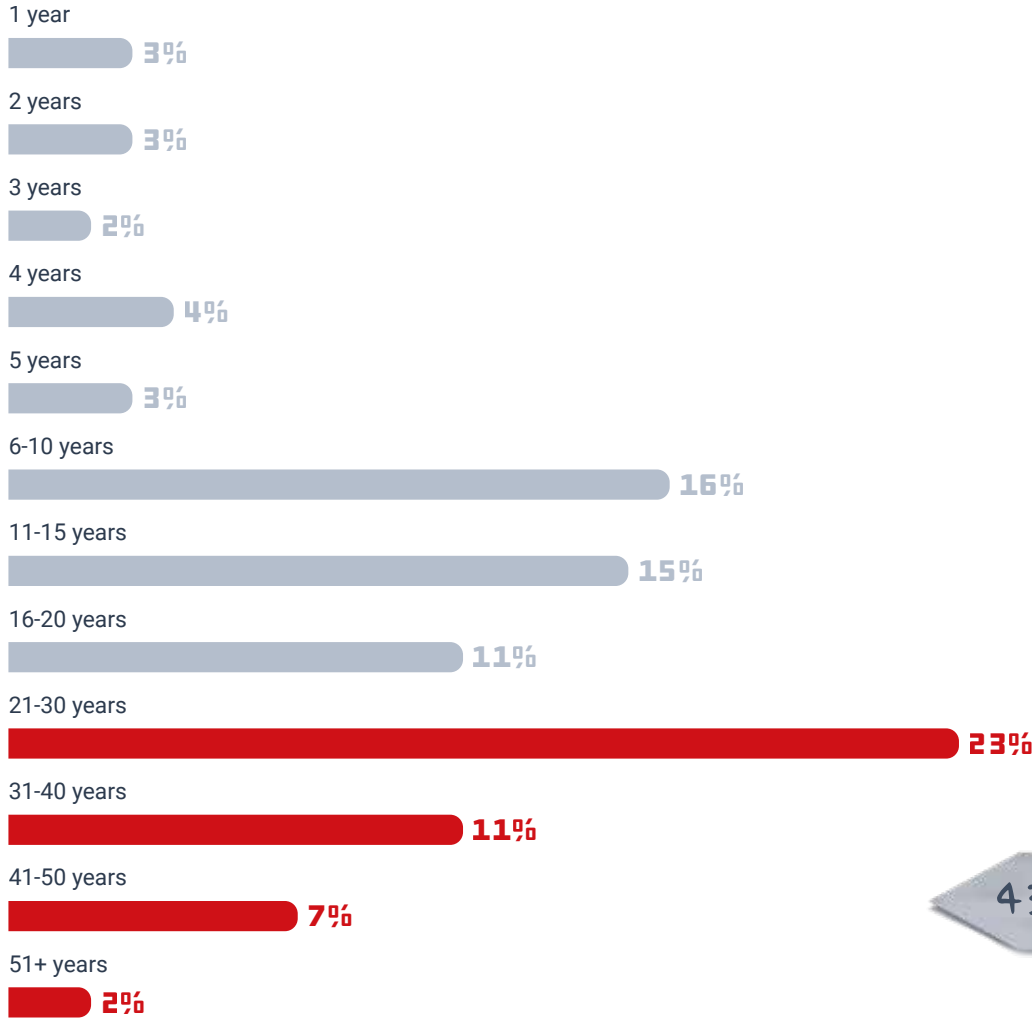
## > WHERE DO FULLBAY CUSTOMERS COME FROM?

Survey respondents were pretty spread out, and so are Fullbay customers. As of early 2026, over 5,000 shops throughout the United States (and a few other countries!) are powered by Fullbay.



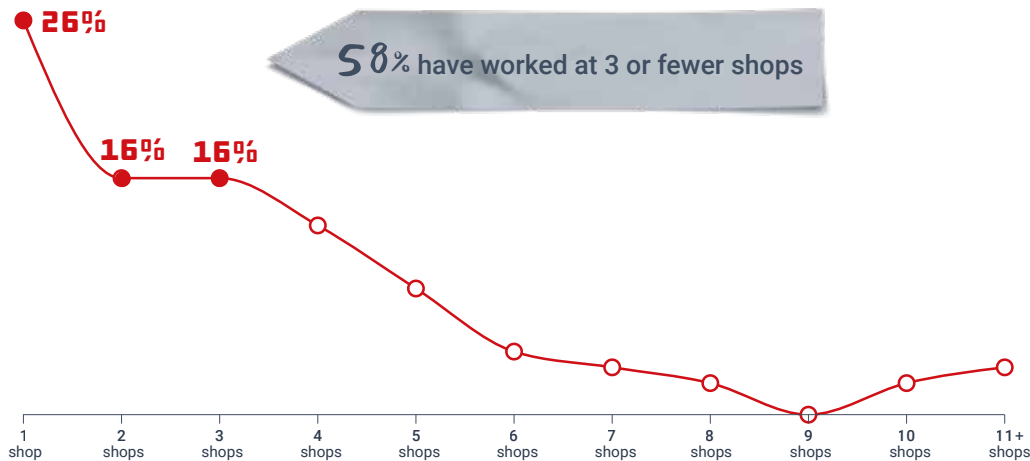
## > YEARS OF EXPERIENCE

Heavy-duty might not be for everyone, but those who get into it can stay there for a long time – while the median years of experience is 17, a hefty 43% of our respondents had over 20 years of involvement! Fun bonus: the most experienced respondent told us they’d been in the field for 57 years.



## > HOW MANY SHOPS HAVE YOU WORKED AT IN YOUR CAREER?

When folks find a job at a shop they like, they tend to stick with it; 58% of our respondents have worked at three or fewer shops throughout their careers. Twenty-six percent had only ever worked at one shop, and 4% had worked at 11 or more.



## > HOW MANY YEARS HAVE YOU WORKED AT YOUR CURRENT SHOP OR COMPANY?

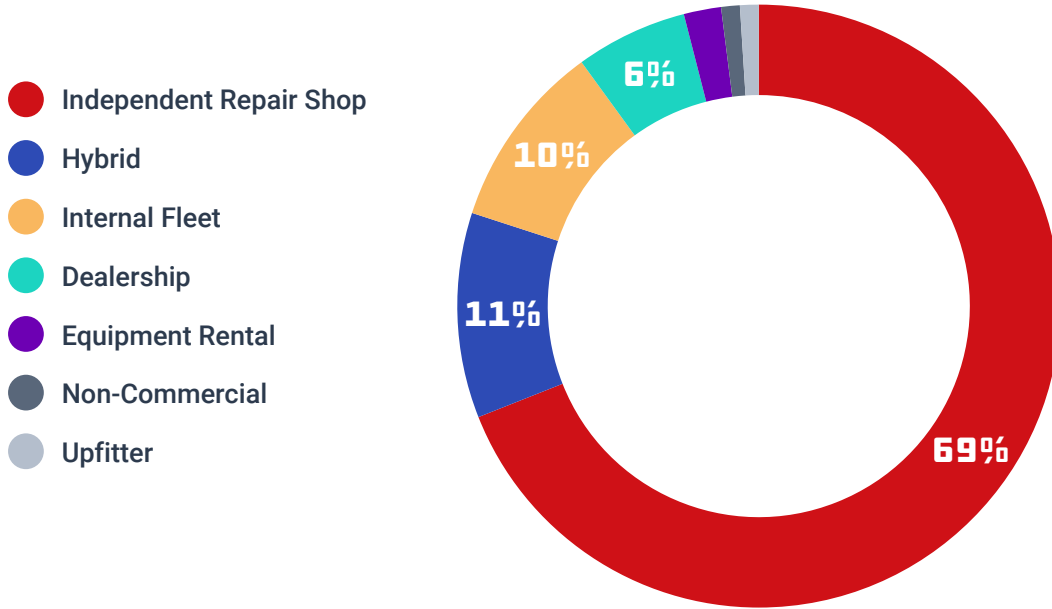
This chart looks similar to last year's, and we'll issue the same warning: while it seems like a lot of people don't last long in roles, this data is *not* segmented by operational age, and some of this information is from businesses that might be only a few years old! While 38% have worked at their current shop for three or fewer years, we love to see the 8% who have been at one place for over a quarter of a century.

Respondents have spent an average of **8 years** at their current shops.



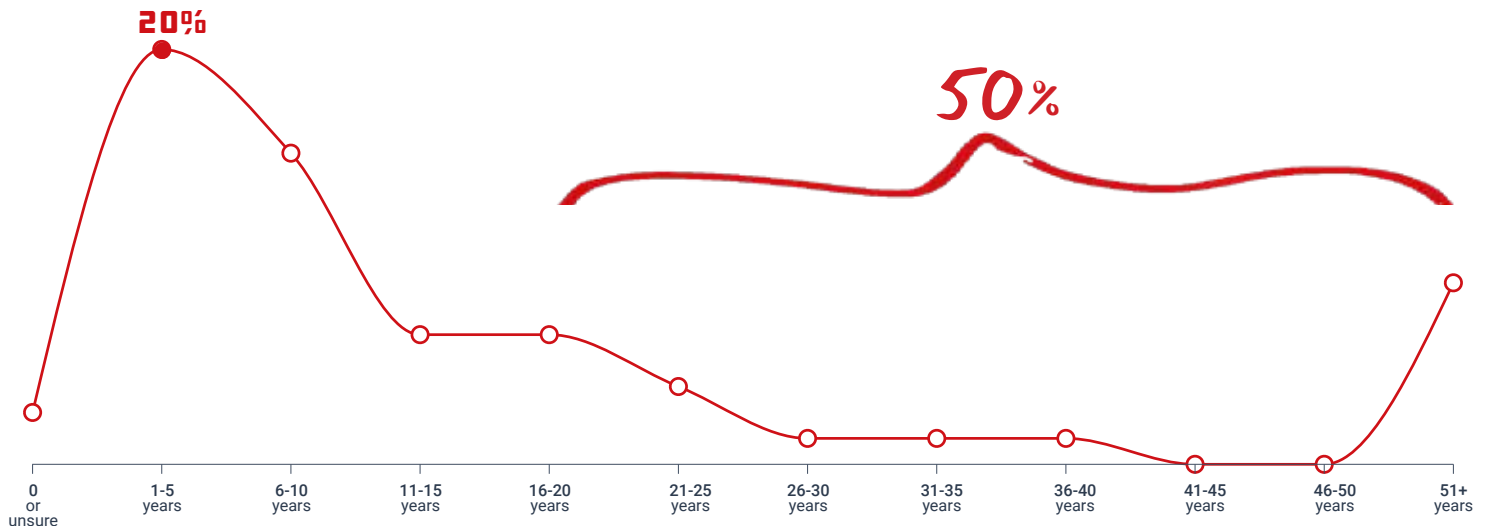
## > WHAT KIND OF BUSINESS DO YOU RUN?

Not surprisingly, the vast bulk of responses (69%) were from the independent repair shops that keep the economy moving. We also see hybrid (11%) and internal fleets (10%) among respondents.



## > HOW MANY YEARS HAS YOUR CURRENT COMPANY BEEN IN BUSINESS?

Fifty percent of respondents tell us their shop has been around for more than 15 years – wow! While we like the sound of that, we’re also pleased to see 20% of respondents indicate that their shops are less than five years old, which indicates to us that there’s still plenty of opportunity for newer operations. While reviewing the data, we noticed that companies in the United States skew slightly higher than Canada, with average ages of 24 and 19 years, respectively.








# SHOP DEMOGRAPHICS.

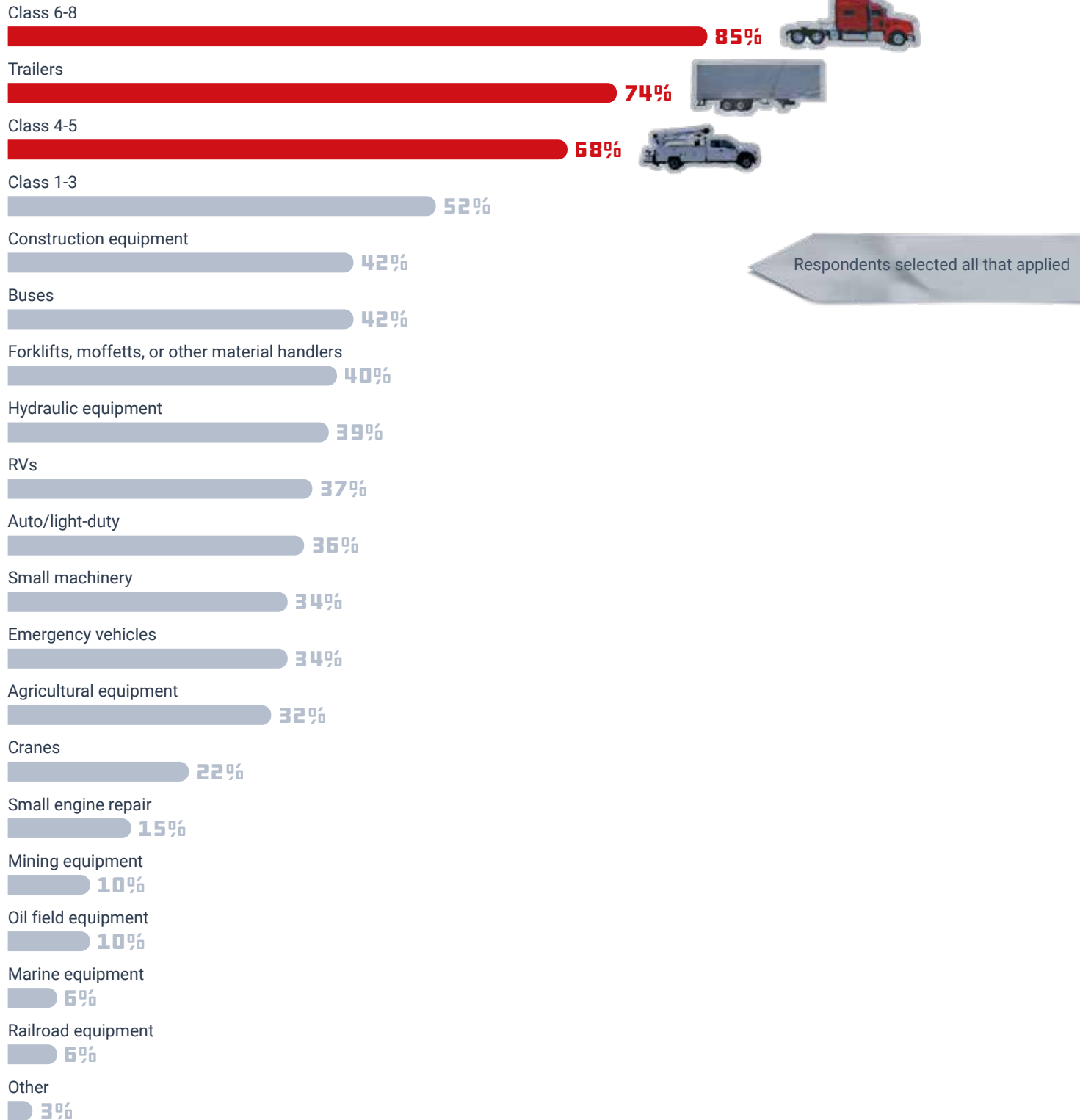
Now that you know *who* answered the survey, let's dive into what life is really like in a heavy-duty repair shop. We'll explore what kind of equipment gets repaired and how often labor rates are assessed, as well as look into the world of mobile repair!

## Chapter Highlights

-  Employee numbers
-  Technician hourly rates
-  Shop safety

## > TYPES OF EQUIPMENT REPAIRED

The term “heavy-duty” tends to make people think of trucks, but this industry maintains and repairs all kinds of vehicles. Once again, 85% of respondents repaired Class 6-8, with trailers, once again, coming in second at 74%. We did see a modest increase in shops that work on Class 1-3 vehicles (48% to 52% YoY).



## > NUMBER OF LOCATIONS

While 63% of our respondents only had one location, 28% had between two and 10 locations.

Mobile only



1 shop



2 shops



3 shops



4 shops



5 shops



6-10 shops



11-15 shops



16+ shops



### RP 510B



#### MAINTENANCE FACILITY DEVELOPMENT GUIDELINES

Whether you're expanding your business to a new location or opening your very first brick-and-mortar store, shop layout and setup are of paramount importance. RP 510A talks extensively about building design, determining how many bays you'll need, and much more.

 [fullbay.com/RP510B](https://fullbay.com/RP510B)

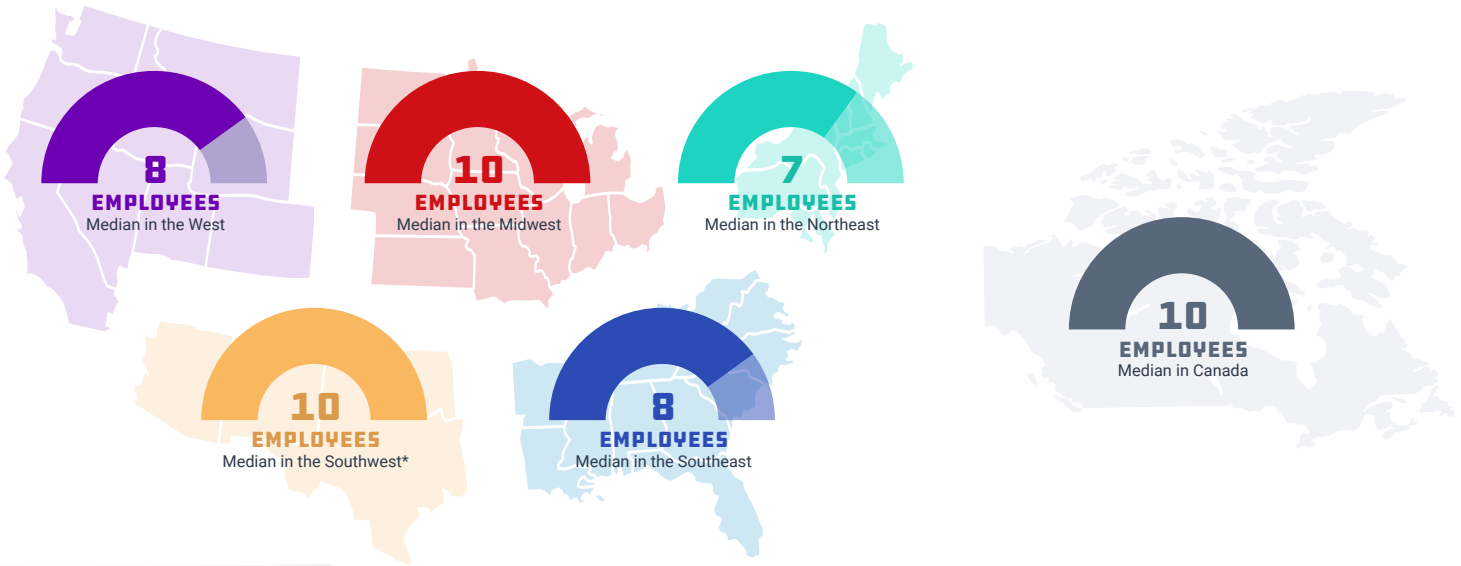
*There is a significant opportunity for single-location shop owners to expand to multi-location companies as the Baby Boomer and older Gen X shop owners exit. Many have no succession plan, so this represents a significant opportunity for younger shop owners.*

**JAMIE IRVINE**  
CEO,  
HEAVY DUTY CONSULTING CORPORATION



## > HOW MANY EMPLOYEES DOES YOUR SHOP HAVE?

This question addresses everyone in the shop: techs, office folks, parts managers, runners, apprentices, coffee drinkers, and so on.



\* We had a low sample size for the Southwest for this question

*Scaling beyond the average of eight employees requires a strategic recruiting, training, and retention strategy. This is one of the single most important things a shop owner can focus on, as it becomes the foundation of a dominant value proposition to the fleets the shop serves.*

**JAMIE IRVINE**  
CEO,  
HEAVY DUTY CONSULTING CORPORATION



# Fullbay App Data

## > HOW MANY EMPLOYEES DO DIFFERENT-SIZED SHOPS EMPLOY?

We segmented by shop size so the folks reading this report can see data that is appropriate to their operation. As a general rule of thumb, a very small shop has 1-2 employees; a small shop has 3-10 employees; a medium shop has 11-20 employees; and a large shop has 21 or more employees.



● 2023 average      ● 2024 average      ● 2025 average

## > SHOP LABOR RATE OVER THE YEARS

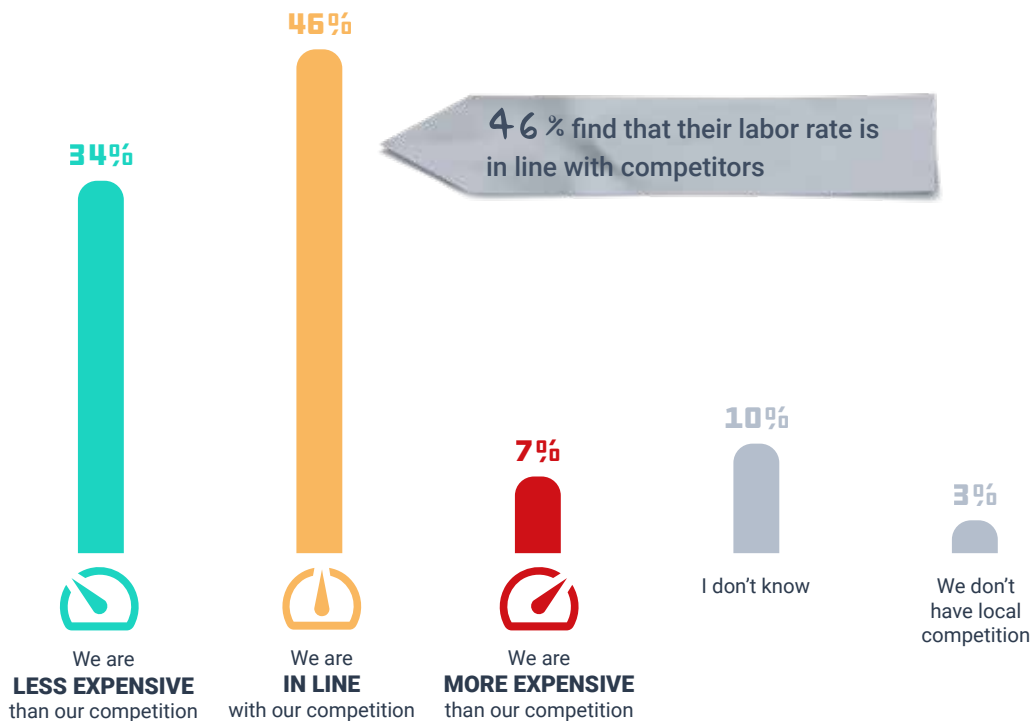
Labor rates have been steadily increasing over the last few years: the beginning of 2024 saw a median labor rate of \$135, which jumped to \$145 by early 2025 and now sits at \$149.



*Did You Know?*

Canada had a \$135 CAD labor rate in 2024 and a \$145 CAD labor rate in 2025, also making for a 7.41% year-over-year increase.

## > HOW DOES YOUR LABOR RATE COMPARE TO YOUR COMPETITORS?



## > HOW OFTEN DO YOU ASSESS YOUR LABOR RATE?

Just over half of responding shops assess their labor rate once a year, with 34% informing us they assess more than once a year. We admit we're a little concerned about the 12% of shops who don't look at their labor rate at all. You could be leaving money on the table!

Every month



Every quarter



Twice a year



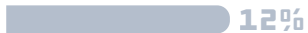
Once a year



Other



I don't assess my labor rate



34% assess their labor rate more than once a year

# FULLBAY

### BEST PRACTICES

The right labor rate keeps you in business and allows you to pay your techs a strong wage so they can keep on wrenching. You should assess that labor rate at least once a year (preferably every quarter).

We've got an ebook to show you how here:

[fullbay.com/laborrates](https://fullbay.com/laborrates)

### RP 521A

TMC ATA

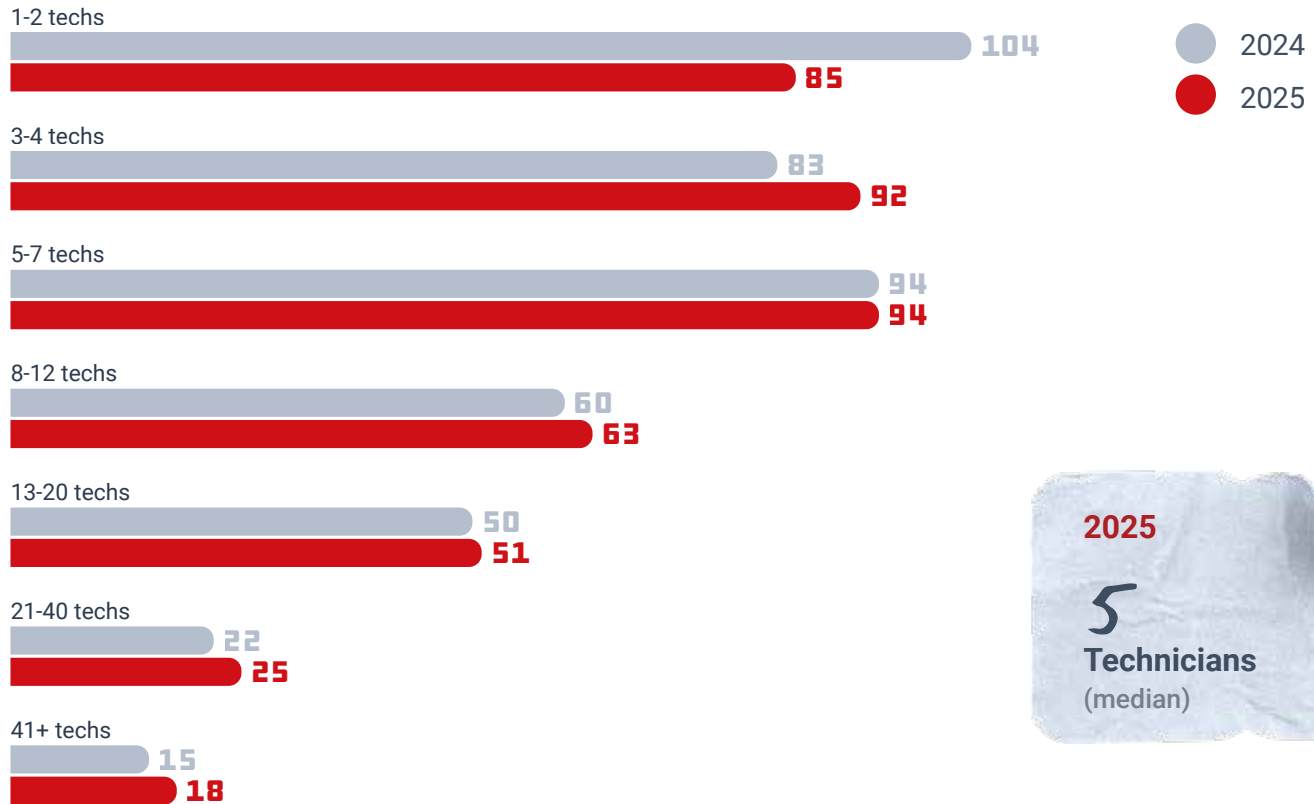
### COST ITEMS NEEDED TO DETERMINE A FULLY BURDENED TECHNICIAN LABOR RATE

What should you include in a labor rate to ensure your shop is recouping full costs? RP 521A has a list for you.

[fullbay.com/RP521A](https://fullbay.com/RP521A)

## > HOW MANY TECHNICIANS DID YOUR SHOP EMPLOY IN 2024 VS. 2025?

These graphs represent the number of people who responded to each question. For example, in 2024, 104 respondents said they had 1-2 techs, while in 2025, 85 respondents cited the same number. Interestingly, the median number of technicians (5) stayed the same between 2024 and 2025.



# > TECHNICIAN HOURLY RATE IN 2024 VS 2025

Overall, technicians in the United States received a 10% YoY increase in hourly wages between 2024 and 2025.



**2024**

**\$30**  
Hourly Rate  
(median)

**2025**

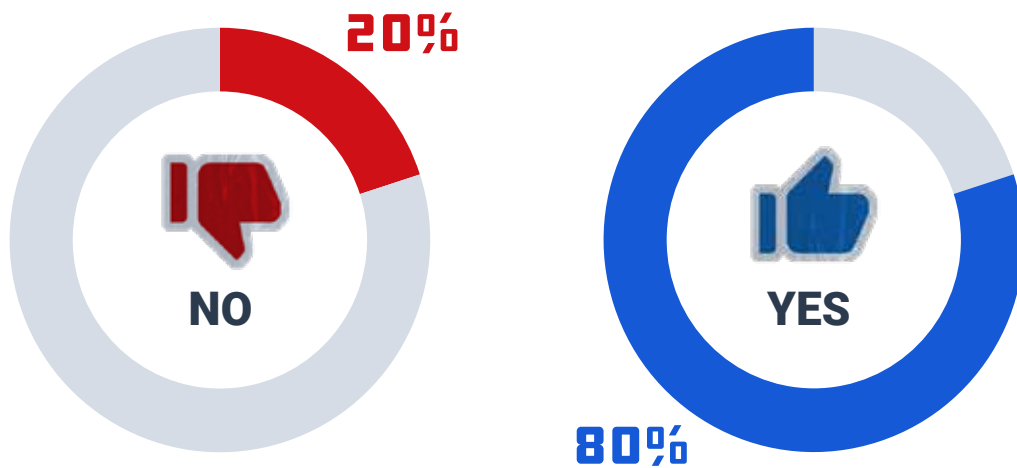
**\$32**  
Hourly Rate  
(median)

**10%**  
Year-Over-Year  
Increase

## Did You Know?

Canada had a \$40 CAD hourly rate in 2024, and a \$42 CAD hourly rate in 2025 – a 5% year-over-year increase.

## > DOES YOUR COMPANY OFFER MOBILE REPAIR?



## > WHAT IS YOUR LABOR RATE FOR MOBILE REPAIR?

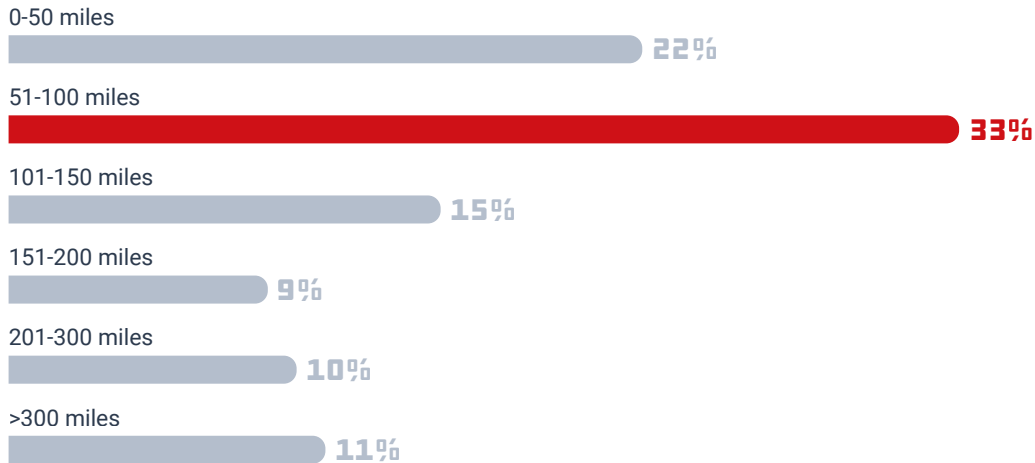
The mobile repair provider generally charges more than a brick-and-mortar location because they've got more expenses (starting with fuel and travel time and ending with engine wear).



*Did You Know?*

Canada had a general labor rate of \$145 CAD an hour with a \$164 CAD mobile labor rate, making for a 13.1% premium over general labor rate.

## > HOW LARGE IS YOUR MOBILE SERVICE AREA?



## > HOW MUCH DOES YOUR SHOP CHARGE FOR MOBILE SERVICE CALLS?

Mobile repair is more expensive than in-shop repair, but mobile service providers have several ways to recoup that investment. Fifty percent of respondents charge an hourly rate (median \$150). Ten percent add a mileage fee (median \$2 per mile) on top of that hourly rate.



**\$2.00**  
Price Per Mile  
(median)

**\$150**  
Price Per Hour  
(median)

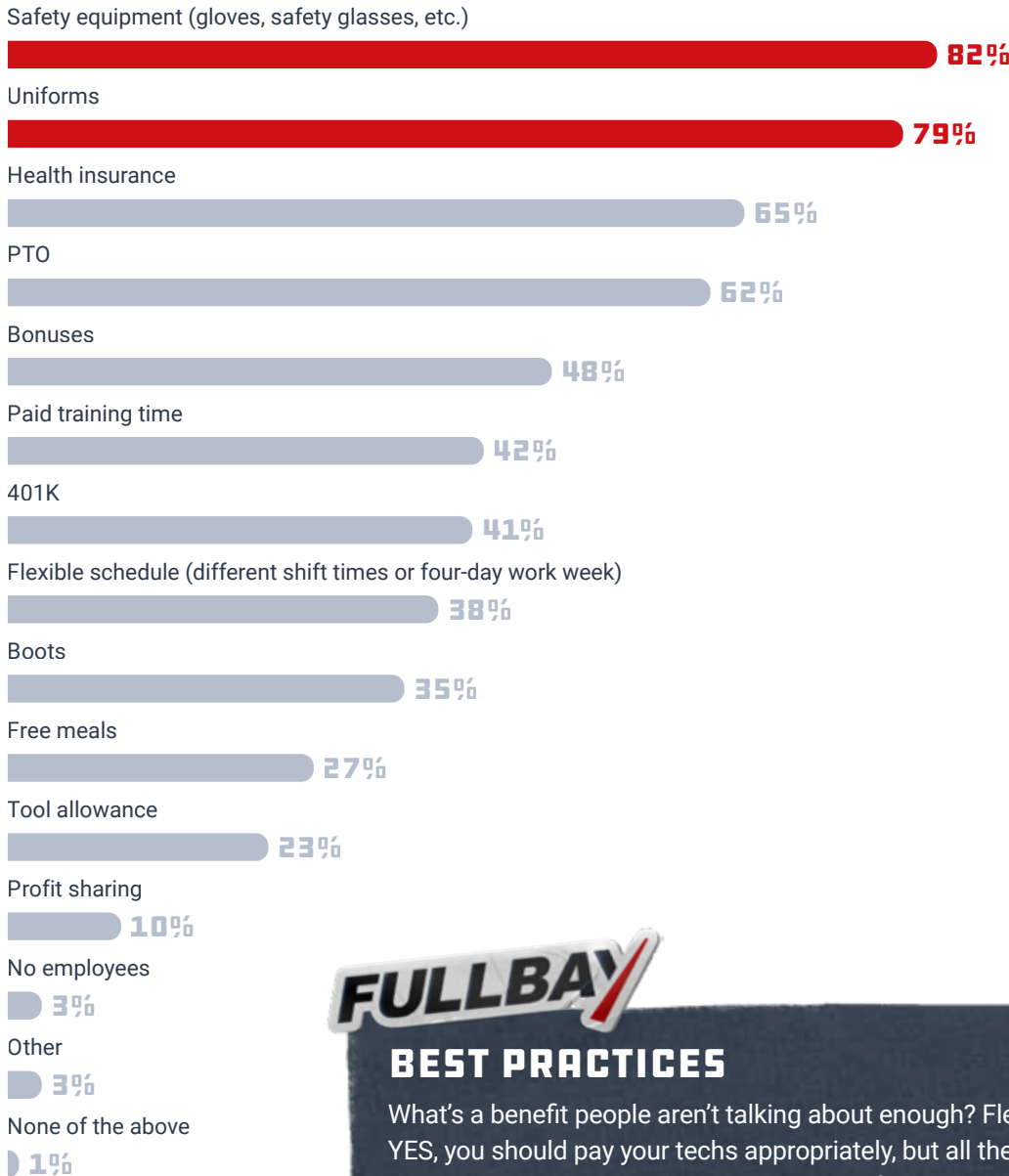
*Did You Know?*

Forty-four percent of Canadians charge an hourly rate (median \$160 CAD). Nine percent add a mileage fee (median \$2 CAD per mile) on top of that hourly rate.

## > WHAT BENEFITS DOES YOUR SHOP OFFER EMPLOYEES?

Yes, salary is an important part of the overall employment package, but it is just one part. Repair operations have all kinds of levers they can pull to attract and retain employees. This year, safety equipment, uniforms, and health insurance took the top three spots, but PTO (62%) and paid training time (42%) have inched up YoY.

Respondents selected all that applied



*We need to consider why a technician would choose to work for a specific shop. Looking at the data: only 62% of shops offer PTO and 65% offer health insurance. When local service stations provide health insurance, it becomes difficult for shops to compete without providing similar benefits.*



**PETER COOPER**  
CEO,  
ASCEND  
CONSULTING



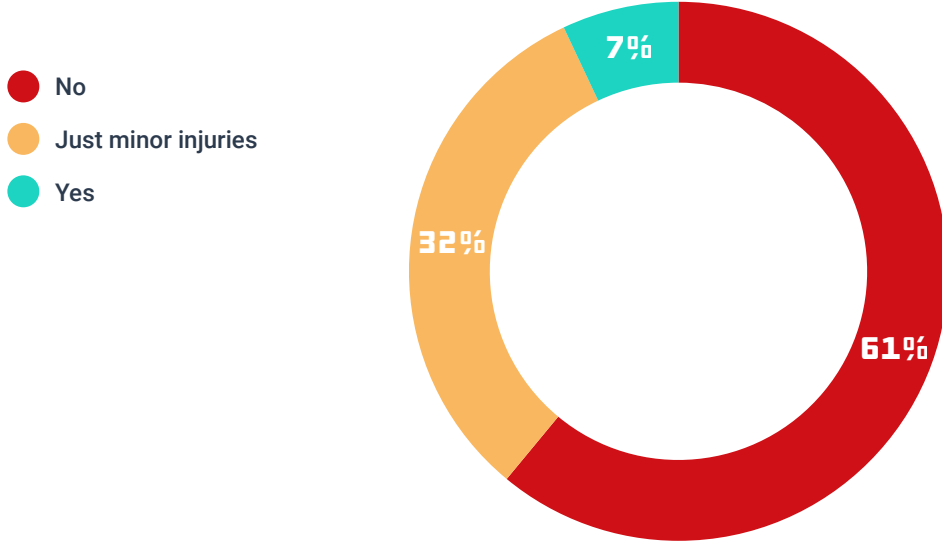
### BEST PRACTICES

What's a benefit people aren't talking about enough? Flexible schedules! YES, you should pay your techs appropriately, but all the money in the world won't give them more time with their families, dune buggies, or video game consoles.

Flexible scheduling takes some brainpower, but it can ultimately benefit your shop and the people who work for you. **Check out this blog article!**

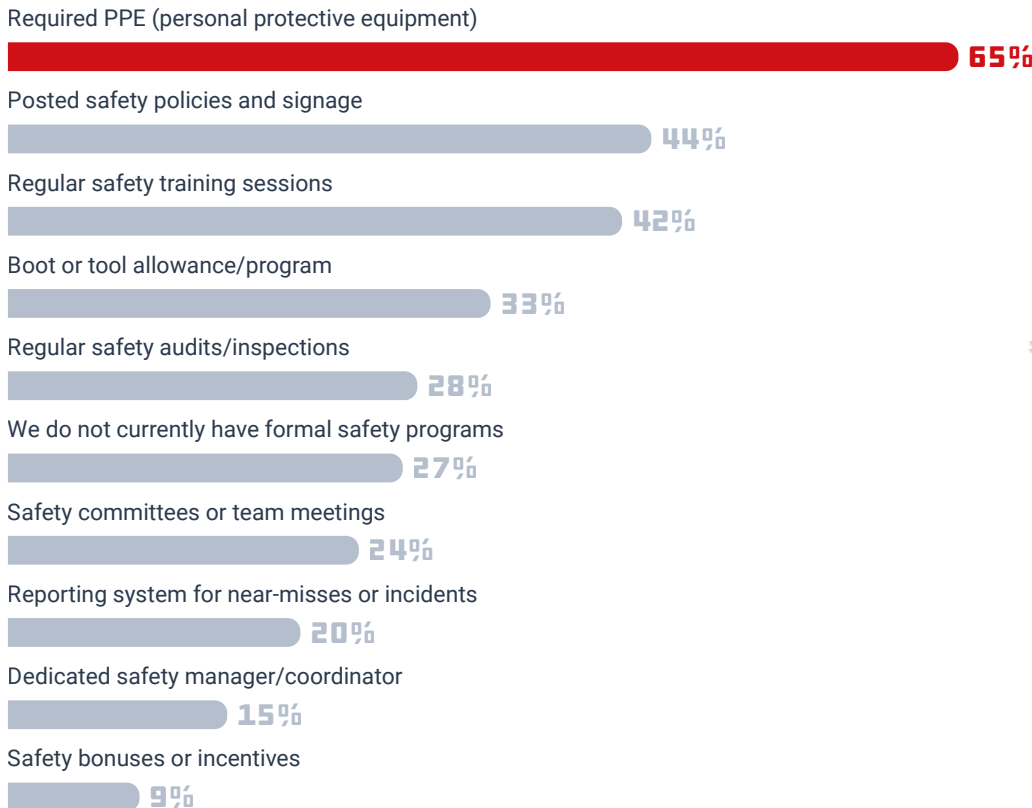
[fullbay.com/flex](https://fullbay.com/flex)

## > HAS YOUR SHOP HAD ANY SAFETY-RELATED ACCIDENTS IN THE LAST YEAR?



## > HOW DOES YOUR SHOP PRIORITIZE SAFETY FOR TECHNICIANS & STAFF?

When you're working on big, heavy pieces of equipment all day, you *definitely* want your workplace to focus on safety! Sixty-five percent of responding shops required personal protective equipment, while 44% posted safety policies and signage.



The data shows that many shops are focused on basic safety requirements, but fewer are investing in structured programs like training, reporting systems, and dedicated safety leadership. In our experience, safety isn't just about policies; it's about consistency. When training, communication, and accountability are part of the daily routine, it creates an environment where technicians can work confidently and safely.

**ASHLEY SOWELL**  
CEO & CO-FOUNDER,  
INTEGRITY FLEET SERVICES



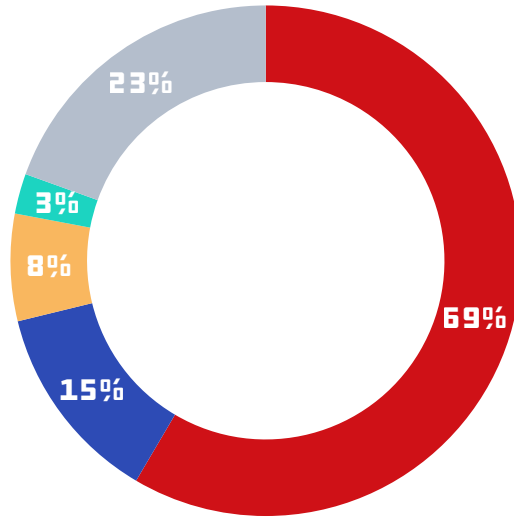
Respondents selected all that applied

## > DO YOU OFFER PAYMENT TERMS TO CUSTOMERS? IF SO, HOW LONG?

As you can see, the vast majority of respondents accept 30-day terms (69%). There is, however, a segment of shops (roughly 10%, though it doesn't say that on the graph) that offer a range of term options.

Respondents selected all that applied

- 30 days
- 60 days
- 90 days
- 120 days
- We do not offer payment terms



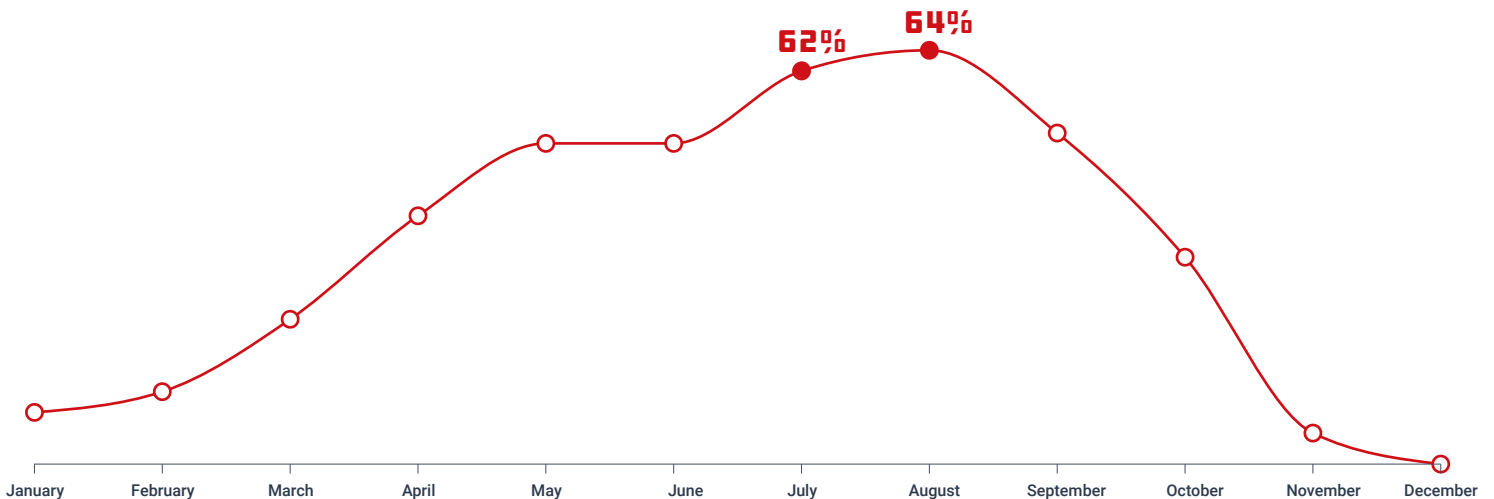
*Consider offering small discounts for early payment. Cash flow is the lifeblood of any business; having early payments, even at a small discount, can offset hidden costs involved in collecting past due invoices.*

**JAMIE IRVINE**  
 CEO,  
 HEAVY DUTY  
 CONSULTING  
 CORPORATION



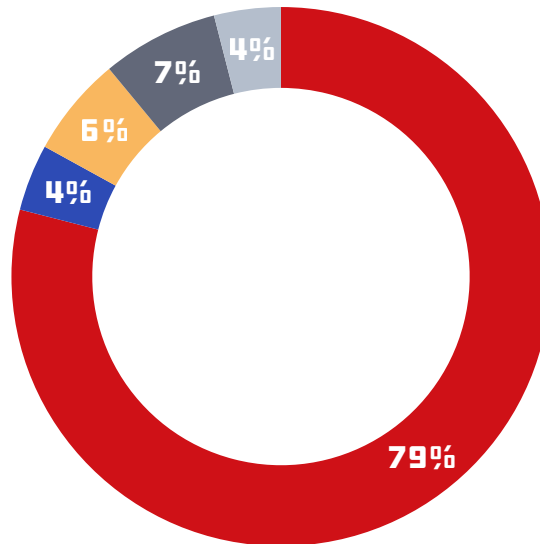
## > DURING WHAT MONTHS OF THE YEAR IS YOUR SHOP THE BUSIEST?

Once again, the summer months were busiest for our respondents, with July and August clocking in at 62% and 64%, respectively.



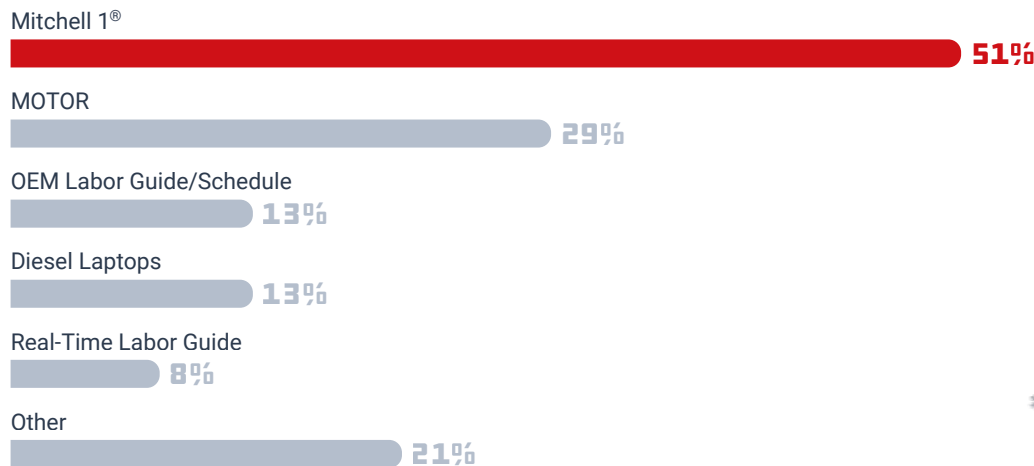
## > WHAT ACCOUNTING SOFTWARE DOES YOUR SHOP USE?

- QuickBooks®
- Sage
- I don't use accounting software
- Other
- Unsure



## > WHICH OF THESE STANDARD REPAIR TIME (SRT) GUIDES ARE YOU USING?

SRTs aren't just about laying down industry-standard repair times (although they're great at that) – we've also seen shop owners use them for training. This year, Mitchell 1® had quite the edge over the competition, with MOTOR coming in second at 29%.





### RP 1606

**STANDARD REPAIR TIME IMPLEMENTATION GUIDELINES**

There are a number of different SRT guides out there – which one do you pick? TMC helps walk you through the process and highlights important things to consider: the format (physical books or electronic), how often they're updated, and more.


[fullbay.com/RP1606](https://fullbay.com/RP1606)

Respondents selected all that applied



# OPERATIONS.

What goes into running a commercial repair shop? A lot! In this chapter, we're exploring what services shops provide, what vehicles they work on, and more. In other words, we're looking under the hood.

## Chapter Highlights



The changing age of assets



What payment processors shops are using



How fleet repairs are looking

# > HAS THE AGE OF THE ASSETS YOU ARE REPAIRING CHANGED IN THE LAST FEW YEARS?

Fifty-seven percent of shops indicate that the age of the machinery they work on hasn't changed much. What's interesting, though, is the numbers around the newer and older vehicles: 26% are a little older or a lot older, whereas only 17% are a little or a lot newer. This could indicate owners are keeping units in service instead of purchasing newer ones.




**TMC** ATA

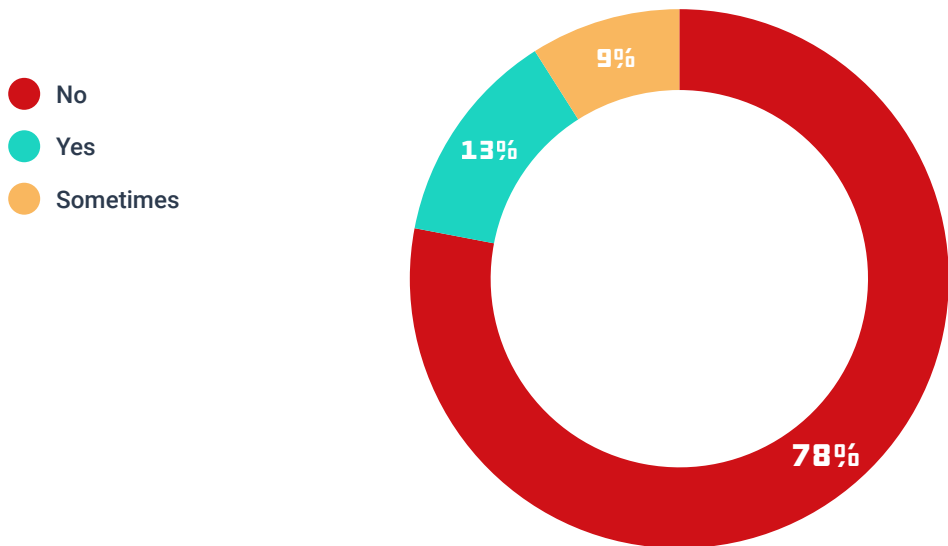
**RP 526**

**GUIDELINES FOR SHOP REVIEW PRACTICES**

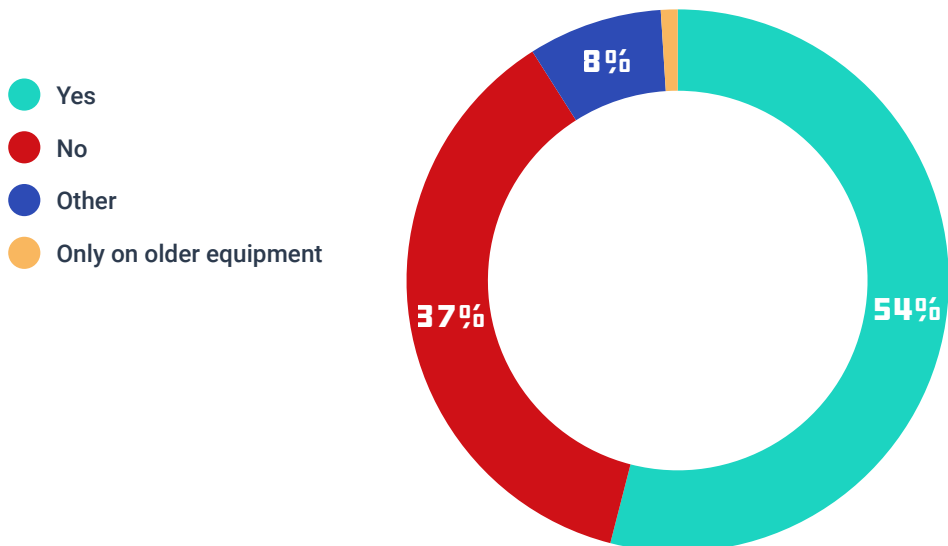
Our friends at TMC have a great set of guidelines on how to perform regular audits of your shop's operations. You should run through this at least annually, and ideally have it done by someone outside of the shop, with the goal of lowering your maintenance costs, improving utilization, and increasing safety.

 [fullbay.com/RP526](https://fullbay.com/RP526)

## > DOES YOUR SHOP USE VMRS CODES?



## > ARE YOU ABLE TO DO WARRANTY WORK IN YOUR SHOP?

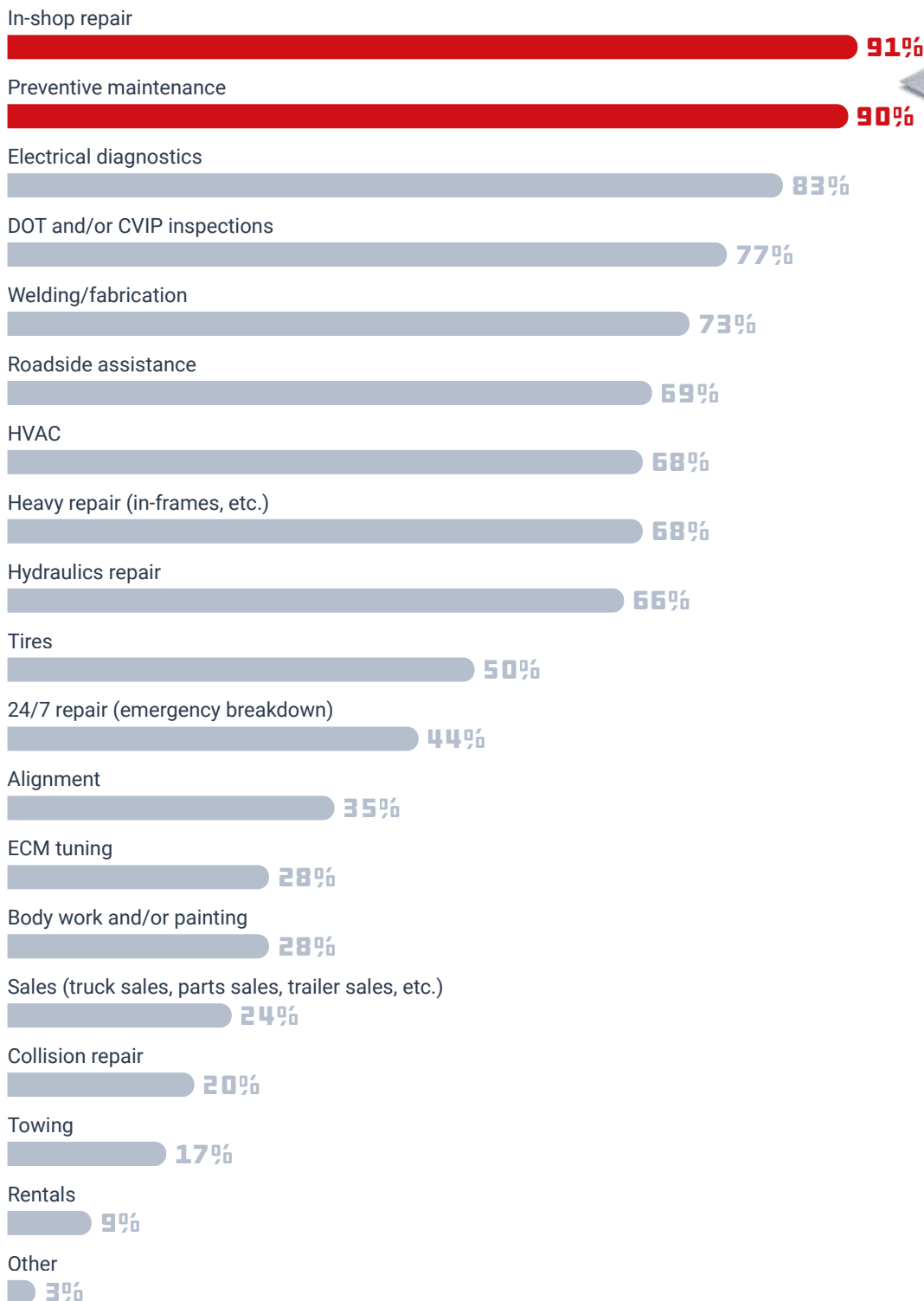


*I almost fell out of my chair when I saw that 54% of shops are certified in OEM warranty. I would love to see a deep dive on this topic and find which OEMs, how to get this, etc.*

**BILL KERRY**  
 PRESIDENT,  
 KERRY BROTHERS  
 TRUCK REPAIR

## > WHAT SERVICES DOES THE SHOP PROVIDE TO ITS CUSTOMERS?

Ninety-one percent of shops provide in-shop repair to customers, but there are a lot that don't stop there. A significant portion of respondents also provide electrical diagnostics (83%) and DOT and/or CVIP inspections (77%). Interestingly, a growing number of shops (73%) offer welding and fabrication, a fairly decent jump from last year's 69%.



Respondents selected all that applied

**TMC ATA**

**RP 552**

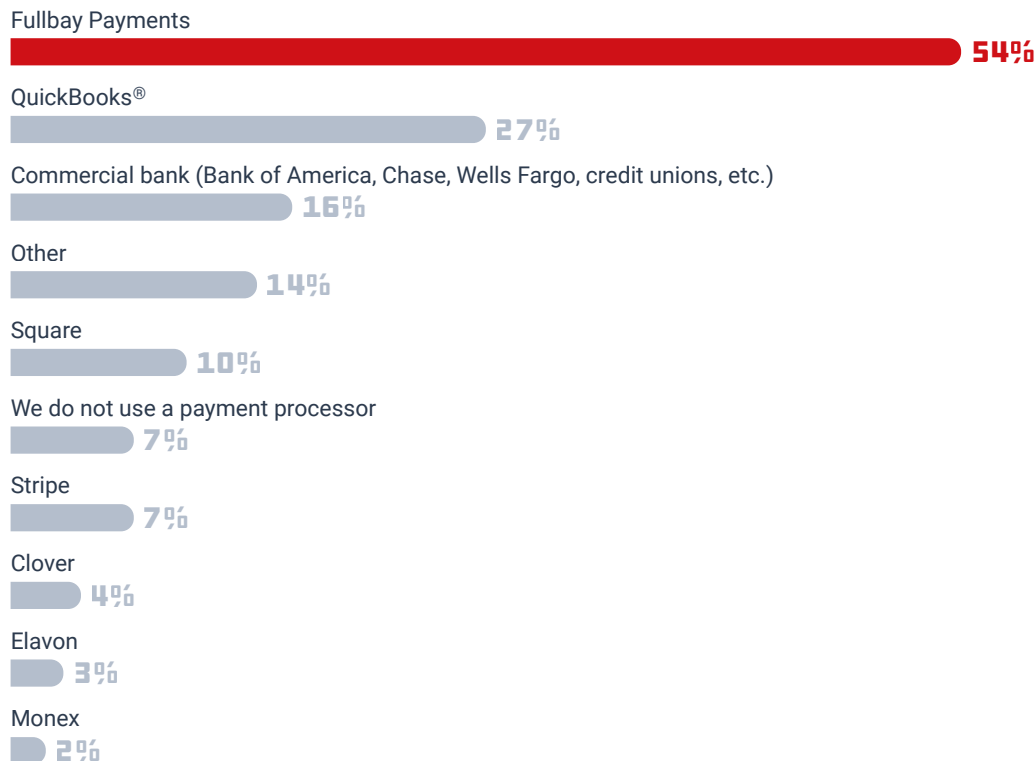
**ELECTRIC VEHICLE SHOP BAY PLANNING**

Is your shop ready for the arrival of electric vehicles? Our friends at TMC/ATA have created a standardized framework to plan out the necessary infrastructure for EVs, including building design, charger infrastructure implementation, safety protocols, and more.

[fullbay.com/RP552](https://fullbay.com/RP552)

## > WHO DO YOU USE AS A PAYMENT PROCESSOR?

More than half of respondents use Fullbay Payments to settle up with customers, which naturally makes us very happy. But we're far from the only option out there; QuickBooks® retains a good portion of the market (27%), and 7% of shops don't use anything at all.



Respondents selected all that applied

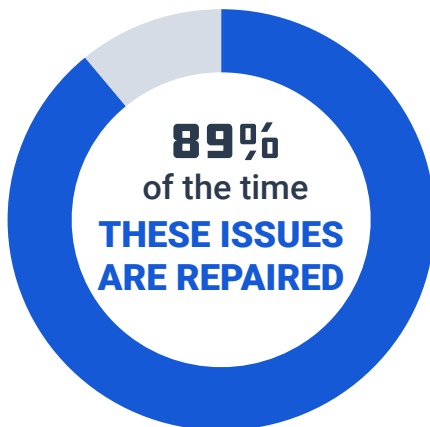


Experience a fully integrated payments solution with best-in-class credit card and ACH processing, dispute management, refund processing, and fraud protection – all in Fullbay!

[fullbay.com/fastpayments](https://fullbay.com/fastpayments)

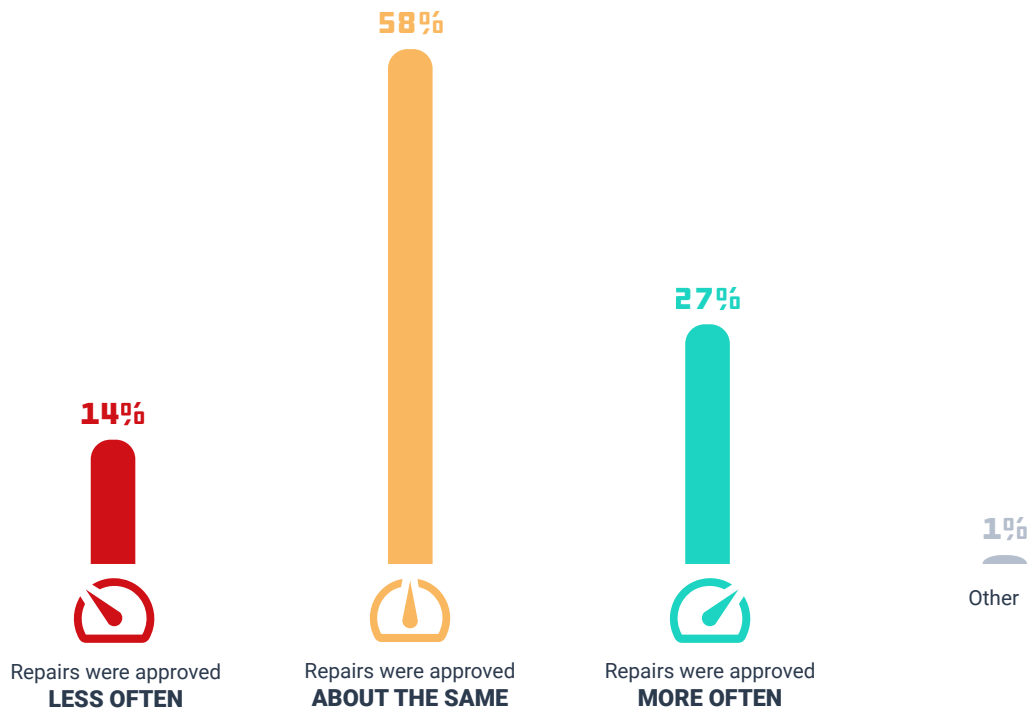
## > HOW OFTEN DO COURTESY INSPECTIONS FIND SAFETY ISSUES?

This was really a two-part question. Service managers told us that when inspections are performed, 60% of the time they turn up safety issues. Happily, 89% of the time those issues are taken care of!

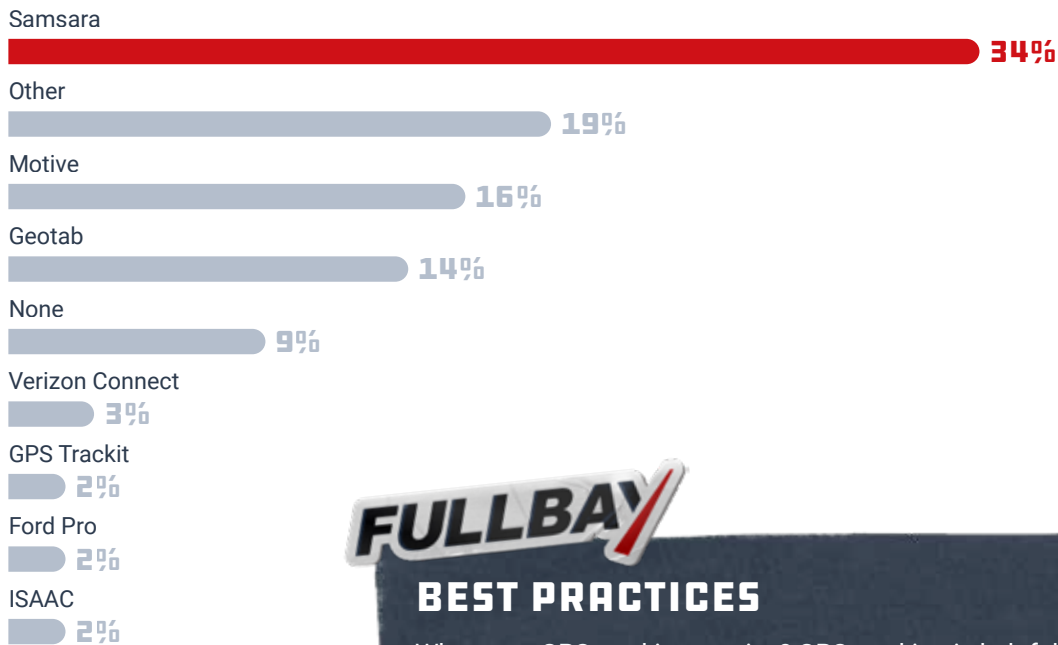


## > HAVE YOUR FLEET CUSTOMERS APPROVED REPAIRS MORE OFTEN, LESS OFTEN, OR AT THE SAME RATE IN 2025?

We asked this question to find out if the shifting freight market impacted repair operations. For the most part (58%), fleets are still approving repairs, and 27% approve even more frequently — perhaps in an effort to keep equipment going for longer.



# > WHICH GPS TRACKING SERVICE DO YOU CURRENTLY USE?



## BEST PRACTICES

Why use a GPS tracking service? GPS tracking is helpful for both service trucks and customer vehicles – it automatically updates mileage, for example, helping shops stay more on top of preventive maintenance. A properly deployed GPS system also allows you to provide more accurate arrival times to the customers you're serving.

[fullbay.com/gps](https://fullbay.com/gps)



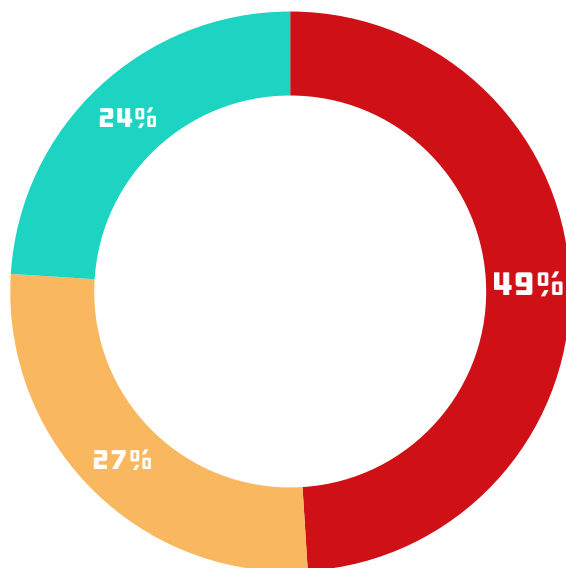
# GPS TRACKING

Drive efficiency with real-time telematic data on your customer and service trucks.

[fullbay.com/gps](https://fullbay.com/gps)

# > DO YOU HAVE A DASH CAMERA ON YOUR SERVICE TRUCK(S)?

- No
- Not yet, but would like to
- Yes



*There can be some hesitation around dash cameras, as techs may see them as "Big Brother," but in reality, they help protect both the driver and the business. We've implemented a program where technicians who maintain high safety scores over time earn more autonomy, such as limiting inward-facing camera use. It balances accountability and trust while reinforcing consistent safe driving habits.*

**ASHLEY SOWELL**

CEO & CO-FOUNDER,  
INTEGRITY FLEET SERVICES



**FULLBAY**

+

**whip around**

**DVIR**

Vehicle 18061  
Location Stockton, CA  
Defect Brakes



Fleet maintenance simplified: convert a DVIR defect into a Fullbay service request and get fleet vehicles back on the road.

[fullbay.com/whiparound](https://fullbay.com/whiparound)



# TECHNICIANS.

Technicians are what make every repair shop run. But what kind of training do they get? What's the pay like? And how do they feel about the industry? All these questions and more are answered in the next pages.

## Chapter Highlights



Whether technicians are looking to change roles



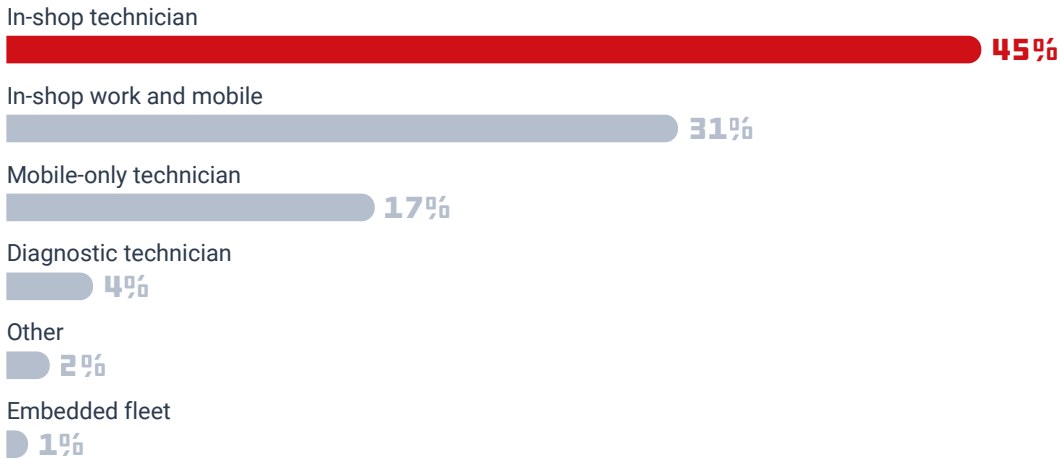
Whether they hold a CDL



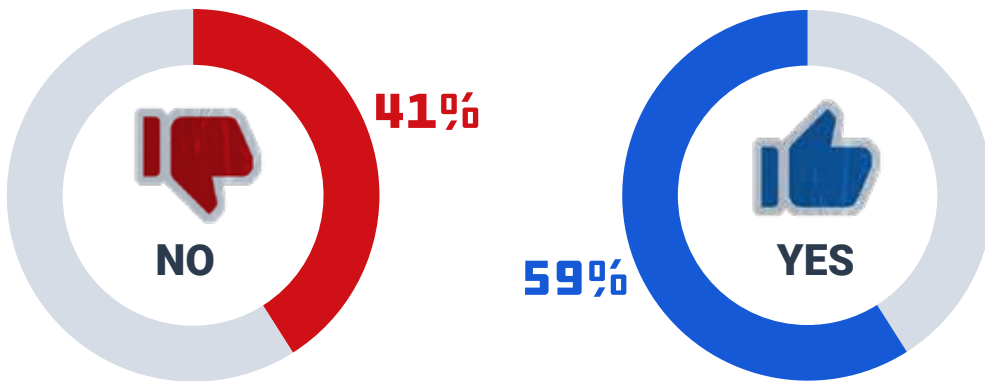
What hours they're working and the pay they're receiving

## > WHAT BEST DESCRIBES YOUR JOB IN THE SHOP?

In 2025, we remarked that we would be interested to see if the percentage of in-shop techs increased or decreased over time. Well, it's gone from 36% to 45% year over year; also up is the mobile-only technician (10% to 17% YoY).



## > DID YOU ATTEND A TRADE SCHOOL?



## > HOW MANY HOURS A WEEK ARE YOU WORKING ON AVERAGE?

The regular workweek wins: 69% of respondents work between 40-50 hours a week, with a median of 46. Only 3% reported working less than 40 hours, which suggests there's not a ton of part-time techs...or the part-time techs just don't want to answer surveys. And for those who are working 70+ hours a week (8%, up from 6% YoY), seriously, blink if you need assistance.

Under 40 hours

3%

40-50 hours

69%

51-60 hours

16%

61-70 hours

4%

Over 70 hours

8%



## > HOW MANY TECHNICIANS (INCLUDING YOURSELF) ARE IN THE SHOP YOU WORK AT?

1-2 techs

13%

3-4 techs

26%

5-7 techs

16%

8-12 techs

20%

13-20 techs

16%

21-40 techs

5%

41+ techs

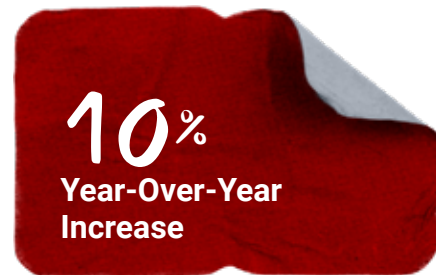
4%



## > TECHNICIAN PAY (SELF-REPORTED)

We asked shop owners what they paid their techs, but we also wanted to hear from techs themselves! We asked them what they made in 2024 and 2025.

Techs report making \$3 more in 2025 than they did in 2024, which worked out to an average hourly increase of 10% YoY.



### Did You Know?

Canada had a \$43 CAD hourly rate in 2024, and a \$44.5 CAD hourly rate in 2025, making for a 3.49% year-over-year increase.

*ASE is really excited to see the actual pay increase for technicians, along with some added benefits (healthcare, time off, etc.), with the hopes that this will continue to attract new folks to the industry.*

**BOB CORNWELL**

SR. DIRECTOR,  
MEDIUM / HEAVY VEHICLE TEST  
DEVELOPMENT,  
ASE



## > IN THE NEXT YEAR ARE YOU LOOKING TO...

Mirror, mirror, on the wall, what will techs be doing next year in the fall? Well, 12% of techs would like to have started their own shop by then (while 6% are hoping to at least leave their current employer). We're assuming "none of the above," which clocked in at a weighty 73%, means staying where they are.

Start your own shop



Leave your current employer



Other



Retire



Leave the industry

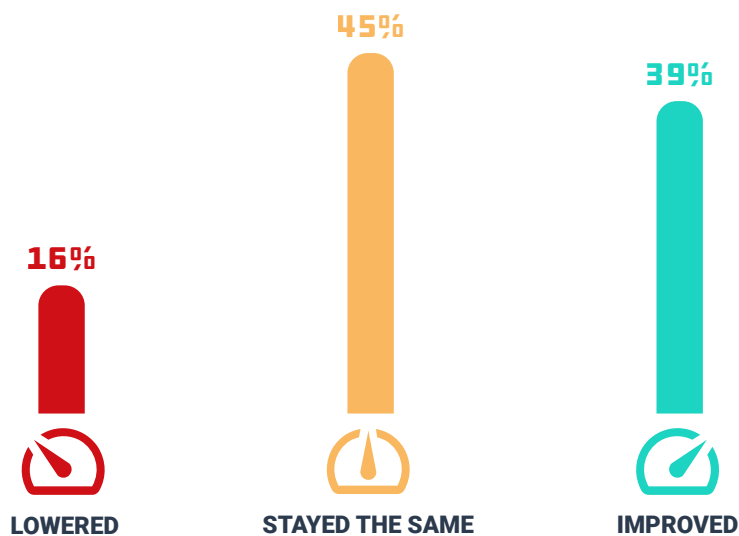


None of the above



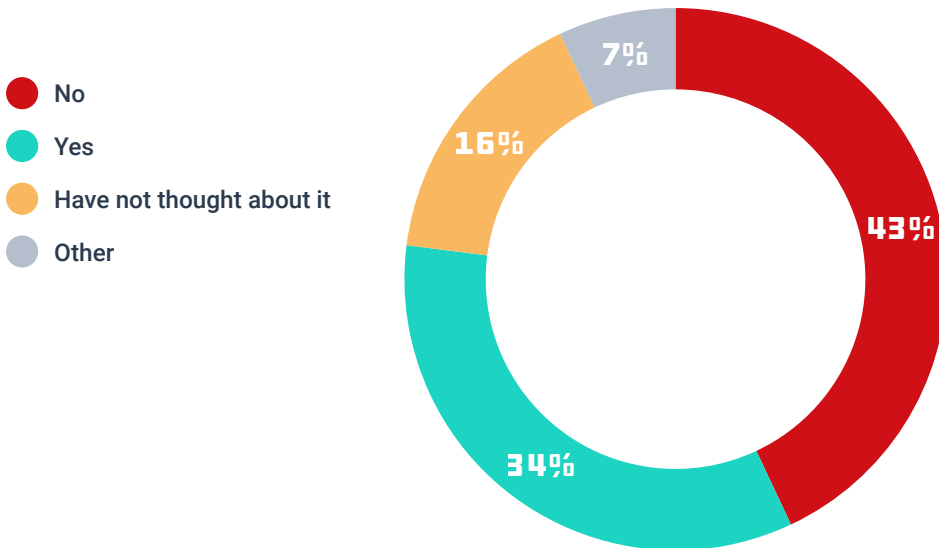
## > IN THE PAST YEAR, YOUR OPINION OF THE INDUSTRY HAS...

Almost half of our respondents (45%) feel the same about the industry as they did last year – that's a slight drop from the 52% of techs who felt that way in 2024. Still, 39% felt the industry had improved, which is a 12% increase YoY.



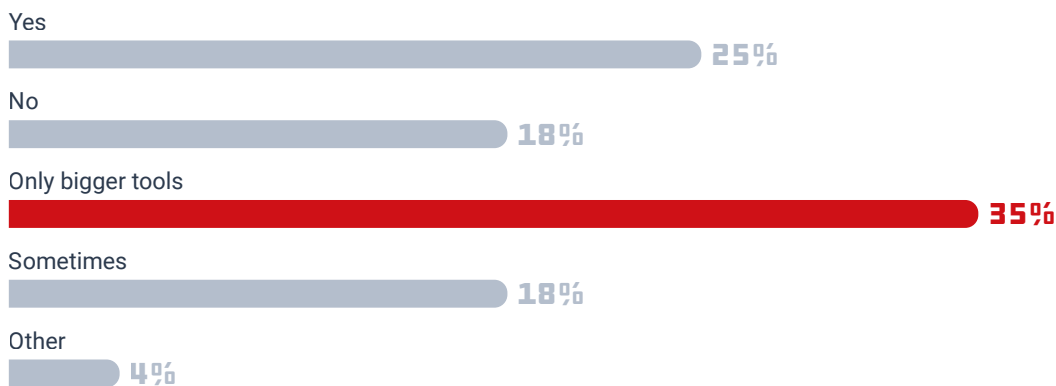
## > ARE YOU LOOKING TO MOVE FROM BEING A TECHNICIAN TO A DIFFERENT ROLE AND/OR MANAGEMENT?

Forty-three percent of techs are not looking to change anything up, at least not in a working capacity, at the moment. That's quite close to last year's response (which was 42%). Another 34% do want to make some kind of change, though we didn't offer them space to tell us what.



## > DOES YOUR SHOP PURCHASE TOOLS FOR YOU?

We've encouraged shops to look at tools as an investment in both their technicians and themselves as a workplace. A quarter of our respondents purchase all tools for their techs, while an additional 35% do shell out for the bigger tools.



## > ARE YOU OFFERED BONUS OPPORTUNITIES?

No bonus opportunities



Yes – for technician proficiency/throughput



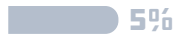
Yes – for technician performance (e.g., fewest callbacks)



Yes – for training and certifications



Yes – for mentoring



Other



Respondents selected all that applied

**TMC** **ATA**

**RP 519A**

### 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.

 [fullbay.com/RP519A](https://fullbay.com/RP519A)

## > HOW LONG DID IT TAKE YOU TO FEEL FULLY PRODUCTIVE IN YOUR CURRENT SHOP?

Most of us don't reach our absolute peak productive form on the very first day of work; there's usually an expected ramp-up time. How long do techs take? Well, 44% say it takes less than a month. We hope the 3% who needed a year to get ramped up eventually found their footing!

<1 month



1-3 months



4-6 months



7-12 months



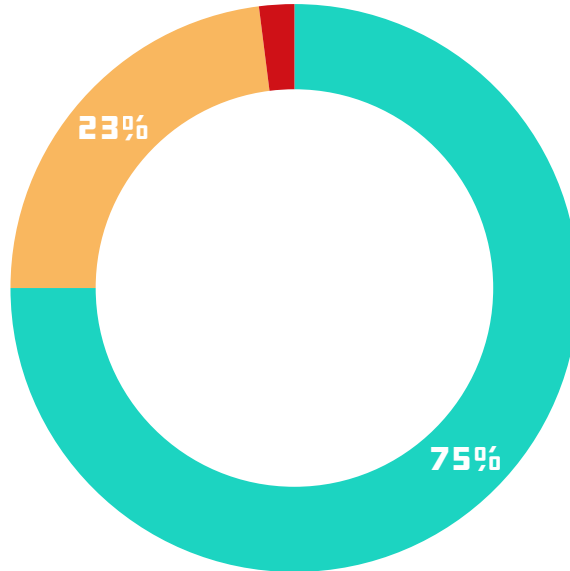
12+ months



## > WOULD YOU RECOMMEND YOUR SHOP AS A GREAT PLACE TO WORK?

Techs are often friends with other techs. They talk to these friends about their workplaces – and it turns out that if they like their workplace, they'll recommend it to their friends.

- Yes
- Maybe
- No



*I'm encouraged by the positive feedback from employees on their jobs. All of this talk of AI taking over white-collar jobs... hopefully, the cat is out of the bag that blue-collar is where the money and job stability is. Seventy-five percent of techs saying their shop is a great place to work is an awesome statistic!*

### **NATE TAYLOR**

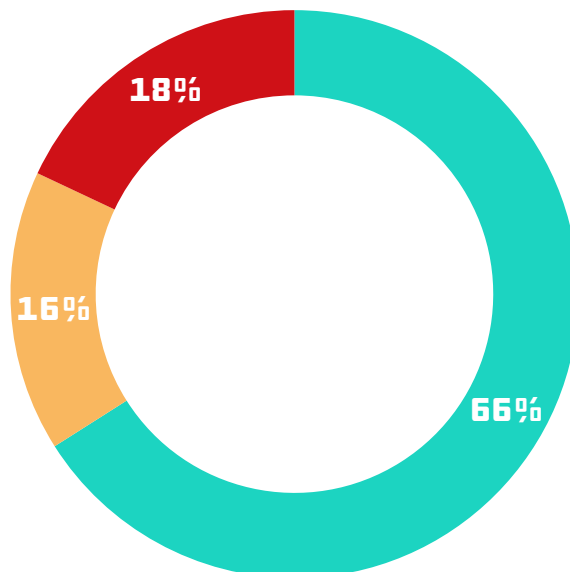
OWNER,  
NEW ENGLAND  
FLEET  
SERVICES, INC.



## > DO YOU FEEL YOU HAVE A CLEAR CAREER PATH IN YOUR COMPANY?

People want to know that they have a route forward in their careers – a ladder to climb. Yes, even in diesel. Maybe especially in diesel! We're pleased to see that 66% of technicians feel they do have a path; with that said, 34% either don't have one, or "maybe" have one (we suggest you ask).

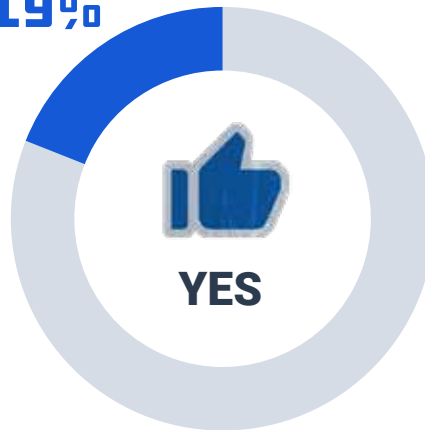
- Yes
- Maybe
- No



## > DOES YOUR SHOP REQUIRE CERTIFICATIONS TO WORK ON THE EQUIPMENT YOU SERVICE?



19%

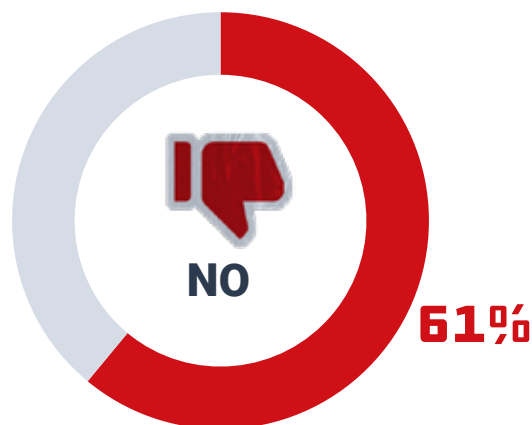


*The number of technicians that are in the repair industry and don't actually have a CDL-A is very surprising. How do these technicians confirm repairs, especially when it's powertrain-related? I'd see this as a massive hole in technician competency that the industry would improve from, on the whole. Verifying the complaint and then the repair are the basics of diagnostics!*

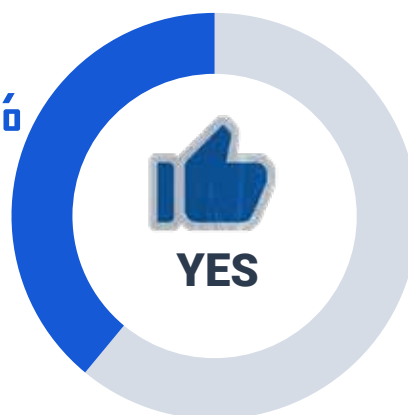
**JORDAN STEEN,**  
OWNER, SIX GUN DIESEL  
PERFORMANCE AND REPAIR

## > DO YOU HOLD A CDL?

So having a commercial driver's license (CDL) isn't just about becoming a truck driver and embracing the open road. A tech with a CDL can move big rigs and heavy equipment around while they're in the shop – you'd be surprised by how useful that can be!



39%



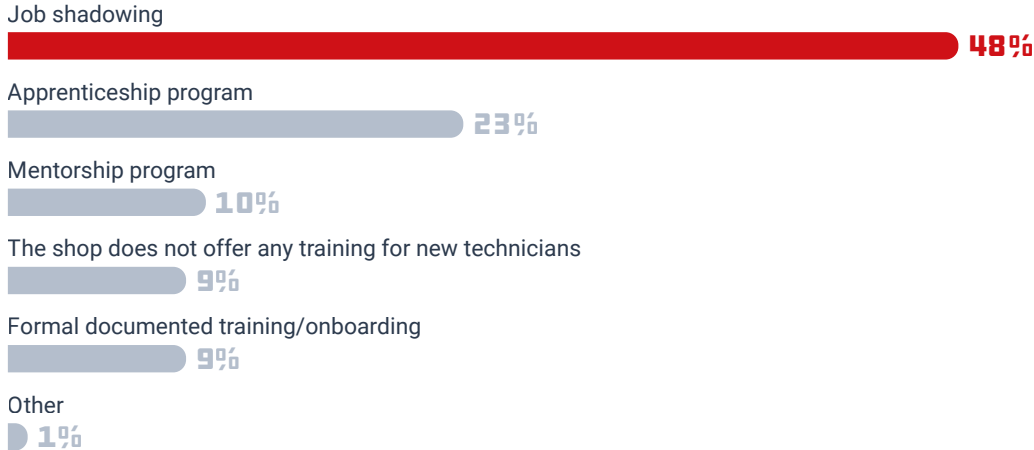
### >

#### WE ALSO DUG DEEPER INTO WHAT TYPE OF LICENSES.

We asked shop owners what kind of CDLs their techs held. They reported that 43% held a Class A license, while 14% had a Class B, and 10% had a Class C.

## > HOW DOES YOUR SHOP TRAIN NEW TECHNICIANS?

We were surprised to see job shadowing making such a splash in training (48% of shops utilize it to train new technicians!). It's a sharp drop down to formal apprenticeship programs (23%) and mentorships (10%).



*On the technician level, I am happy to see that a large percentage use job shadowing as a way to train the new employees. The mentoring pathway for new employees is really starting to catch on. Continuing education is going to remain critical to keep folks involved and efficient for years to come.*

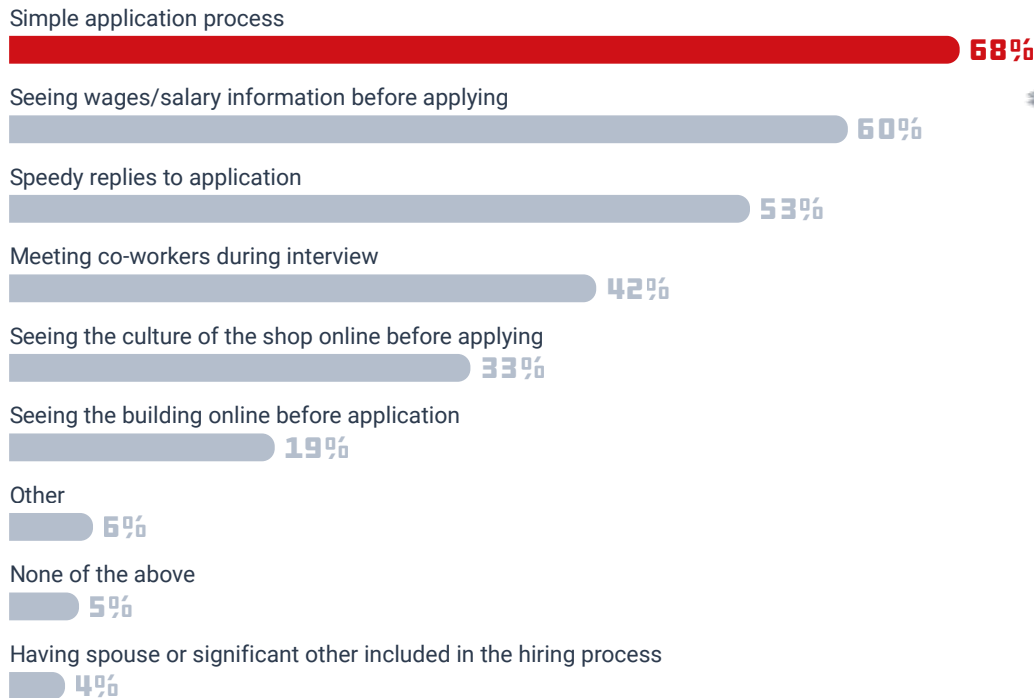
### **BOB CORNWELL**

*SR. DIRECTOR,  
MEDIUM / HEAVY  
VEHICLE TEST  
DEVELOPMENT,  
ASE*



## > WHEN APPLYING FOR A JOB IN A SHOP, WHAT MAKES A GOOD HIRING PROCESS?

The technician shortage continues, which means the demand for skilled techs remains very, very high. This means good techs can pretty much pick where they'd like to work. What does that mean for shops? It means techs want a simple application process, and they want to see wages and salary information before applying, among other things. If you're hiring, take note!



Respondents selected all that applied



# INVENTORY MANAGEMENT.

Can you run a repair shop without parts? You could try, but we don't recommend it. In this chapter, we're taking a look at how shops stock and maintain inventory – and deal with all the challenges it can pose.

## Chapter Highlights



Everyone's favorite parts houses

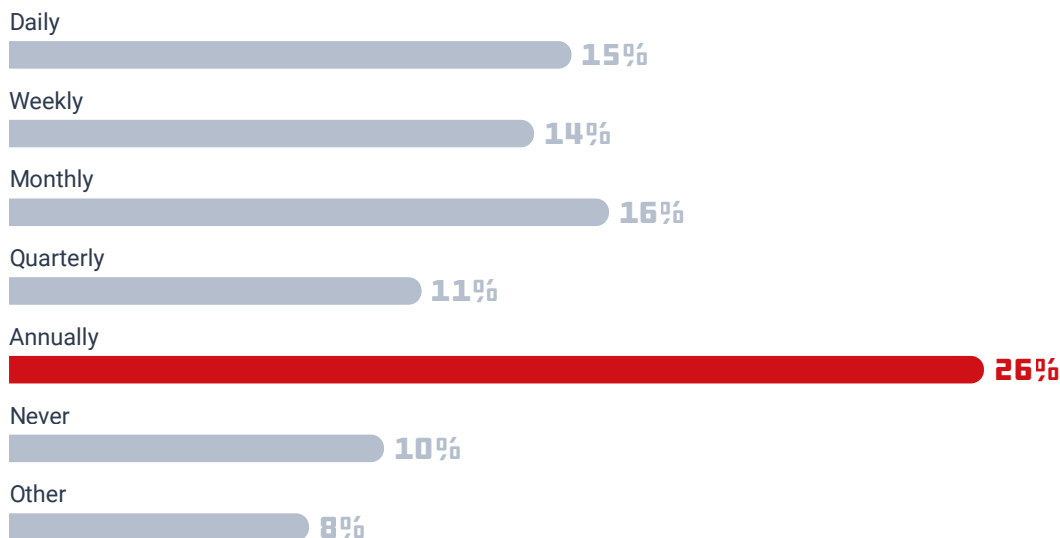


What they look for in a parts supplier



How challenging (or not) it is to get parts these days

## > HOW OFTEN DO YOU PERFORM INVENTORY CYCLE COUNTS?



### BEST PRACTICES

Tracking your inventory properly helps you run a more profitable shop — it's hard to recoup money if parts are just wandering off! If you've had a hard time getting started with inventory counts, just follow the ABCs:

- A:** Fast-moving parts that you need to restock frequently — count these at least once a month!
- B:** Parts that sell regularly but not at great speed — you can count these quarterly.
- C:** These parts may sit on a shelf for months at a time! You can usually count these every six months.

[fullbay.com/inventorycounts](https://fullbay.com/inventorycounts)

### RP 531A



#### PARTS INVENTORY MANAGEMENT GUIDELINES

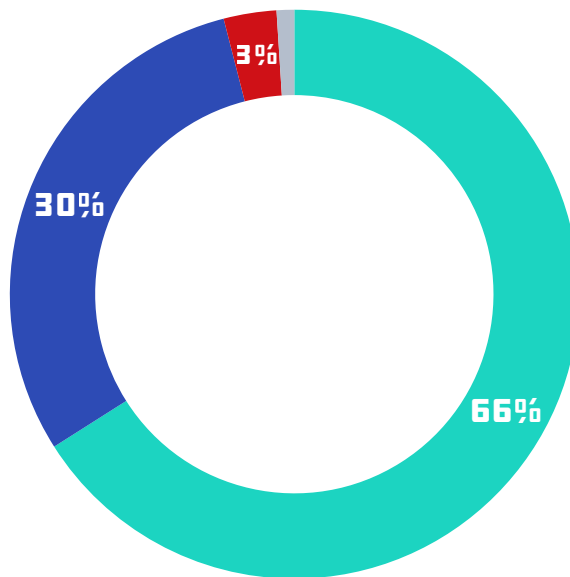
A well-managed inventory means a more efficient repair process and more uptime for your customers — as well as more revenue for your shop! RP 531A encourages you to evaluate your existing inventory practices and provides steps to follow to improve them.

[fullbay.com/RP531A](https://fullbay.com/RP531A)

## > ARE YOU ACTIVELY MANAGING CORES?

A substantial portion of shops (66%) send cores back right away, with a further 30% sending them back at some point. For the 4% who either don't manage cores or marked "Other," our question from last year remains: What do you do with them?

- We send them back right away
- We send them back, but it might take a while
- We don't manage our cores
- Other



### BEST PRACTICES

A core is basically a used part — and if a vendor sells you a part with a “core charge,” you can return it to them for a fee when its life cycle is complete. New line of revenue, anyone?

[fullbay.com/partscores](https://fullbay.com/partscores)

### RP 1615



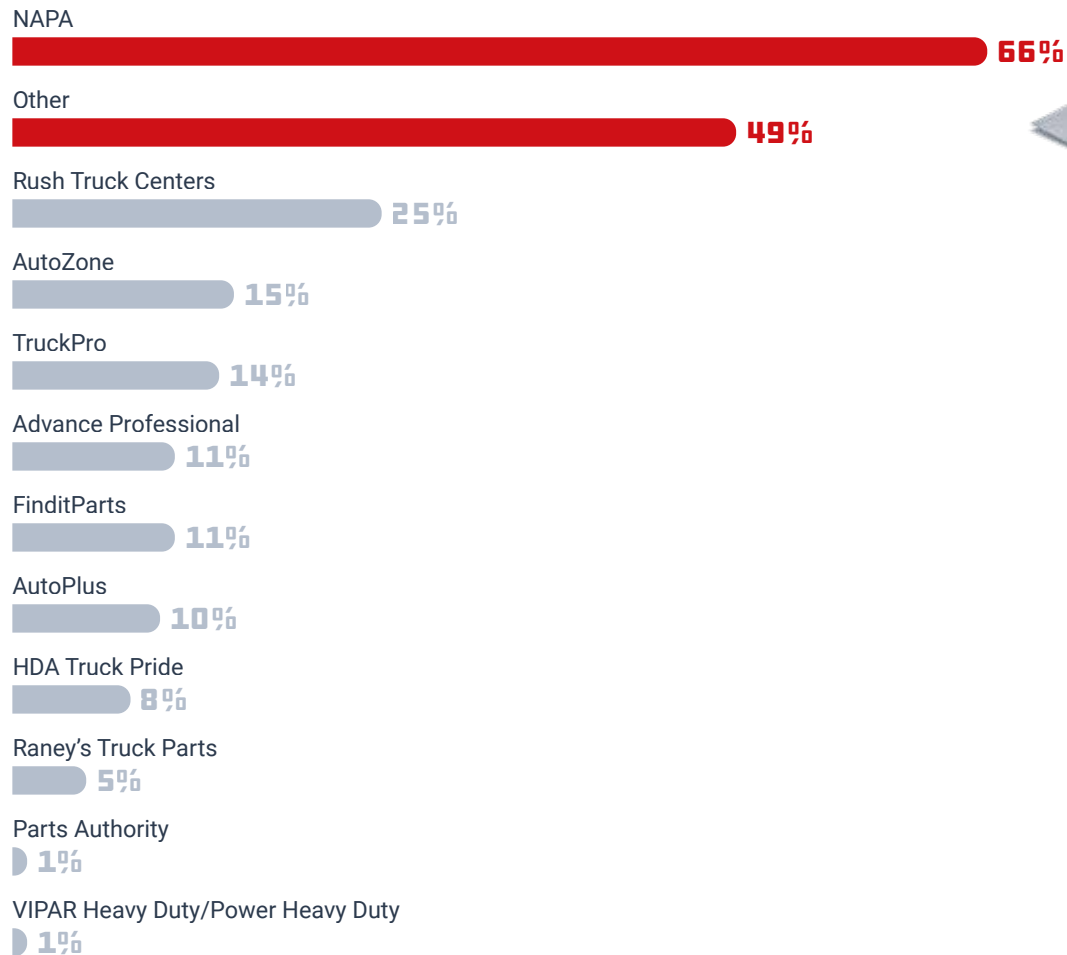
#### PARTS CORE MANAGEMENT FOR SERVICE PROVIDERS

Handling your cores properly can mean an additional revenue stream. Check out TMC/ATA's RP 1615 to learn how to implement this in your shop.

 [fullbay.com/RP1615](https://fullbay.com/RP1615)

## > WHAT IS YOUR FAVORITE PARTS HOUSE?

Once again, NAPA Auto Parts was the winner (commanding 66% of responses). Interestingly, the second-place finisher was “Other” parts houses not included in this list.



Respondents selected all that applied

### RP 1605



#### JUSTIFICATION FOR A PARTS & SERVICE ASSISTANT

A truly efficient shop has its techs turning wrenches, not digging through parts bins looking for particular items. RP 1605 provides guidelines for hiring a parts assistant.



[fullbay.com/RP1605](https://fullbay.com/RP1605)

## > DOES YOUR SHOP OFFER COUNTER SALES?

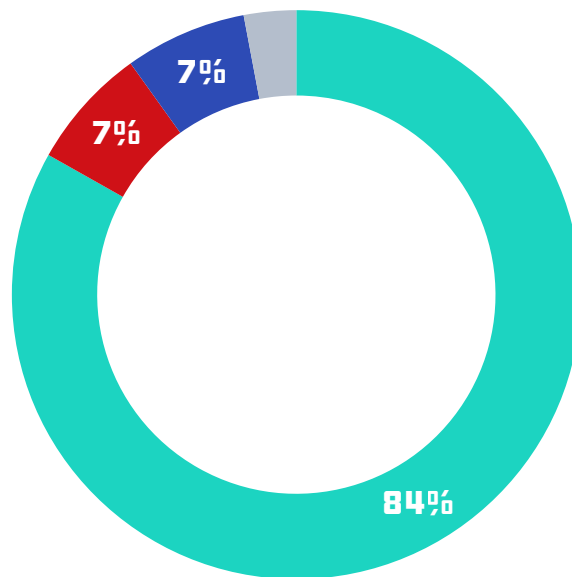
Some shops have turned the sale of parts alone (with no labor/installation attached to them) into a revenue stream. Eighty-four percent of shops currently offer this service.

Yes

No—we do not stock enough inventory

No—not enough interest from customers

Other



## > WHAT IS THE MOST COMMON REASON YOU PLACE AN ORDER/PURCHASE A PART?

Unit down/service in process



Inventory replenishment



Respondents selected all that applied

Anticipation of service event



Vendor/distributor recommendation



Special parts order



## > WHAT WOULD MAKE YOU CONSIDER BUYING PARTS FROM A NEW PROVIDER?

A shop would initiate an awkward conversation with a current vendor if they found someone with a better price (79%) and/or better availability (75%). With that said, a good chunk of shops (44%) would switch vendors if a new one had an easier ordering platform, so suppliers should keep that in mind.

Better price than my current provider

79%

Better availability than my current provider

75%

Respondents selected all that applied

Easier ordering platform (e-commerce, portal, etc.)

44%

Improved delivery

42%

My current provider doesn't carry a line/category I need

29%

My current provider stopped carrying the parts I prefer

29%

We added additional locations and our current provider couldn't serve them

11%

Nothing would make me buy parts from a new provider

3%

Other

1%

### Did You Know?

We asked shops what they looked for in parts suppliers. Not surprisingly, shops want their parts vendors to have parts in stock. From there, it's quite a jump down to pricing — suggesting shops are willing to pay a premium for a steady supply.

### RP 1611

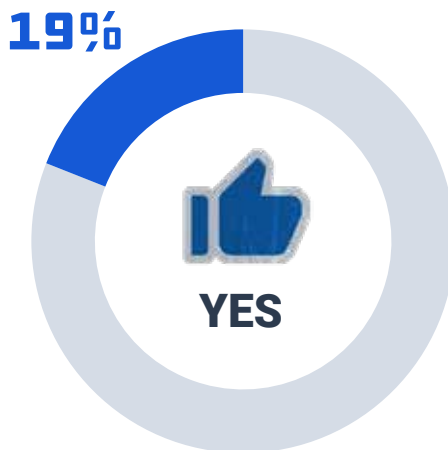


#### PARTS ACQUISITION FOR SERVICE PROVIDERS

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.

 [fullbay.com/RP1611](https://fullbay.com/RP1611)

## > HAVE YOU CHANGED YOUR PREFERRED SUPPLIER IN THE PAST YEAR?



### RP 553

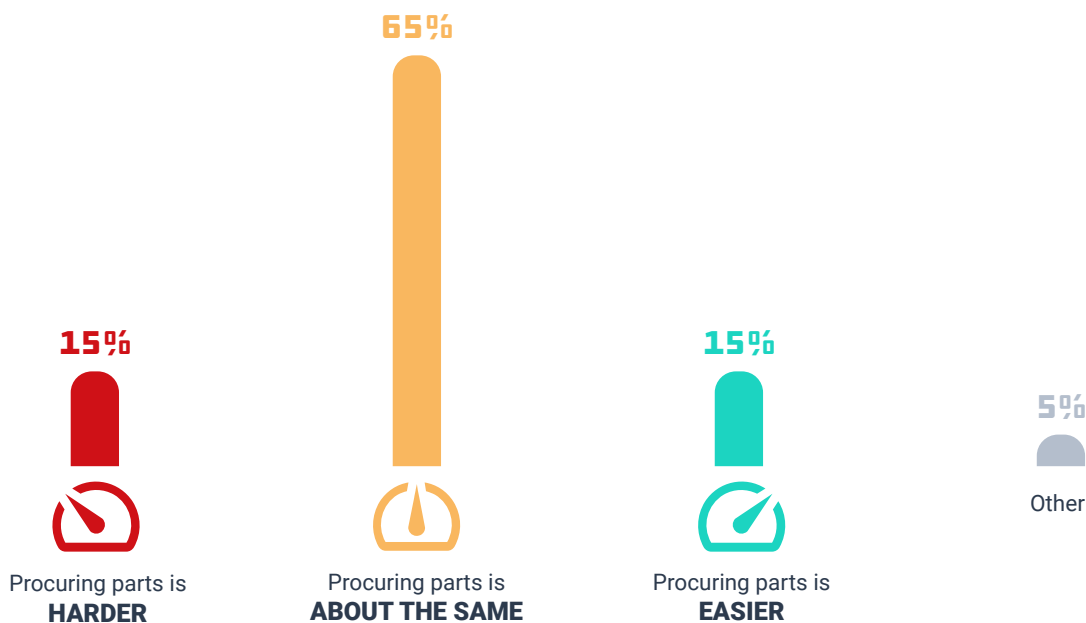
#### PARTS ROOM DESIGN STANDARDIZATION GUIDE

If you've got multiple inventory locations, then you know keeping them tidy and organized can be a challenge. This RP lays out guidelines to create consistency across several parts rooms, including VMRS-based part numbering and warranty and core handling. Shops with multiple locations will find it useful, as will fleets!

[fullbay.com/RP553](https://fullbay.com/RP553)

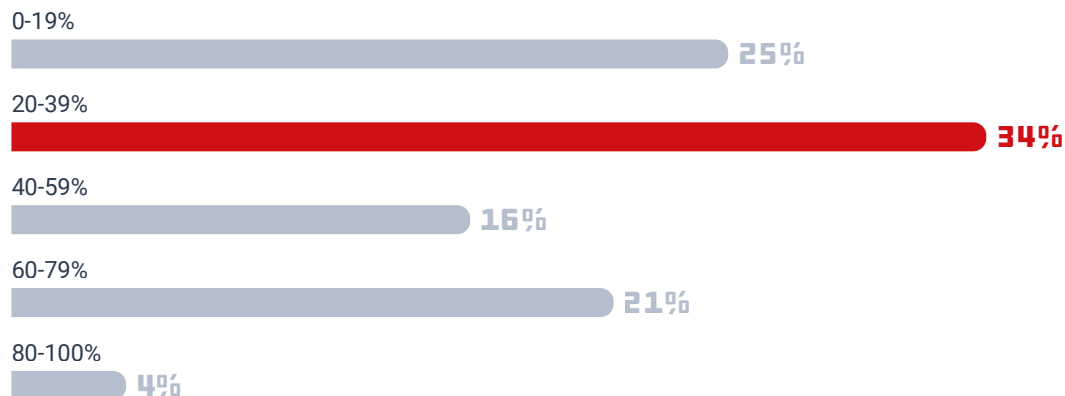
## > PROCURING PARTS IN 2025 VS. 2024 IS...

Sixty-five percent of shops tell us there hasn't been a huge change in getting the parts they need; 15% even report that it's gotten easier.



## > WHAT % INVENTORY VALUE DO YOU ESTIMATE IS "SITTING CASH" (UNSOLD/UNUSED)?

A wise man once said, "Your inventory is cash on the shelves." If you fill your parts room with components you don't use, well, you're just using dollars as kindling. While a quarter of our respondents have minimized their "parts hoarding," another quarter of them estimate most of their inventory is unused or unsold.



### RP 530A



#### FLEET GUIDELINES FOR PARTS PURCHASING

Purchasing parts for fleets can get complicated quickly. The team at TMC/ATA have put together guidelines to help any new (or seasoned) fleet manager set expectations around pricing, availability, delivery, and warranty – among other things – and get the parts they need without losing their mind.

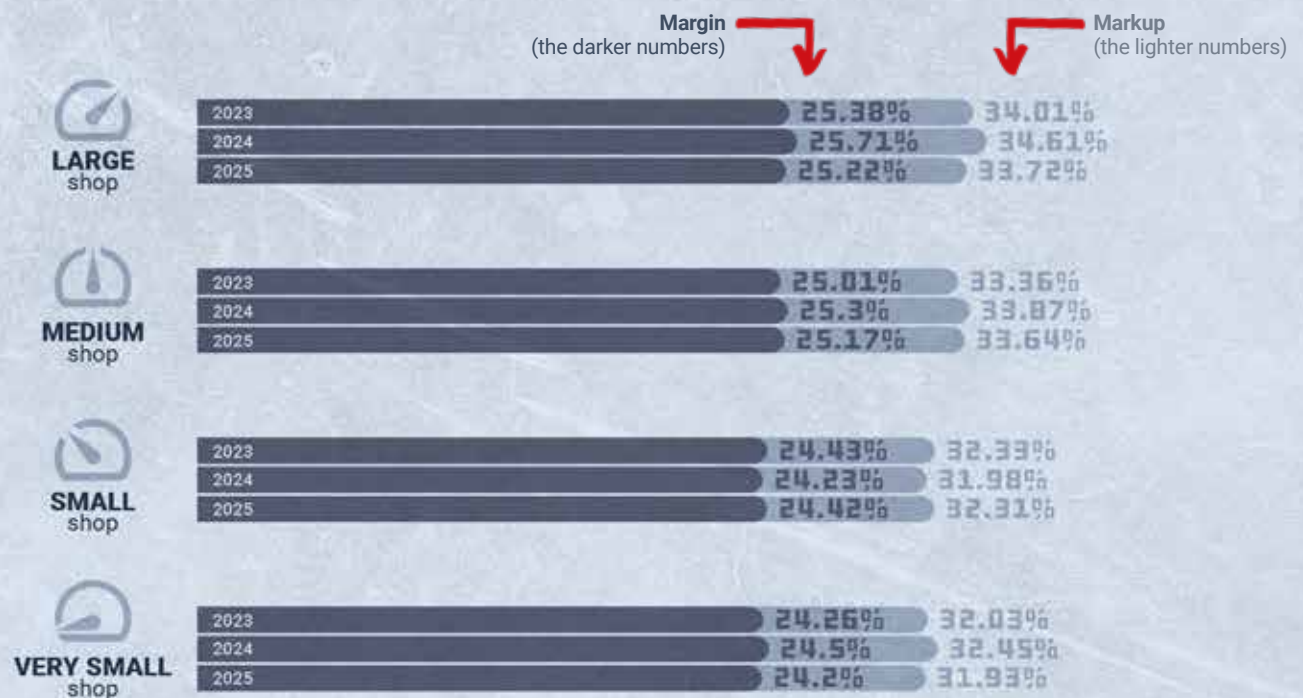


[fullbay.com/RP530A](https://fullbay.com/RP530A)

# Fullbay App Data

## > WHAT IS THE AVERAGE PARTS MARKUP AND MARGIN BY SHOP SIZE?

Markup and margin are two ways to ensure you're getting the revenue you should be on parts. According to the data, larger shops tend to have higher margin and markup, and this has been consistent since 2023.



*Different types of shops – and even different departments within the same shop – can have very different approaches to parts markup. To ensure a more consistent comparison, we filtered out shops reporting margins below 20%.*

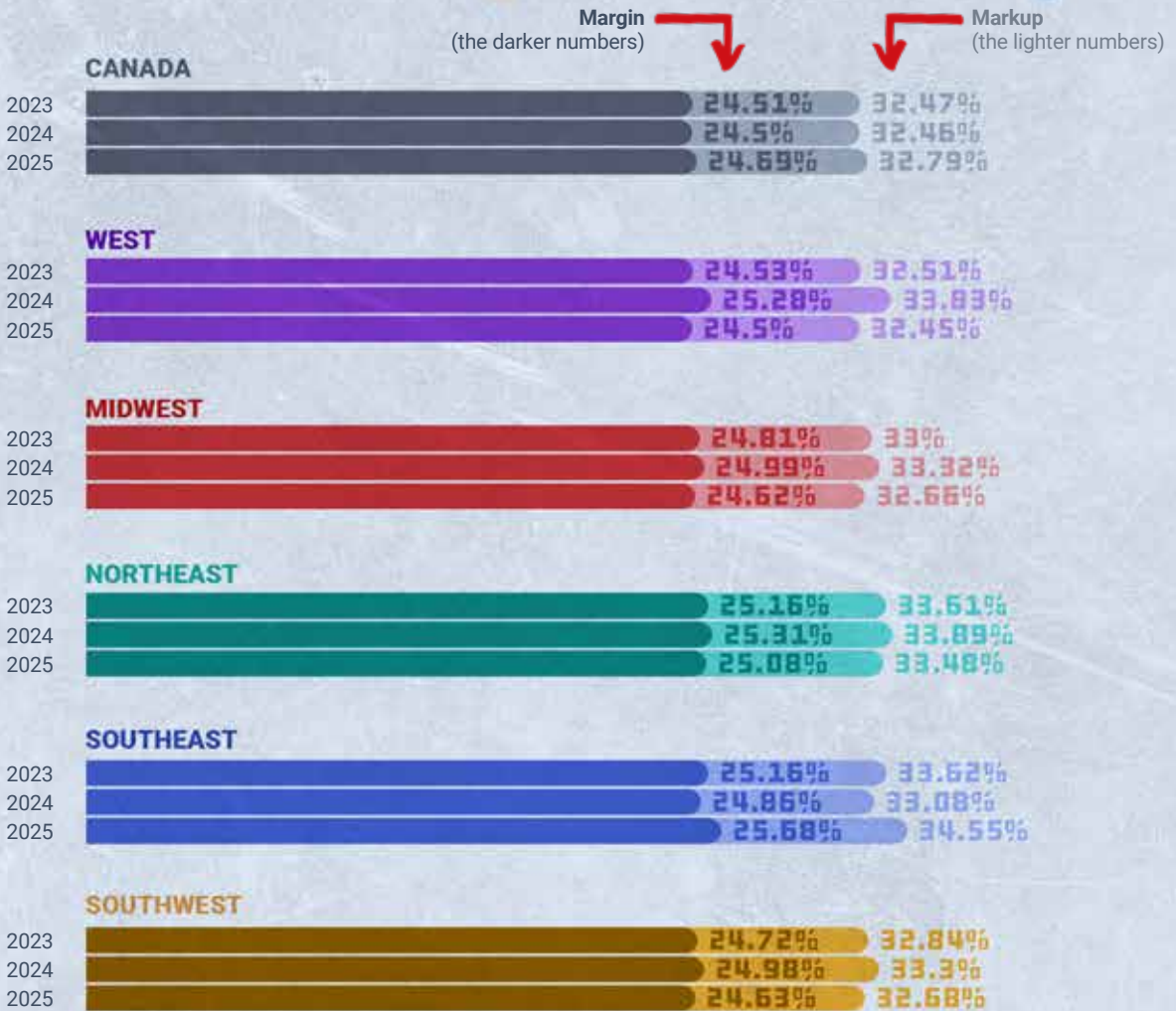
*This helps reduce distortion from factors like core charges, which can artificially lower reported margins.*

*As a result, the data presented here presents a clearer picture of how parts revenue typically performs.*

# Fullbay App Data

## > WHAT IS THE AVERAGE PARTS MARKUP AND MARGIN BY REGION?

So, does geography influence how shops approach parts pricing and margins? It sure does. Here's how the numbers have shifted across the United States and Canada from 2023 through 2025.



# Fullbay App Data

## > WHAT IS THE AVERAGE COST AND REVENUE SHOPS CAN EXPECT FROM PARTS?

When looking at this data, keep in mind that the results are skewed by the volume of parts purchased and sold. Larger shops, in general, are doing way more in parts business than smaller ones.

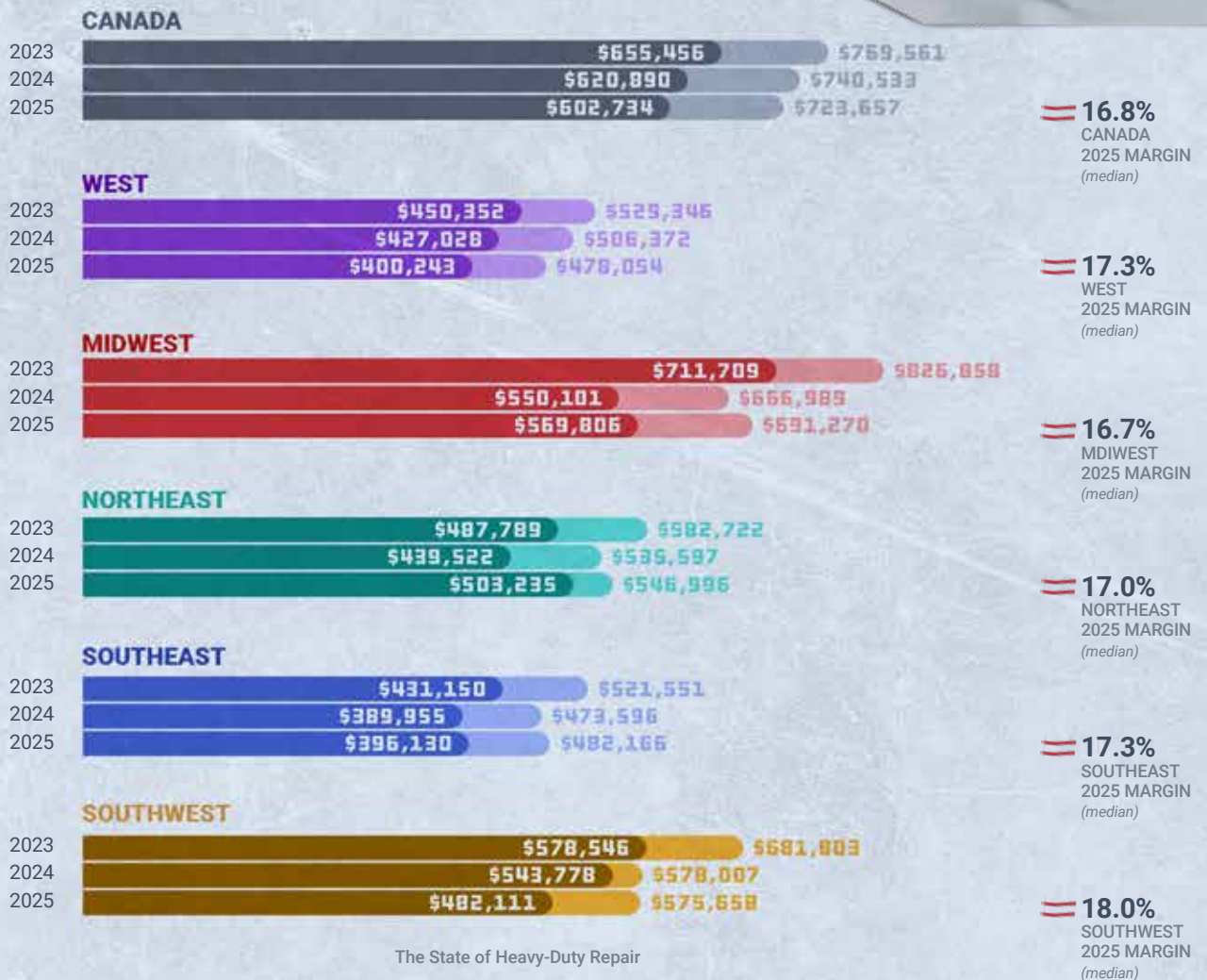


# Fullbay App Data

## > HOW ABOUT SEGMENTED BY REGION?

When it comes to revenue, some regions do better than others. In 2025, the Southwest edged out the competition at 18%.

Canada's data is shown in CAD





# MANAGING YOUR STAFF.

It turns out spinning a wrench is only part of running a business: the rest of it involves hiring people and then somehow keeping them happy. In this chapter, we're taking a look at how shop owners handle their teams, from hiring techs to buying tools.

## Chapter Highlights



Whether shops include wages in job postings



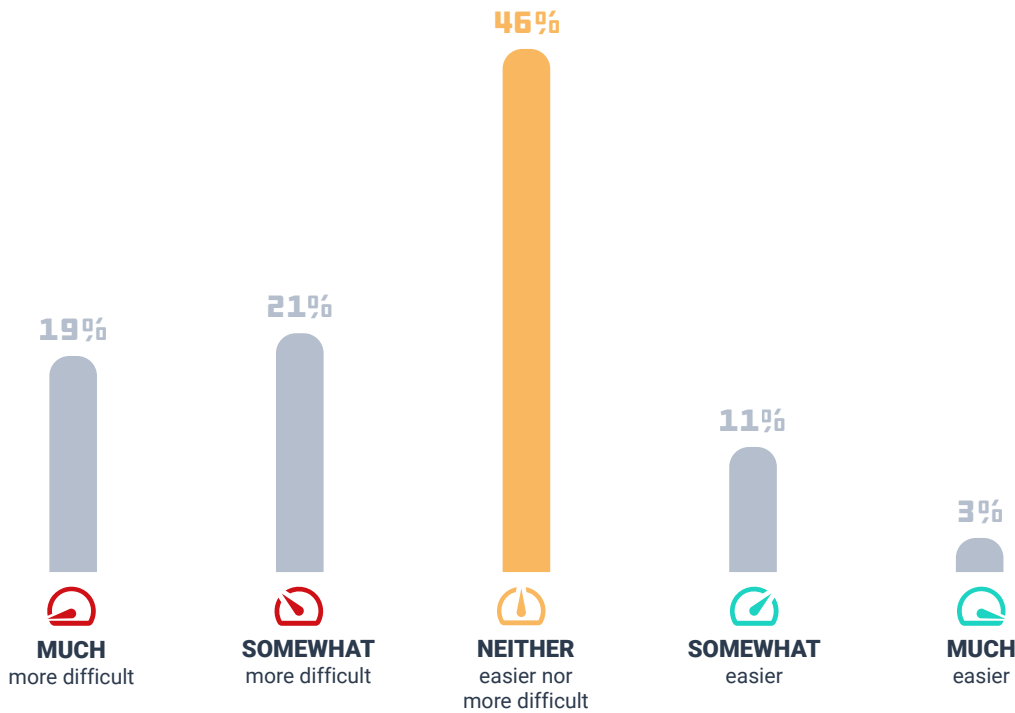
What kind of bonuses shops offer



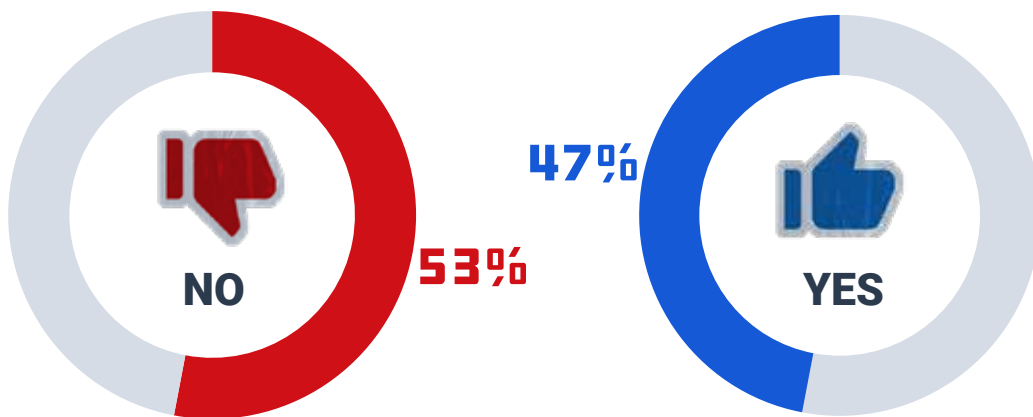
How shops train their technicians

## > DID YOU FIND IT EASIER OR MORE DIFFICULT TO HIRE TECHS/STAFF THIS YEAR COMPARED TO LAST YEAR?

Just under half (46%) of our respondents indicated they experienced about the same difficulty hiring as they did in 2024. Still, that left us with 40% who reported hiring was somewhat or much more difficult.



## > DO YOU INCLUDE WAGES IN JOB POSTINGS?



### V

#### WE ALSO ASKED HOW LONG IT TAKES TO HIRE A TECHNICIAN

It turns out 33% of shops take an average of 2-4 weeks to hire one tech. Another 5% said it took them over 12 months to hire... yowza!



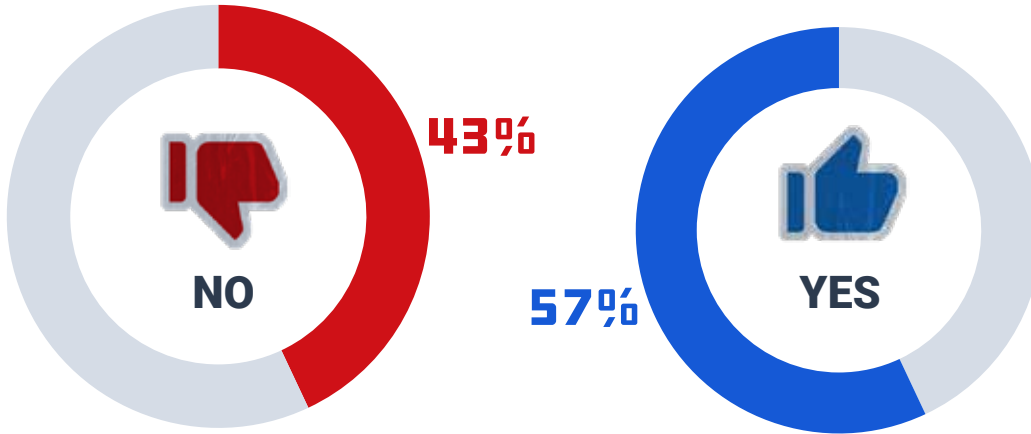
#### BEST PRACTICES

If it takes you more than a year to hire a new technician, you might need to take a look at your hiring practice. Make sure it's easy for would-be hires to submit applications and get in touch with you – oh, yeah, and make sure all the forms on your website work.

[fullbay.com/hiringtips](https://fullbay.com/hiringtips)

## > IS YOUR SHOP CURRENTLY UNDERSTAFFED?

Unfortunately, more than half of responding shops aren't working with a full crew at the moment.



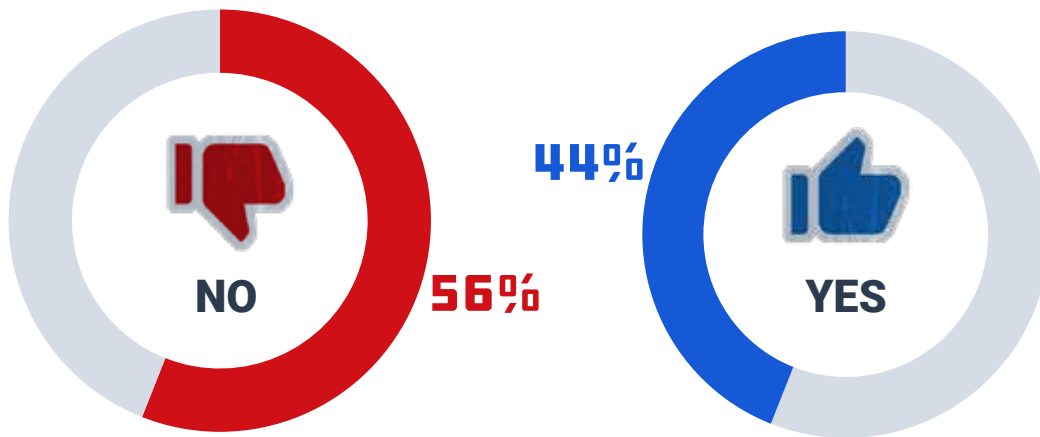
## > WHAT IS YOUR ANNUAL TURNOVER RATE FOR TECHNICIANS?

More than half of our respondents identified a less than 10% annual turnover rate for techs. That's probably a good thing, considering how much of the field may be understaffed.



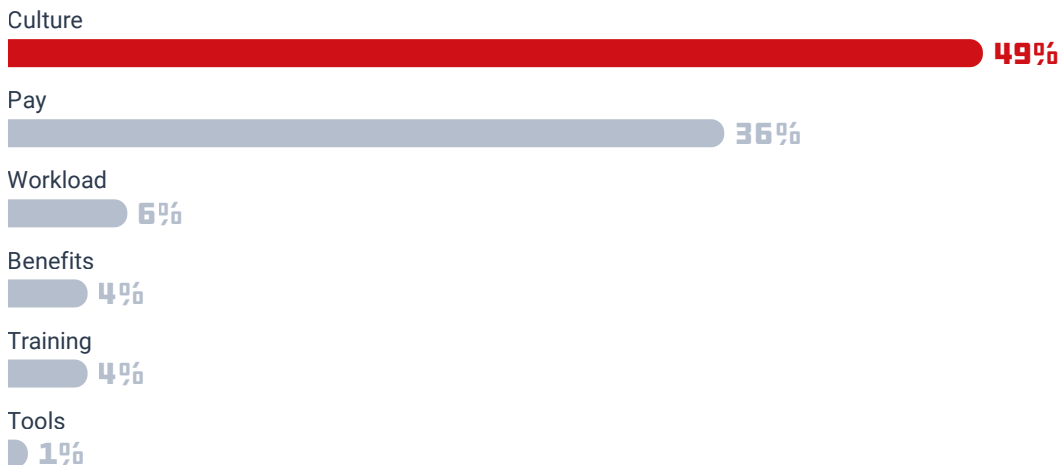
## > ARE EXIT INTERVIEWS CONDUCTED FOR TECHS WHO LEAVE?

Exit interviews can reveal a lot of information around why a tech is departing, which is particularly important given the overall difficulty some shops have around hiring. If an exit interview shows you what’s wrong, fixing those problems may lead to you keeping more techs.



## > WHAT FACTORS CONTRIBUTE MOST TO TECH JOB SATISFACTION IN YOUR SHOP?

Brace yourselves, folks: 49% of respondents – almost half – cited shop culture as the most important contribution to tech satisfaction. Pay comes in at a distant second (36%), with workload (6%) in third. Please note that this was answered by shop owners; we did not ask techs the same question, and their answer might be considerably different.



*The leadership of any company sets the culture. If you're losing people because of culture, the leadership needs to look at themselves before they look at anyone else.*

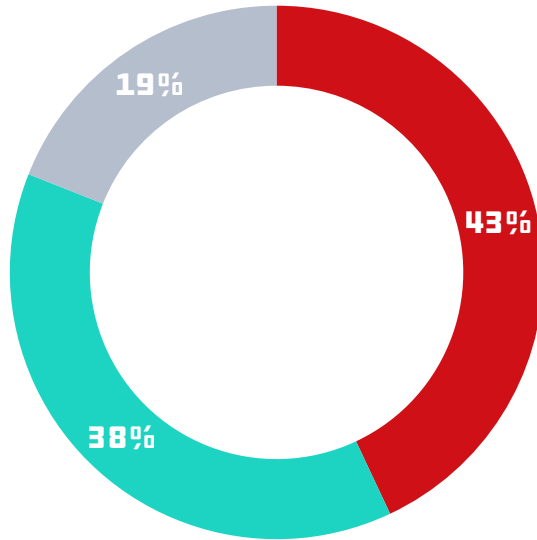
**JAMIE IRVINE**  
 CEO,  
 HEAVY DUTY CONSULTING  
 CORPORATION



## > DO YOU PURCHASE TOOLS FOR TECHNICIANS?

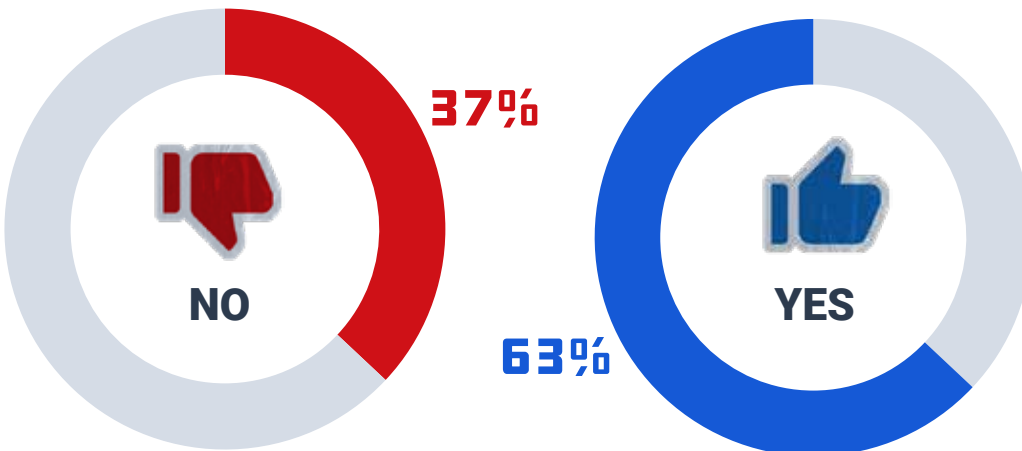
Tools are expensive. Like, *really* expensive. Thirty-eight percent of shops now buy tools for their techs, which is a slight step up from 36% in 2024. The 19% of shops that marked “Other” are likely working with their techs to bring tool costs down; in prior years, we’ve had shops tell us about starter tool programs, tool allowances, and the shop covering large tools while the tech purchases smaller ones.

- No
- Yes
- Other



## > DO YOU OFFER BONUSES TO TECHNICIANS?

Sixty-three percent of responding shops offer bonuses of some sort (which we’ll get into below). That does leave 37% of responding operations not providing bonuses at all.



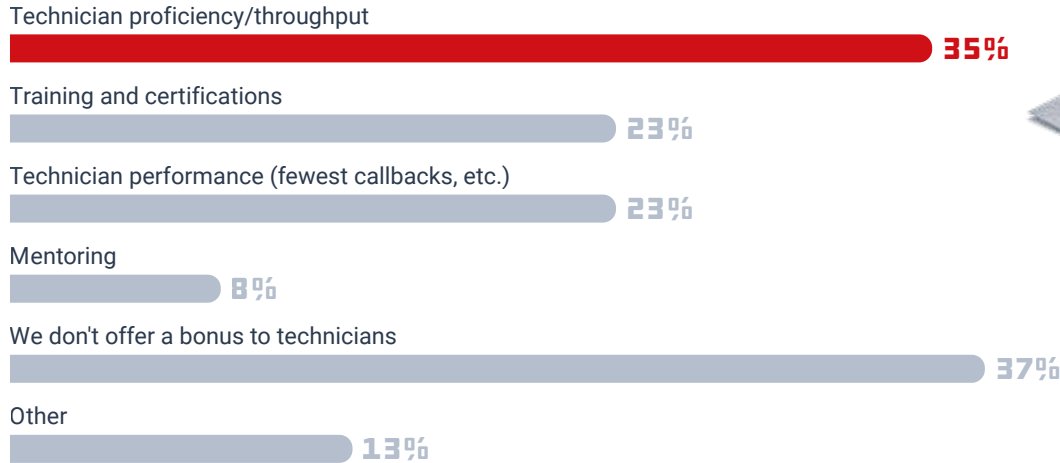
### >

#### WE ALSO ASKED IF SHOPS OFFER REFERRAL BONUSES WHEN HIRING

A whopping 81% said no, while only 19% said yes. The median referral bonus in the United States was \$500. Only 13% of Canadian shops offered referral bonuses (compared to 21% of United States shops), and their median bonus was \$625 CAD (for the curious, that’s \$454 USD).

## > IF YES, WHAT DO YOU OFFER BONUSES FOR?

The shops that do offer bonuses (again, 63%) have attached them to various scenarios. A good chunk of shops (35%) link bonuses to tech proficiency and throughput, while 23% attach them to getting training and certifications. Another 23% provide bonuses for overall tech performance, too. We're still happy to see "mentoring" listed as a reason for a bonus. Keep it up!



Respondents selected all that applied

*Eighty-one percent of shops don't offer referral bonuses to their staff. They're missing the mark; the best recruiting tool they have are the people already working there.*

**PETER COOPER**  
CEO, ASCEND CONSULTING



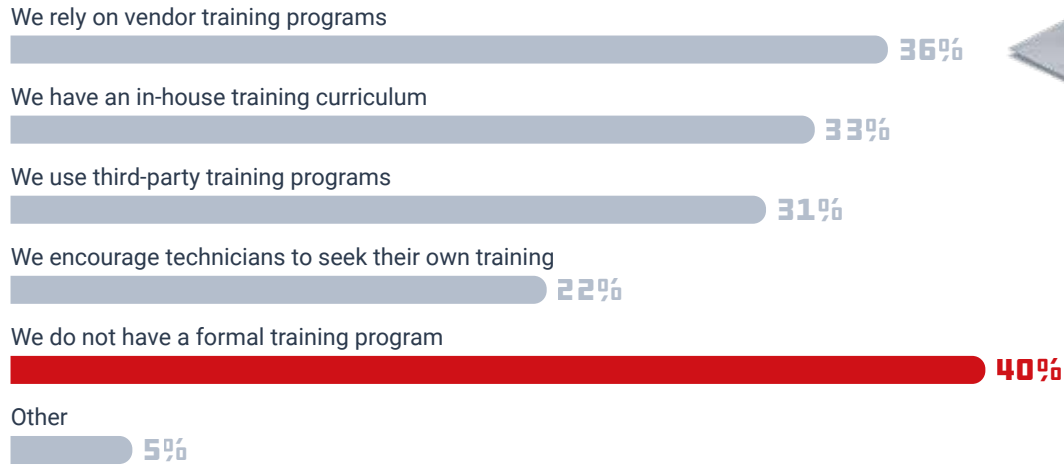
*If you've linked bonuses to efficiency, make sure you are eliminating things outside of the technician's control that reduce efficiency.*

**JAMIE IRVINE**  
CEO,  
HEAVY DUTY CONSULTING CORPORATION



## > HOW DO YOU TRAIN YOUR TECHNICIANS?

We always find the answers to this question interesting. In 2025, 40% of shops did not have a formal training program (a slight drop from 44% in 2024). We also only see a five-percent spread between vendor training, in-house training, and third-party programs.



Respondents selected all that applied

**TMC** **ATA**

**RP 516A**

**TECHNICIAN TRAINING – A MODEL FOR TRAINING PROGRAM PLANNERS**

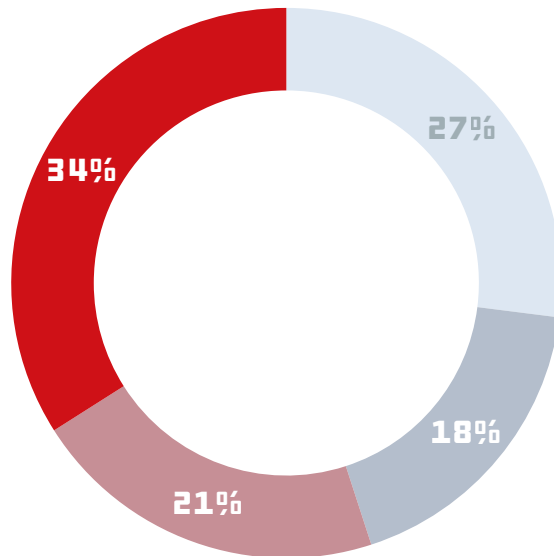
Should you put together your own training curriculum for your technicians, or invest in an external program? This RP lays out what factors to consider when it comes to growing your techs.

[fullbay.com/RP516A](https://fullbay.com/RP516A)

## > HOW MANY OF YOUR TECHS HAVE FORMAL TRAINING OR CERTIFICATIONS?

You don't *have* to go to school to become a technician, but it might not hurt! The answers we received were split pretty evenly; 34% of respondents said most or all of their techs received formal training, while 27% said a quarter or fewer of their techs had gone to school.

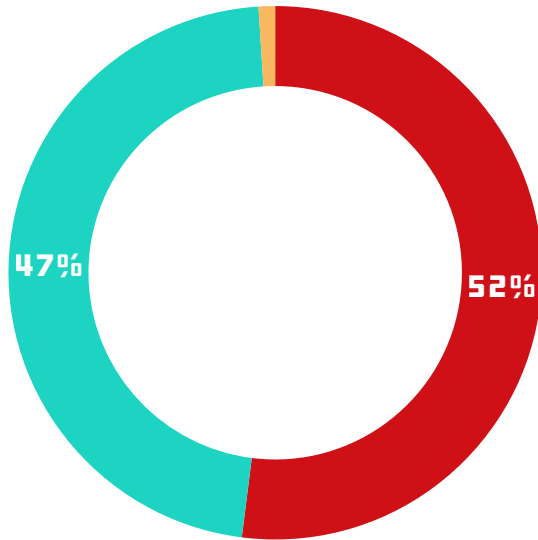
- 1-25% of trained staff
- 26-50% of trained staff
- 51-75% of trained staff
- 76-100% of trained staff



## > DO YOU PAY EMPLOYEES TO ATTEND OUTSIDE TRAINING?

Just over half of responding shops do not pay for employees to attend outside training. While this graph doesn't reflect it, further data reveals that 57% of those that do pay for training pay the employee's hourly rate while they're learning off-site.

- No
- Yes
- Sometimes



*Paying technicians to better themselves and further benefit the company they're employed by is a great way to better your shop. Investing in an employee shows them just how much you're committed to them and your company, together. I'd love to see those numbers bump way up.*

**JORDAN STEEN**  
SIX GUN DIESEL  
PERFORMANCE AND REPAIR

### Did You Know?

Respondents wrote in other types of compensation they provided, including half wages for training and dinner, as well as \$17 per hour of training plus covering the cost of training itself once it's complete.

### RP 528A



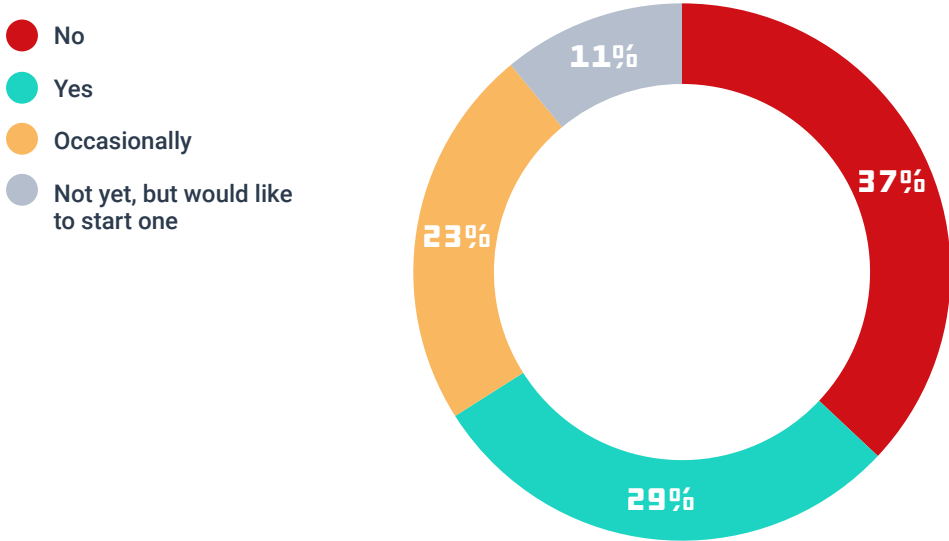
#### TECHNICIAN DEVELOPMENT PROGRAM GUIDELINES

Continuous technician training can help you hire promising techs and retain them through the years. If you decide to build your own technician development program, RP 528A lays out a process-based curriculum leading to certification.

[fullbay.com/RP528A](https://fullbay.com/RP528A)

## > DO YOU CURRENTLY OFFER AN APPRENTICESHIP PROGRAM IN YOUR SHOP?

Something to keep in mind with these numbers is that they include Canadian shops (15%), and Canada has a required heavy-duty apprenticeship program called Red Seal. So, the 29% may be slightly elevated – we suspect there are fewer apprentice programs in the United States.



### RP 546



#### CRITERIA FOR COMMERCIAL VEHICLE TECHNICIAN APPRENTICESHIP PROGRAMS

RP 546 provides guidelines to develop an apprentice program in your shop. It won't replace the traditional apprentice-to-journeyman model, but it does recommend resources and program core elements that will help you start building out.



[fullbay.com/RP546](https://fullbay.com/RP546)



# ONE NETWORK. EVERY SCHOOL. THE BEST SHOPS.

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- ✓ Support students through tours, mentorship, internships, and equipment donations
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- ✓ Help ensure the next generation of technicians is ready to enter the workforce

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**Use promo code FULLBAY26 to save \$200**



# MANAGING YOUR BUSINESS.

Managing staff is one thing; running the business is another. Shop owners need to keep an eye on finances and changing technology while trying to gauge what the immediate future holds. It's not a task for the faint of heart!

## Chapter Highlights



How shops are doing year over year



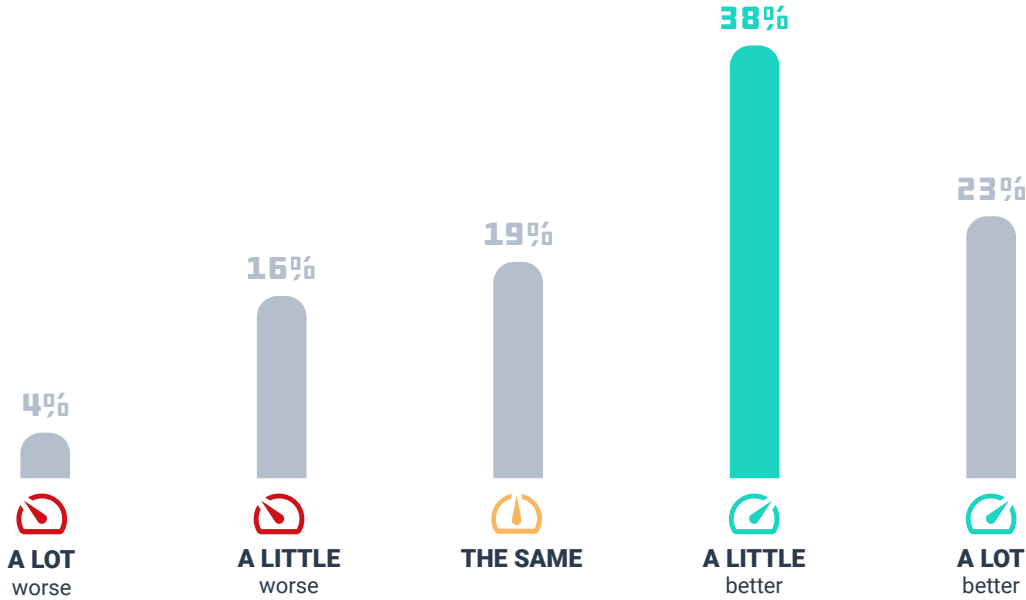
How shops communicate with customers



Planning for the future

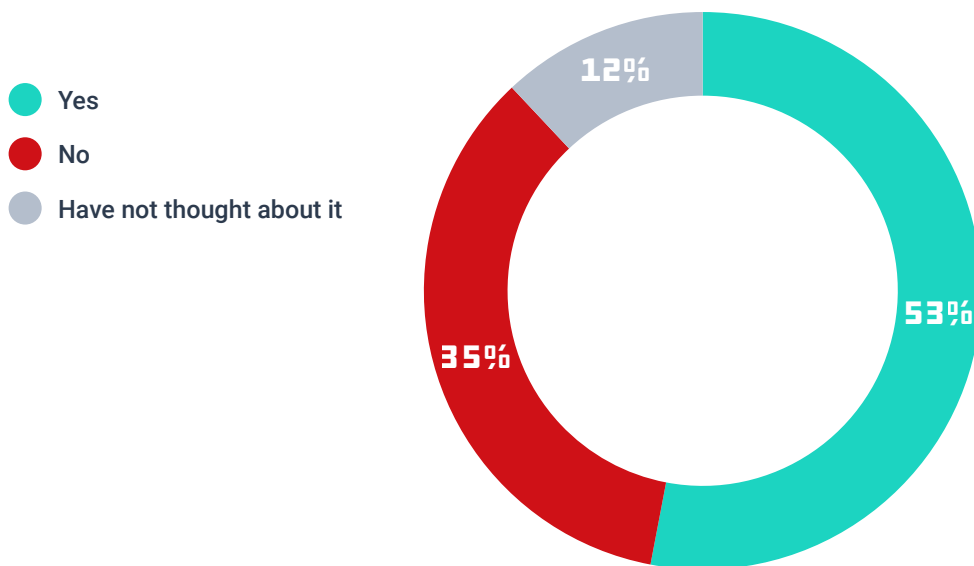
## > HOW IS YOUR BUSINESS DOING IN 2025 COMPARED TO 2024?

We're pleased to report that 61% of shops did either a little or a lot better in 2025 than in 2024. Last year, 52% of shops reported business moving a little or a lot better, so that's a small YoY improvement.

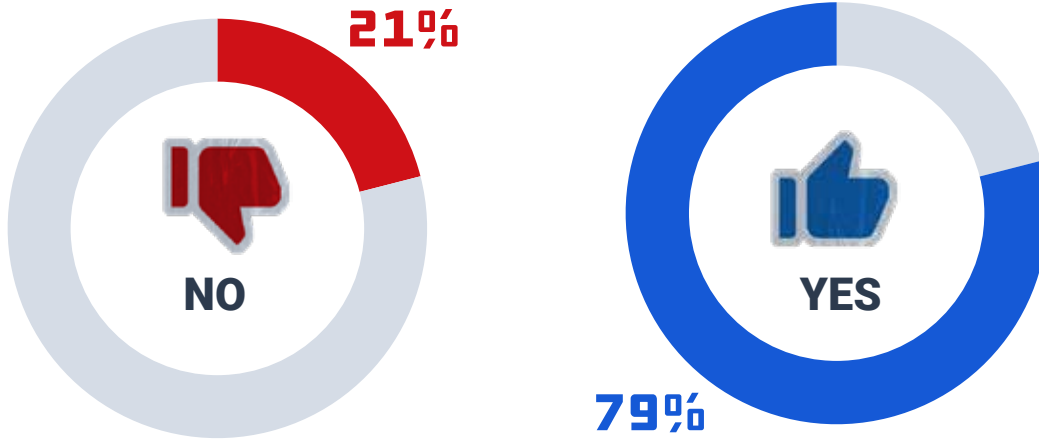


## > ARE YOU CREATING AN ANNUAL BUDGET OR FINANCIAL PLAN FOR YOUR SHOP?

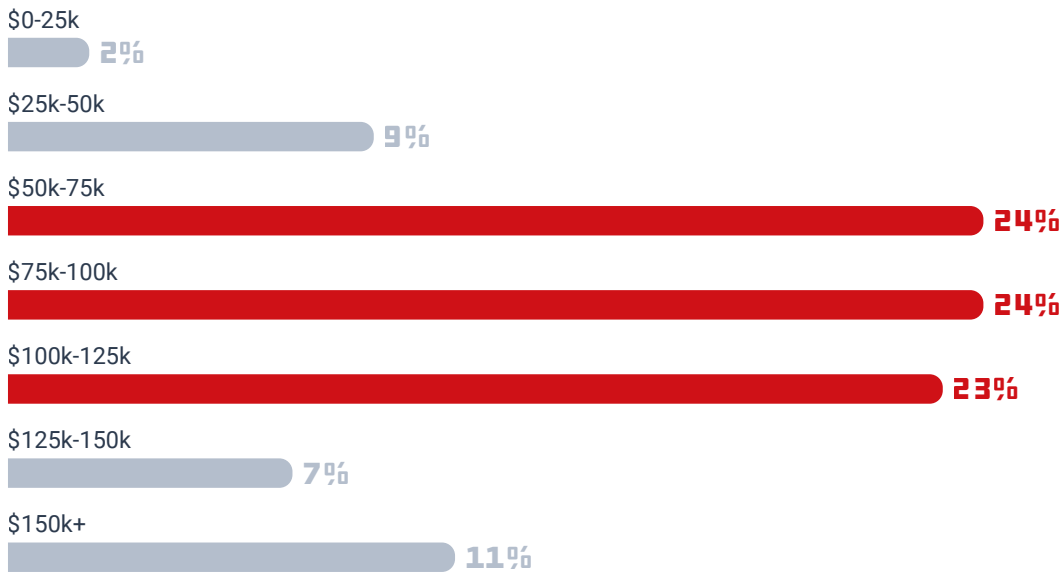
There's an old saying any business owner should pay attention to: "Those who fail to plan, plan to fail." We're pleased that just over half (53%) of responding shops do create a plan every year, but we hope the 47% that either don't or haven't thought about it give it a try soon.



## > AS AN OWNER, DO YOU PAY YOURSELF A SALARY?



## > IF SO, WHAT IS YOUR SALARY?

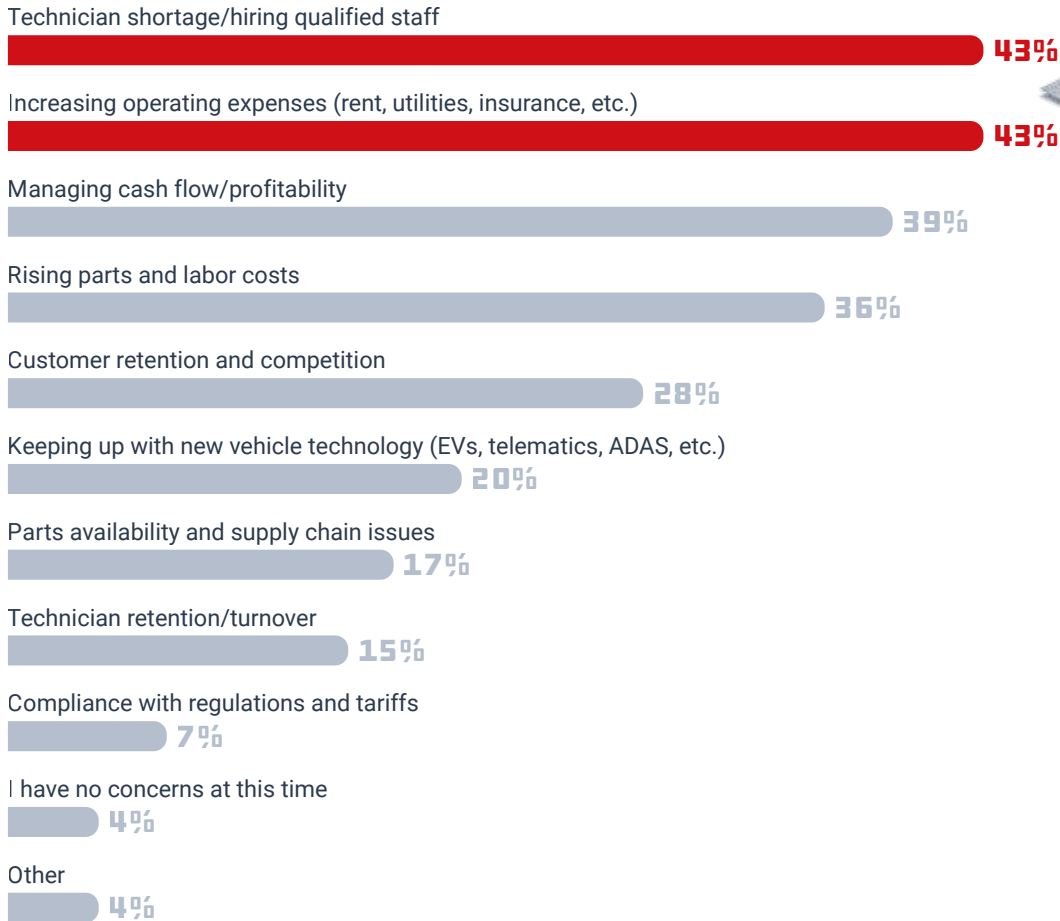


### Did You Know?

We also looked into Canadian owner salaries. Eleven percent of owners brought in \$150,000 CAD or more, while 6% brought in \$25,000-\$50,000 CAD. The median salary for Canadian owners was \$100,000 CAD.

## > WHAT IS THE TOP CONCERN FOR YOUR SHOP IN 2026?

Shop owners are equally worried about hiring qualified techs during the shortage and increasing operational expenses (43% each). It's a quick jump down to cash flow and profitability (39%), and then rising parts and labor costs (36%).



Respondents selected all that applied

*Not negotiating for lower operating expenses is often a missed opportunity. Before every negotiation, establish your walk-away point, list tradables that you can use to lower your costs, and move in small steps. Avoid negotiating on price alone, as it is a zero-sum game.*

**JAMIE IRVINE**  
 CEO,  
 HEAVY DUTY CONSULTING CORPORATION

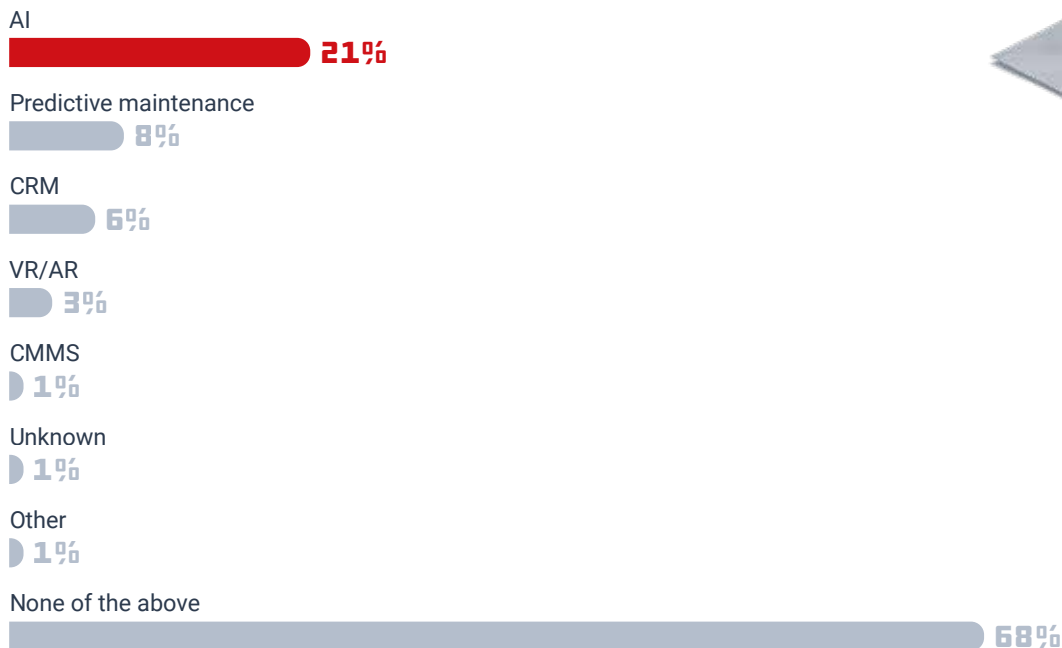


## > WHAT IS THE BEST WAY TO SCHEDULE WORK IN THE SHOP?

Phone aficionados, rejoice! Seventy-one percent of respondents believe phone calls are the best way to schedule repair work, while just 9% turn to texting. We admit that we're curious about the 10% of respondents who said "Other." We can only imagine they use email.



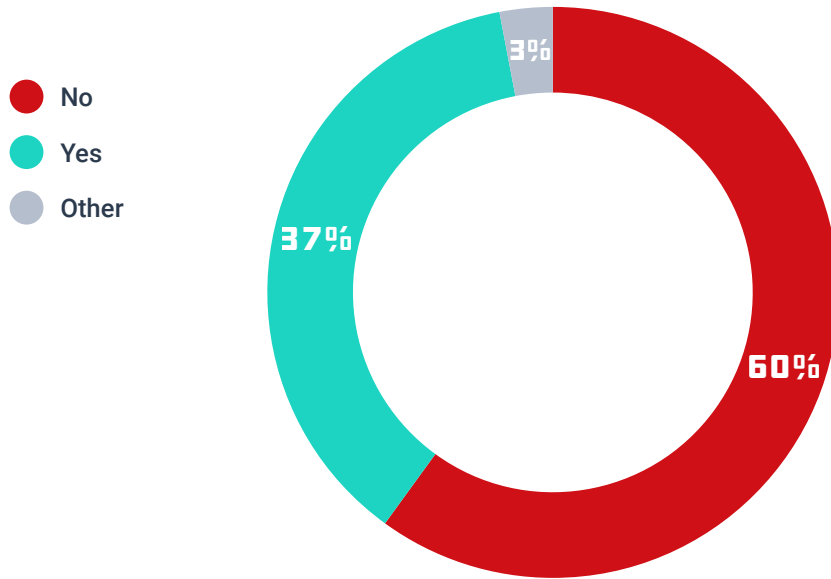
## > WHAT NEW TECHNOLOGIES HAVE YOU DEPLOYED IN THE LAST YEAR?



Respondents selected all that applied

## > HAS YOUR SHOP EVER BEEN DEFRAUDED OR SCAMMED?

Unfortunately, 37% of shops have at some point experienced fraud. Once again, we do suspect the actual number is somewhat higher, as the descriptions listed under “Other” tend to also be fraud of some sort.



### BEST PRACTICES

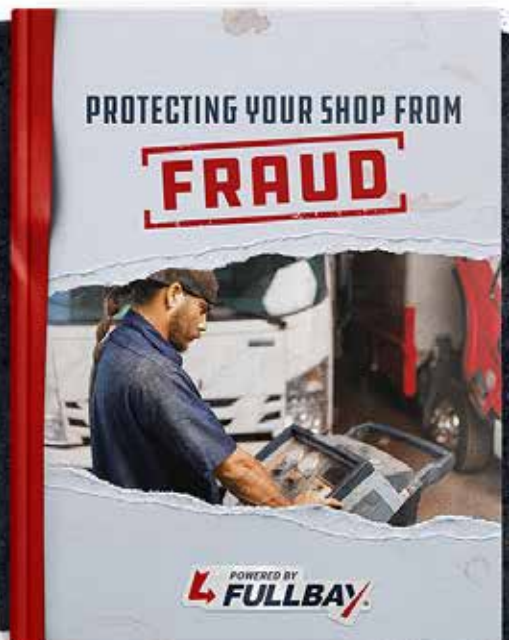
You’ve sunk time, money, and sweat into your business – so protect it! Here are a few steps you can take to insulate yourself from fraud:

- 1:** Make sure the information customers provide is consistent.
- 2:** Look into their reviews and history – do they seem well regarded?
- 3:** Listen to how they’re communicating. Is everything urgent?
- 4:** Don’t accept credit card numbers from brand-new customers over the phone. Instead, email or fax them a document to fill out their CC number, and request they send you a picture of themselves holding up their driver’s license.

## > You can’t prevent fraud if you don’t know how to recognize it.

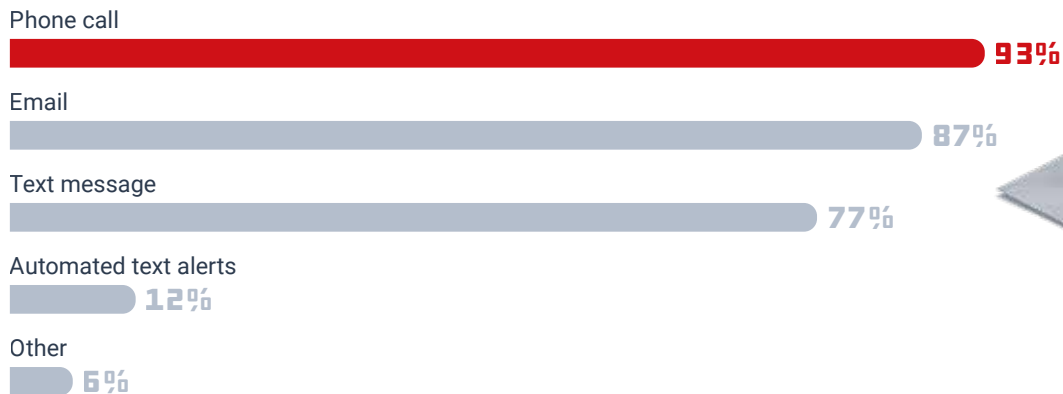
You can learn how in our free ebook, “Fullbay’s Guide to Protecting Your Shop From Fraud.” In it, Peter Cooper will walk you through the common types of fraud heavy-duty repair shops face, along with how to prevent them and how to deal with them if they do occur. It even includes a downloadable card authorization form that you can put to work right away.

[fullbay.com/fraud](http://fullbay.com/fraud)



## > HOW DO YOU CURRENTLY COMMUNICATE WITH YOUR CUSTOMERS?

Once again, the phone stands triumphant: it edged out email 93% to 87% as the primary way shops communicate with their customers.



Respondents selected all that applied

CUSTOMER

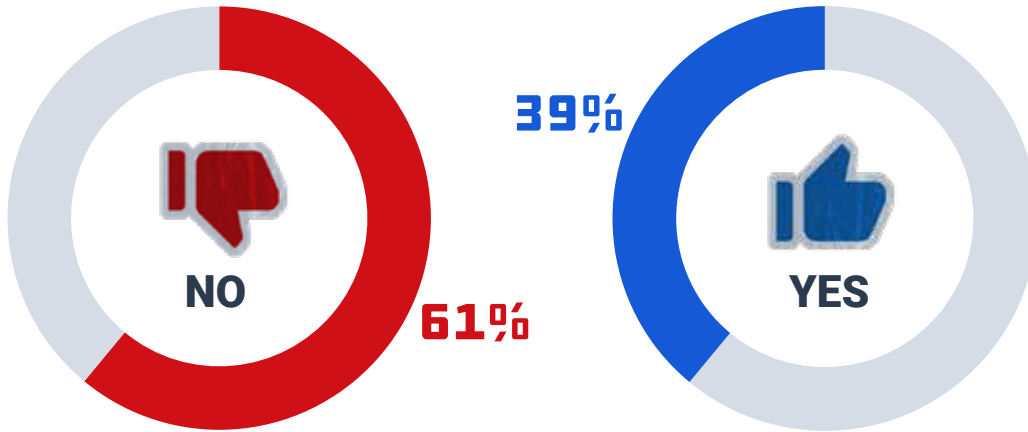
What's the status of my repair?

## 2-WAY TEXTING

Turbo charge communication with 2-Way Texting!  
Send and receive text messages without ever leaving Fullbay.

[fullbay.com/texting](http://fullbay.com/texting)

## > HAVE YOU EVER FIRED A CUSTOMER?



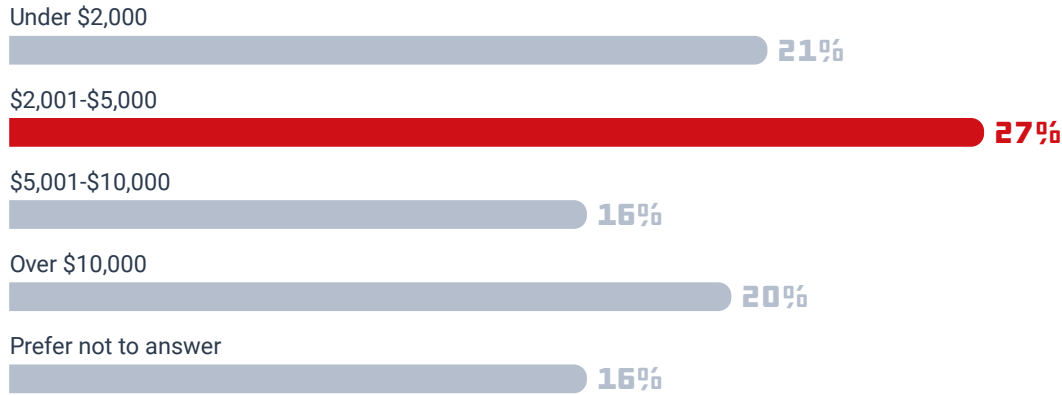
*Fire bad customers and send them to your competition.  
Spend more time serving your ideal customers.  
> Fewer problems, more profit.*

**JAMIE IRVINE**  
CEO,  
HEAVY DUTY CONSULTING CORPORATION



## > HOW MUCH ARE YOU CURRENTLY PAYING IN SHOP RENT PER MONTH?

How much a shop pays in rent will depend on how large it is and where in the country it's located. With that said, just over a quarter of respondents reported paying between \$2,000 and \$5,000. Note, this segment contains Canadian and US data.



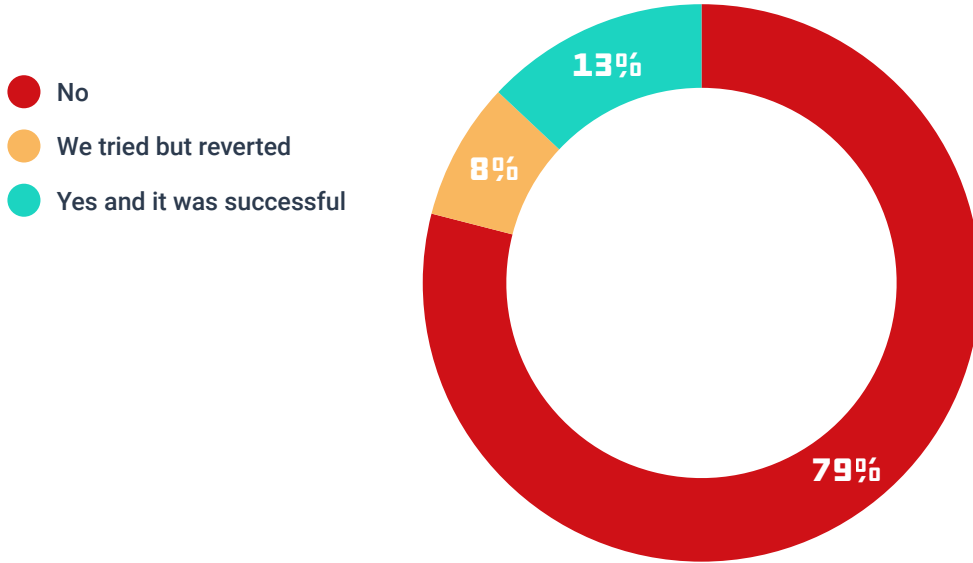
## > HOW HAVE TARIFFS OR ECONOMIC CONDITIONS IMPACTED YOUR SHOP?

The data here provides two takeaways. The first is that shops are noticing the impact of tariffs (46%) and have seen them reflected in parts pricing. The second is that these changes haven't bothered most shops (47%) too much.

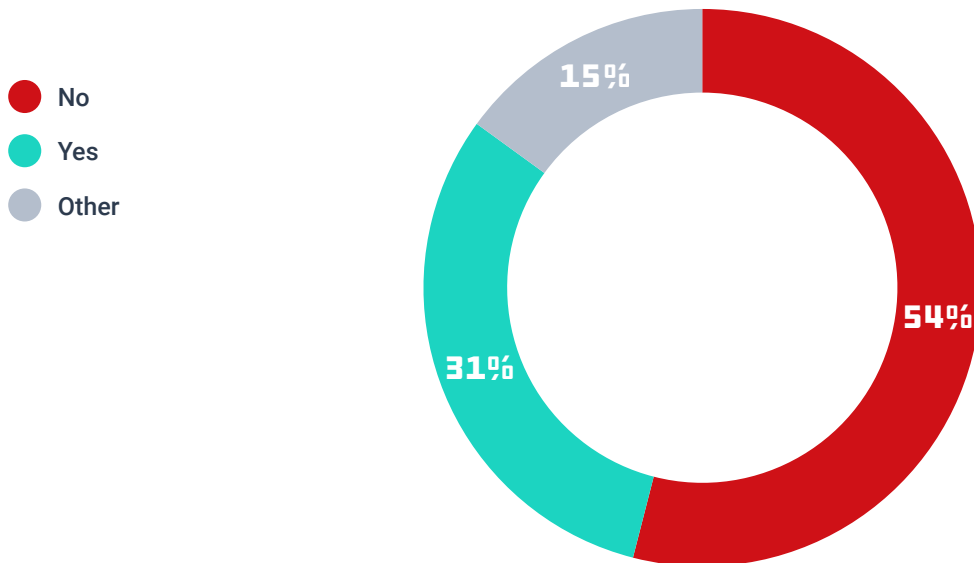


Respondents selected all that applied

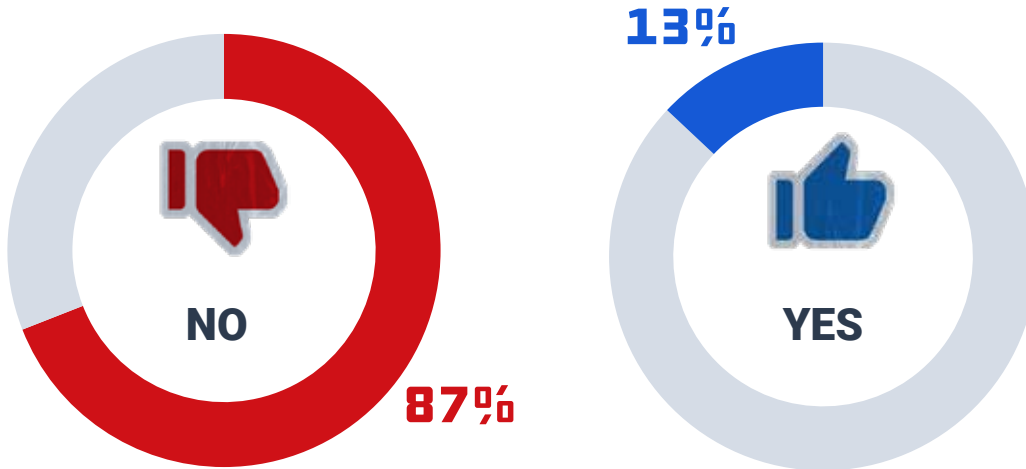
## > HAS YOUR SHOP IMPLEMENTED A FOUR-DAY WORK WEEK?



## > ARE YOU LOOKING TO EXPAND TO A NEW LOCATION IN THE NEXT YEAR?



## > ARE YOU CONSIDERING SELLING YOUR COMPANY IN THE NEXT YEAR?



**TMC ATA**

**RP 1617**

**DEVELOPING AND LEVERAGING NEXT GENERATION LEADERS**

Do you have any interest in eventually passing on your shop to the next generation? RP 1617 provides a detailed framework to help you train the next group of shop leaders, including tips on selecting successors and setting aside time to train them.

[fullbay.com/RP1617](https://fullbay.com/RP1617)

## > WHAT IS YOUR CURRENT SUCCESSION PLAN?

Most respondents (49%) don't have a plan in place. Those who do are aiming to hand the shop to a family member (19%) or sell to an outside buyer (15%), among other things.





## THE COMMERCIAL REPAIR INDUSTRY'S CONFERENCE

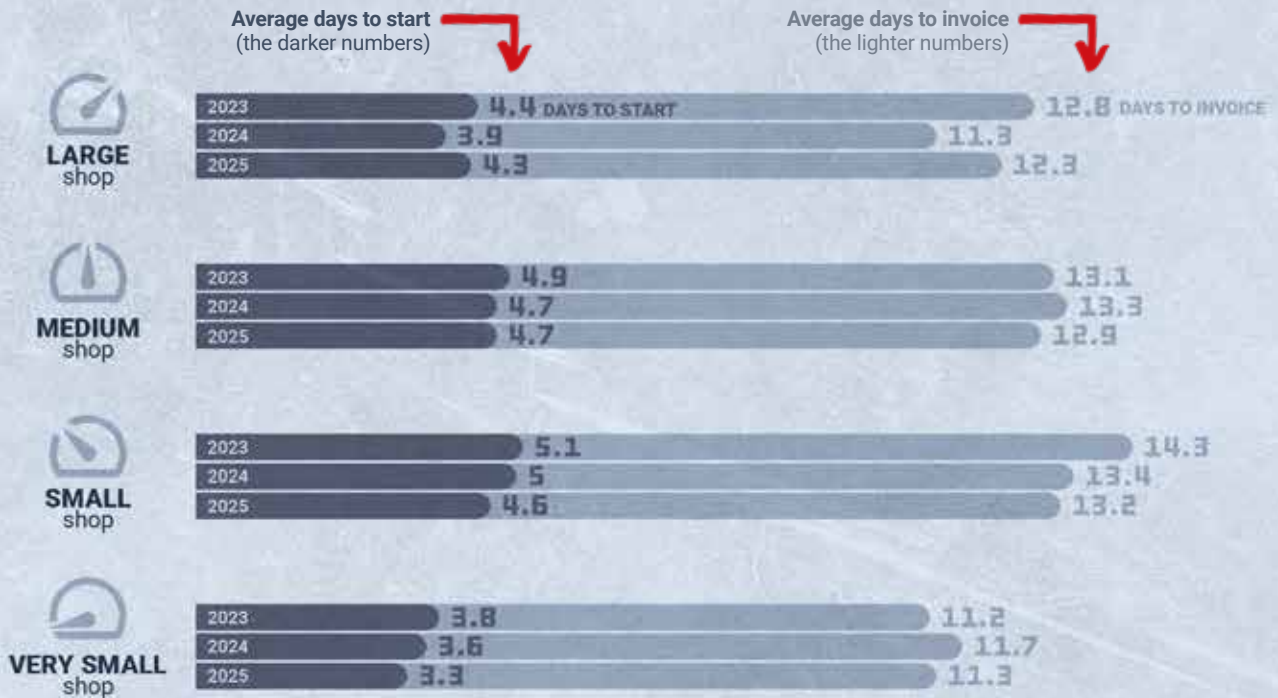
Diesel Connect is the commercial repair industry's networking and knowledge-sharing event. We bring the diesel industry together to connect, learn, and discuss everything related to heavy-duty repair.

[dieselconnectshow.com](http://dieselconnectshow.com)

# Fullbay App Data

## > HOW LONG DOES IT TAKE TO COMPLETE A JOB FROM START TO INVOICE?

How long do shops take, on average, to get from “Here’s your service order” to actually beginning the work – and how has that shifted, if at all, over time? The data shows us that shops of all sizes took fewer days to start in 2025 than in 2023. In addition, most shops also took fewer days to invoice in 2025 than in 2023. The lone exception is in very small shops, who take a marginally longer amount of time to invoice – possibly because they’re one person wearing ten thousand hats!



This graph assumes one day consists of 24 hours.

# Fullbay App Data

## > HOW ABOUT SEGMENTED BY REGION?

We're not saying Canada takes its time invoicing. The data is saying Canada takes its time invoicing. The Southeast and Midwest, meanwhile, are neck and neck as far as invoicing goes, averaging 11.2 and 11.9 days to invoice in 2025.

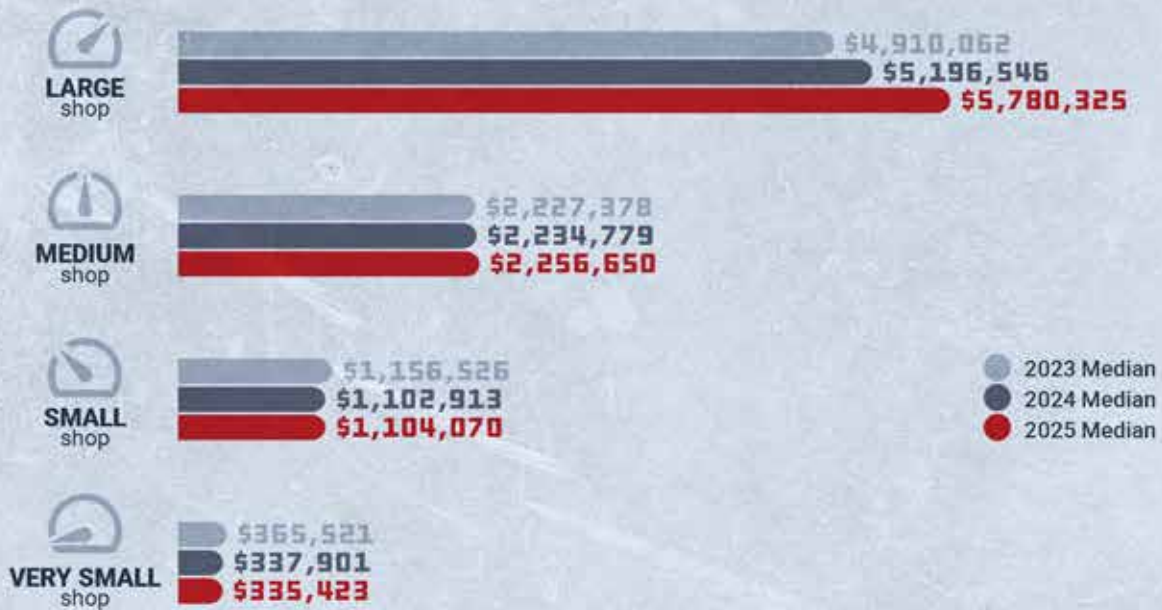


This graph assumes one day consists of 24 hours.

# Fullbay App Data

## > SHOP REVENUE SEGMENTED BY SHOP SIZE

Medium and large shops have brought in more revenue YoY since 2023, with large shops increasing their income by almost \$1 million between 2023 and 2025. This isn't entirely surprising – large shops tend to have more business, after all. Very small shops, on the other hand, have seen a small dip with each year.



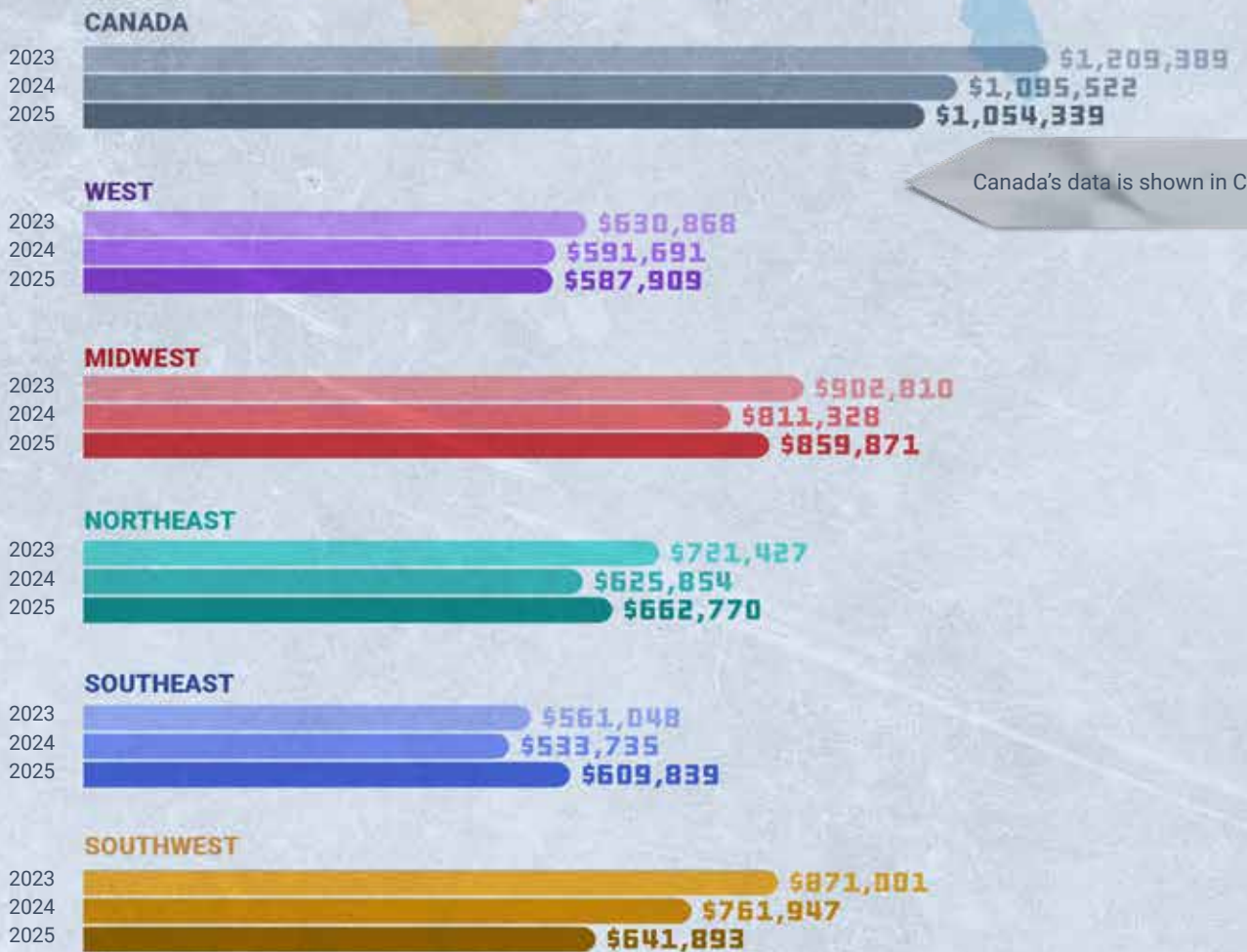
## Annual Totals For All Shops



# Fullbay App Data

## > SHOP REVENUE SEGMENTED BY REGION

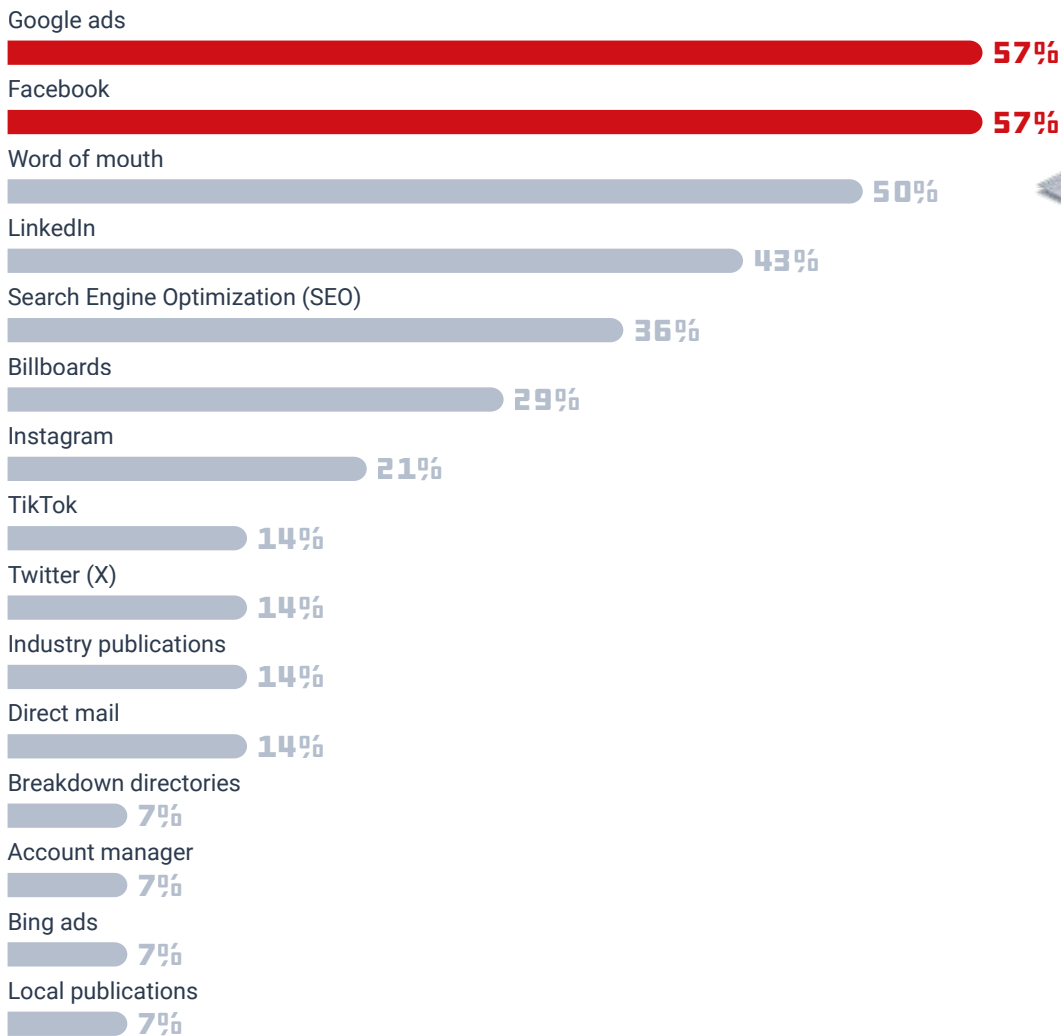
The data tells us the industry saw a contraction in 2024, with shops in every region seeing less revenue than they did in 2023. The Northeast and the Southeast recovered somewhat in 2025, though only the Southeast exceeded what it made in 2023.



Canada's data is shown in CAD

## > HOW DO YOU CURRENTLY ADVERTISE YOUR SHOP?

Folks, we've got a tie! Shops turn most frequently to Google Ads and Facebook when they advertise their operations. Next was word of mouth and Search Engine Optimization (SEO). We were pleasantly surprised by the 29% who are using billboards...very cool!



Respondents selected all that applied

*Establish your objective before you spend money on marketing. Awareness campaigns have very different success metrics than conversion campaigns.*

**JAMIE IRVINE**

CEO,  
HEAVY DUTY CONSULTING  
CORPORATION



## > IN REGARD TO MARKETING TACTICS, WHICH OF THE FOLLOWING DO YOU RANK AS MOST IMPORTANT?



Paid search



Partnerships with fleets/vendors



Social media marketing



Billboards/print

## > WHAT ANALYTICS ARE MOST IMPORTANT TO YOU WHEN ASSESSING YOUR MARKETING EFFORTS?



Return on investment (ROI)



Website traffic



Ad conversions



Ad spend

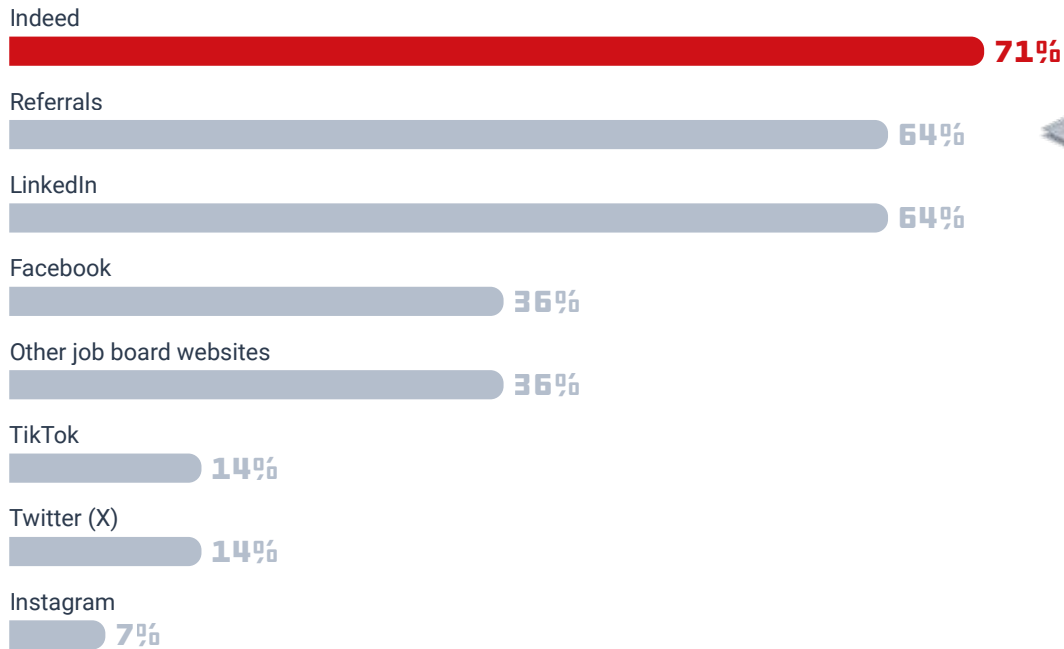


A webinar series for (and by) shop owners. Overcome your greatest commercial repair shop obstacles with candid advice from real shop owners who have seen it all.

[fullbay.com/roundtable](http://fullbay.com/roundtable)

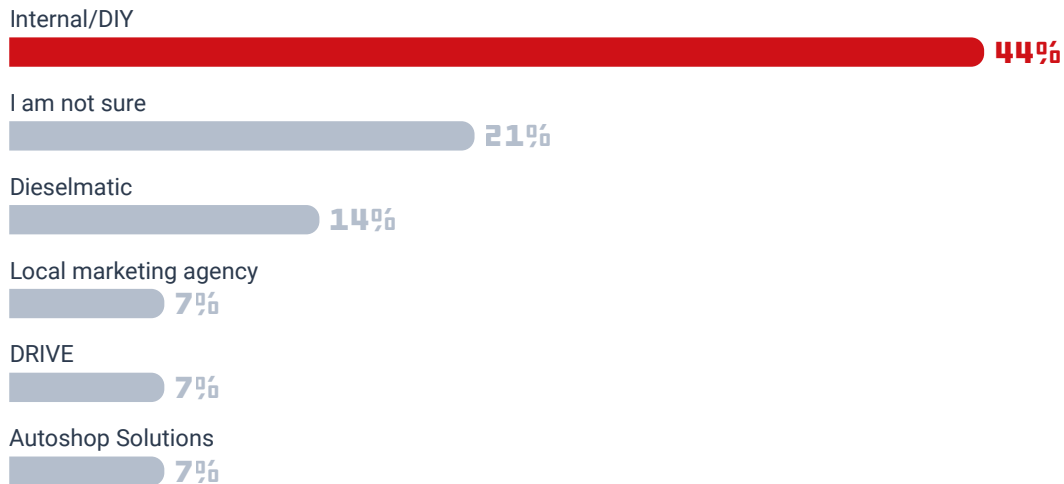


## > WHAT MARKETING CHANNELS DO YOU USE TO RECRUIT NEW TECHNICIANS?



Respondents selected all that applied

## > WHAT COMPANY DEVELOPED YOUR WEBSITE AND/OR RUNS YOUR MARKETING?





# AI'S ROLE IN HEAVY-DUTY.

Most shops haven't fully implemented AI yet, but many are starting to experiment with it — and a lot more are excited about what it might do in the future. We're excited to see how this chapter changes in the years to come!

## Chapter Highlights



How shops are currently using AI



What AI features shops most want to see



How shops want to use AI in the future

*The suppliers of parts and services to the trucking industry should focus on making their customers more productive. AI technology should be evaluated through the lens of how it empowers your people to produce more on behalf of your customers. Everything else is just hype without impact.*

**BOB  
CORNWELL**

SR. DIRECTOR,  
MEDIUM / HEAVY  
VEHICLE TEST  
DEVELOPMENT,  
ASE



## > HOW DO YOU CURRENTLY USE AI IN YOUR SHOP?

The vast majority of respondents (65%) do not use AI in their shop. Those that do, however, are having it help out with diagnostics (19%) and customer service/communications (18%).

Diagnostics support



Customer service/communications



Inventory management



Scheduling



Other



We don't currently use AI



Respondents selected all that applied

## > HOW WOULD YOU LIKE TO USE AI IN THE FUTURE?

Sure, AI has its uses now...but what will things look like in a few years? Sixty-one percent of respondents would like to see AI as an eventual helper/colleague for technicians. Another 45% see its potential value for predictive maintenance. But not everyone is sold on AI, including this respondent who wrote in, "Remember Terminator!"

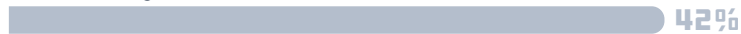
Technician support (diagnostics/training)



Predictive maintenance



Parts ordering



Customer communication



Financial/administrative tasks



We do not plan to use AI



Other



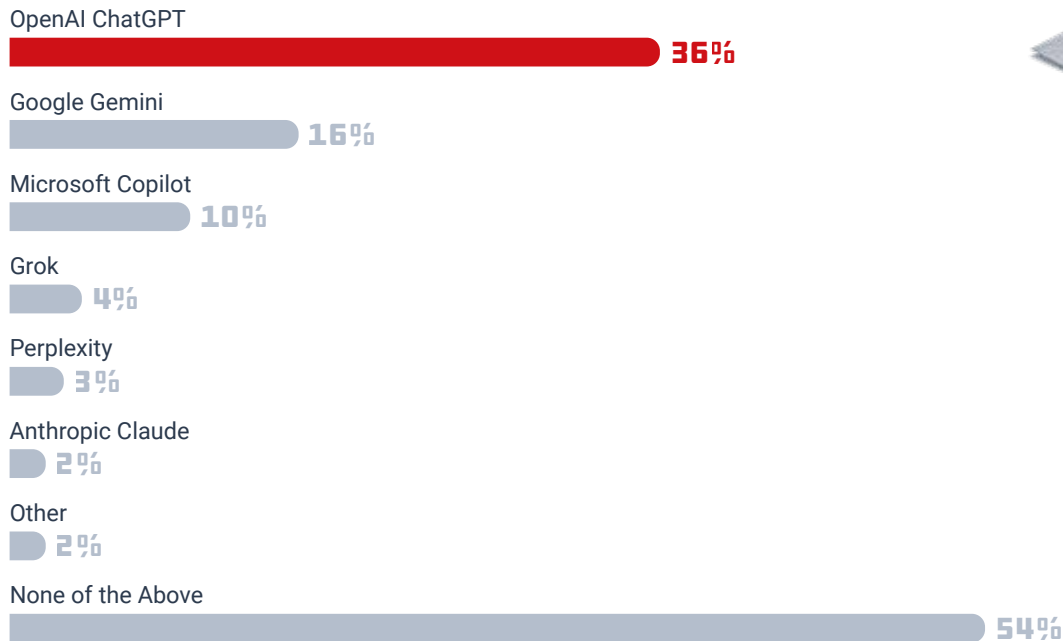
Not sure



Respondents selected all that applied

## > WHICH LARGE LANGUAGE MODELS (LLMs) OR AI TOOLS DO YOU CURRENTLY USE IN YOUR SHOP, IF ANY?

ChatGPT has been the face of commercial AIs for the last few years, so it's not surprising that 36% of shops that use AI have turned to it. As for the 54% of respondents that marked "None of the Above," we're assuming most of them aren't using AI at all (although one did write in "Fullbay").



Respondents selected all that applied



**FULLBAY**

+

**AI**

Fullbay's AI-powered Service Order instantly captures and cleans up technician notes, delivering professional, consistent repair records, so your techs spend more time wrenching and less time typing.

~~Air filter replaced~~ Replaced clogged air filter

[fullbay.com/ai](https://fullbay.com/ai)

## AI For Inventory

### > HAS AI HELPED YOU MANAGE YOUR INVENTORY IN THE PAST YEAR?

We've certainly seen AI prove its use in service orders, but has it had an impact on inventory? The answer there is not really...so far.

We don't currently use AI for inventory

93%

Identifying slow-moving or obsolete parts

5%

Automatic parts reordering based on stock levels

4%

Predictive forecasting based on usage history

4%

Vendor integration for real-time availability and pricing

3%

Other

3%

Respondents selected all that applied

### > WHICH AI-DRIVEN INVENTORY FEATURES WOULD YOU BE MOST INTERESTED IN?

Respondents are very interested in future iterations of AI performing vendor price comparisons and suggesting substitutions for unavailable parts – both jobs that would chew up good portions of a parts person's day.

Automatic vendor price comparisons

41%

Suggested substitutions for unavailable parts

41%

Predictive alerts for restocking before demand spikes

36%

Automated reporting on parts profitability and turnover

33%

Inventory optimization across multiple shop locations

21%

We're not planning to use AI for inventory

44%

Respondents selected all that applied

V

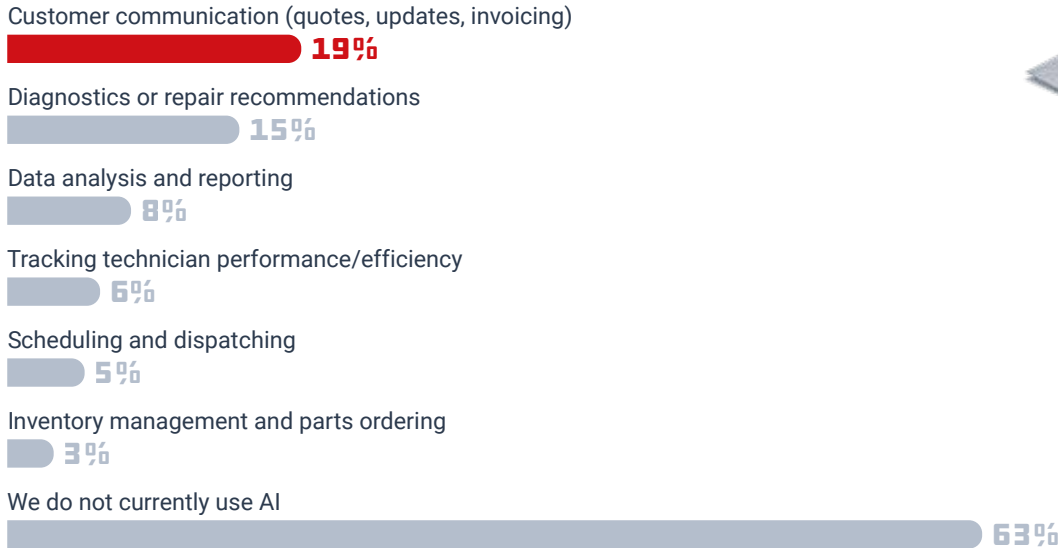
#### WE ALSO ASKED WHAT BENEFITS HAVE BEEN SEEN FROM USING AI IN INVENTORY

Some shops are reporting better accuracy in demand forecasting and improved visibility into inventory across locations (both 5%), so we're eager to see where it goes.

# AI For Service Managers

## > IN WHICH AREAS DO YOU CURRENTLY USE AI TOOLS TO SUPPORT YOUR ROLE AS A SERVICE MANAGER?

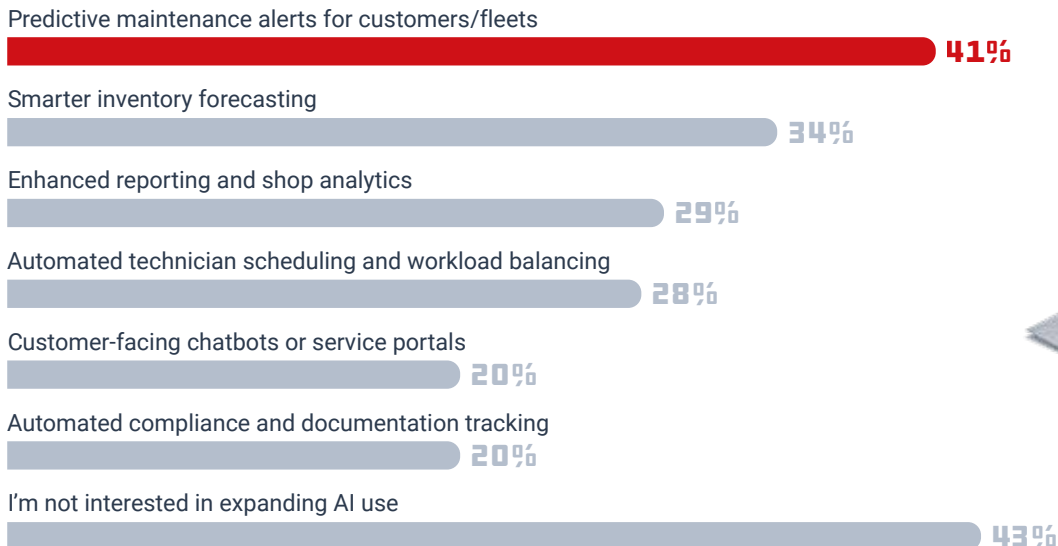
Service managers find AI is most useful when communicating with customers; 19% of the service managers who use AI state it's quite helpful with sending quotes and invoicing.



Respondents selected all that applied

## > HOW WOULD YOU LIKE TO USE AI IN YOUR SHOP IN THE FUTURE?

Forty-one percent of service managers using AI would like to see it issuing predictive maintenance alerts down the line. Others hope to see smarter inventory forecasting (34%) and customer-facing chatbots or service portals (20%).



Respondents selected all that applied

### V WE ALSO ASKED WHAT BENEFITS SERVICE MANAGERS HAVE SEEN FROM USING AI

Of the service managers who have used AI, 23% report reduced administrative workload and improved technician productivity. Eighteen percent also noticed faster customer response times — possibly due to sending out estimates and invoices at greater speed.

## OUR PARTNERS



# MOTOR



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