

The Hidden Recall Revenue Around You

Dealership Service Recall Profitability Report

How certified OEM dealerships can identify local, brand-serviceable recall demand, model revenue potential, and improve fixed ops capture.



A practical report for service leaders, fixed ops executives, dealer principals, and multi-rooftop groups evaluating how local recall visibility can translate into measurable repair-order activity, revenue, and customer retention.

RECALLS
near me

[Scan Your Local Market for Recall Opportunities](#)

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Central Thesis

Certified OEM dealerships can treat local recall visibility as a fixed ops growth lever, not just a compliance issue, because nearby, brand-serviceable recall demand can be identified, worked through a repeatable process, and converted into meaningful repair-order volume, revenue, and customer retention.

That opportunity becomes more practical when dealerships build relationships with non-certified used car lots, which can serve as recurring source accounts for recall-eligible VIN opportunities rather than one-time leads. Through those partnerships, a single lot may generate an ongoing stream of serviceable vehicles over time.

Recalls Near Me helps make that opportunity operationally useful by helping dealerships surface local market demand, support BDC outreach and partner development, manage VIN-level workflow, and track progress through completed repair. In that context, recall strategy becomes more than a safety communication exercise. It becomes a structured fixed ops approach to uncovering hidden local demand, improving capture, and measuring real repair activity across the service lane.



Why recall visibility deserves a place in the fixed ops growth conversation

For many dealership operators, recalls are treated primarily as a service obligation rather than a market visibility issue. That framing misses the larger business question. The more useful question is not how many recalls exist nationally. It is how much serviceable recall demand may exist near the rooftop, how visible that demand is, and whether it is meaningful enough to justify process attention.

That question matters in today's market. The U.S. light-vehicle fleet reached 289 million vehicles in operation in 2025, and the average vehicle age rose to 12.8 years, indicating that vehicles are staying on the road longer and requiring more service attention over time.[1] CARFAX also reports that roughly 1 in 5 cars in the U.S. have an unfixed recall, while NHTSA reporting continues to show that recall completion remains meaningful but incomplete.[2][3]

This creates a practical operating issue for certified OEM dealers. Open recall demand may exist in the local market, but much of that opportunity is not naturally surfaced through standard service lane workflows. That makes recall capture less of a compliance topic and more of a visibility, process, and fixed ops economics conversation.

The fixed ops context reinforces the point. Cox Automotive's 2025 Service Industry Study shows dealership share of service visits at 29% in 2025, down from 33% in 2018, suggesting dealers are competing for a smaller share of total service activity even as overall repair demand remains strong.[5]

This report presents a simple framework for evaluating that opportunity: start with local, serviceable recall demand; apply transparent assumptions; estimate monthly and annual revenue potential; and determine whether the opportunity merits operational focus. The goal is not to inflate potential. The goal is to evaluate whether better local recall visibility can support fixed ops growth, lane utilization, and customer retention.

289M Light vehicles in operation U.S. light vehicles in operation in 2025[1]	12.8 years Average vehicle age Vehicles are staying on the road longer[1]
1 in 5 Cars with open safety recalls CARFAX estimate for open safety recalls[2]	29% Dealer share of service visits Down from 33% in 2018[5]

Sources: S&P Global Mobility; CARFAX; Cox Automotive.[1][2][5]

Key takeaways

- Recall demand should be evaluated locally, not just nationally.
- Visibility alone does not create booked work; process and execution matter.
- Even modest capture can be meaningful when modeled with clear assumptions.

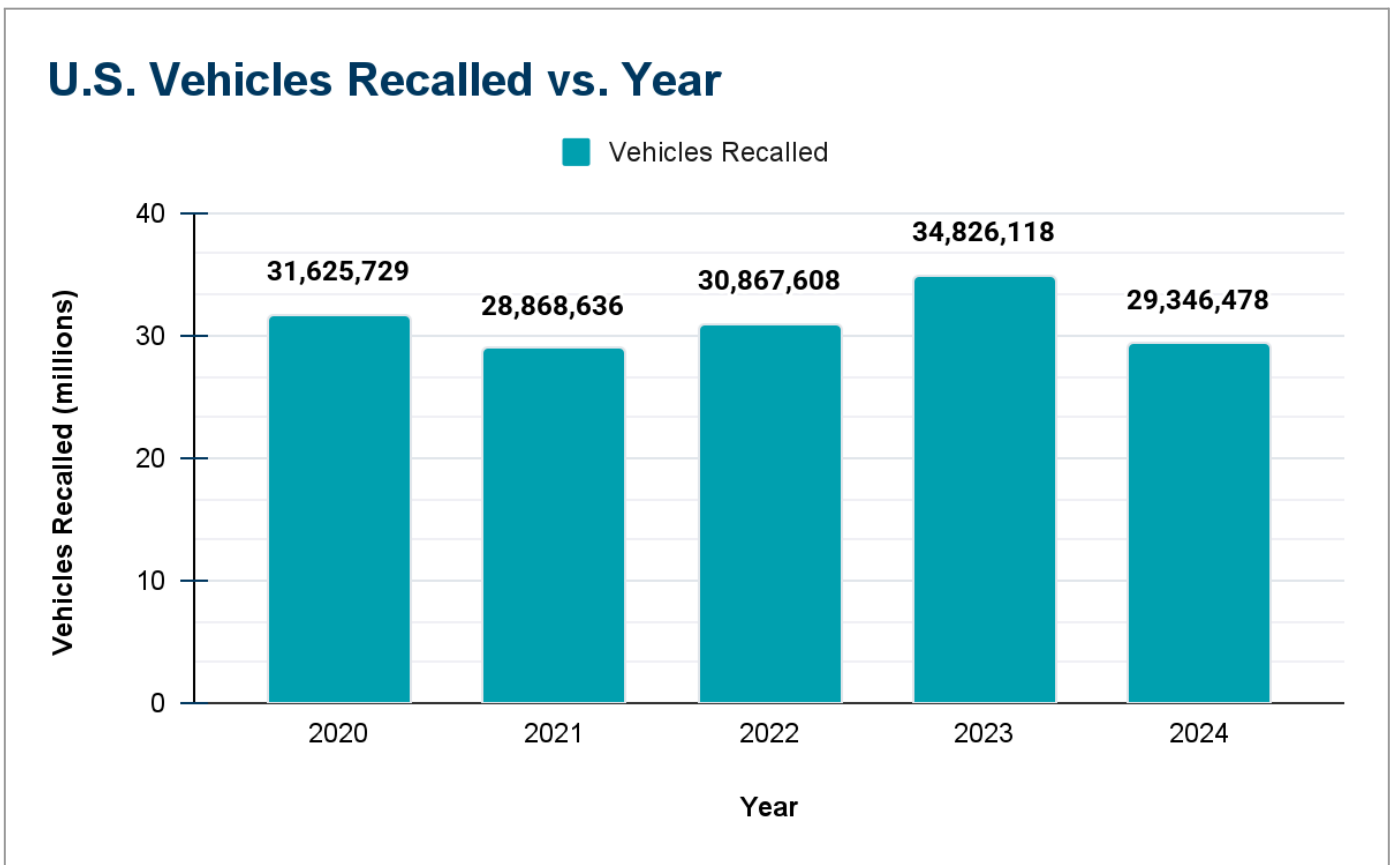


The market conditions make recall visibility more relevant now

Recall visibility has become more important because it sits at the intersection of several trends already affecting dealership operations.

First, vehicles are staying on the road longer.

According to S&P Global Mobility, the average vehicle age in the U.S. reached 12.8 years in 2025, with total light-vehicles reaching 289 million. Older vehicles create more service demand over time, increasing the value of any workflow that helps dealers identify legitimate service opportunities more efficiently.[1]



U.S. Vehicle Recall Affected Population by Year
Annual vehicle recall volume shows that recall-related demand continues to affect a meaningful number of vehicles each year.[3]

Source: NHTSA annual vehicle recall summaries.[3][4]

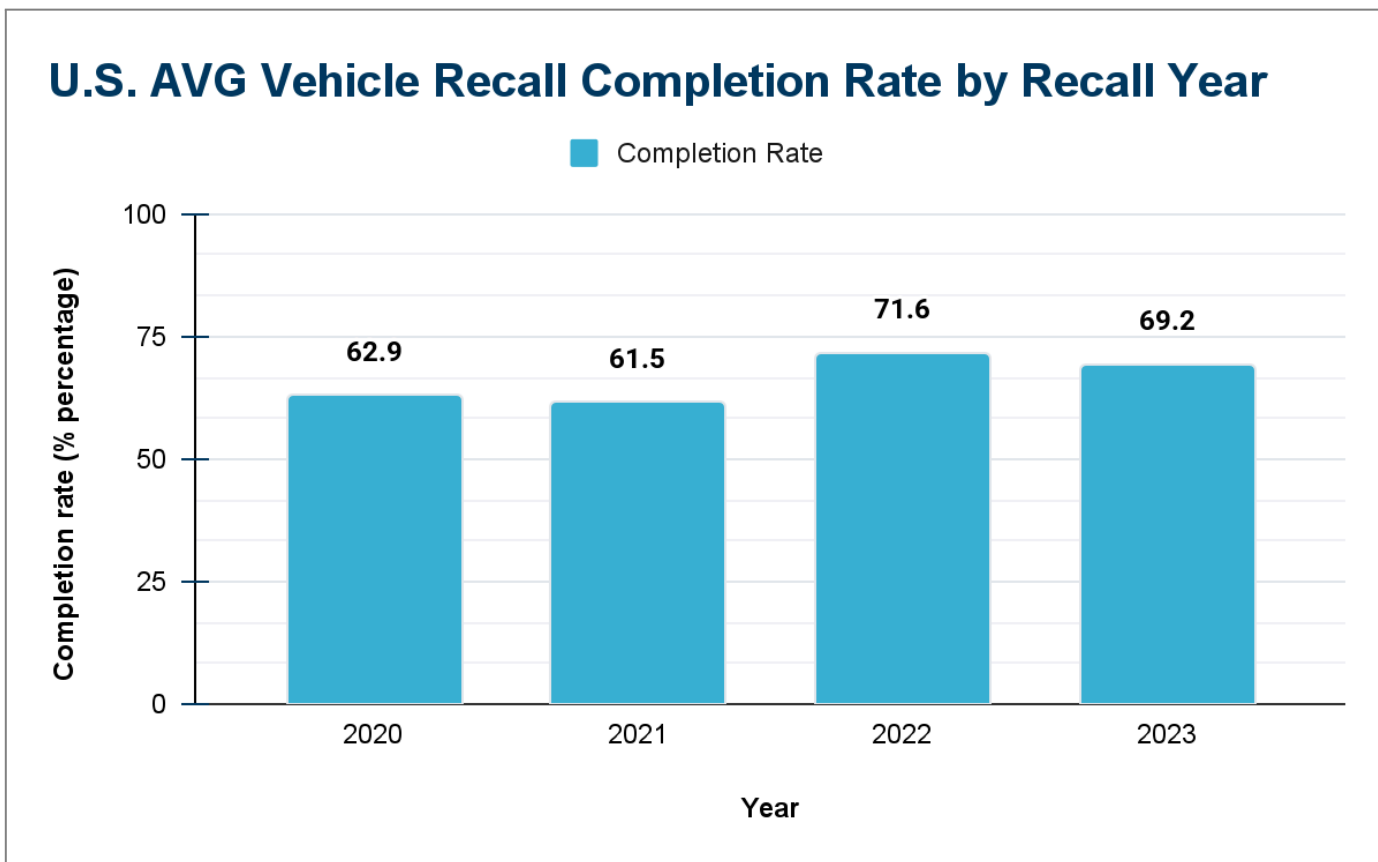


Second, open recalls remain widespread.

CARFAX reports that roughly **1 in 5 cars** on U.S. roads had an open safety recall. That does not mean every open recall becomes a repair order. It does mean recall-related demand remains present in the market at a meaningful scale.[2]

Third, completion is still incomplete.

NHTSA annual recall reporting shows that average vehicle recall completion rates remain below full completion and vary by recall year, indicating that a **substantial share of recall-related demand remains unresolved** after recalls are issued.[3][4]



*Average Vehicle Recall Completion Rate by Recall Year
Recall completion remains meaningful but incomplete,
leaving a portion of recall-related demand unresolved over time.[4]*

Source: NHTSA Annual Recalls Report, completion-rate analysis.[4]

Fourth, dealers are under pressure to defend service share.

Cox Automotive reports that dealership **share of service visits declined from 33% in 2018 to 29% in 2025**, even while fixed ops remains an increasingly important part of dealership economics.[5]



Taken together, these conditions support a simple conclusion: recall visibility is no longer just an operational nice-to-have. It is increasingly relevant to how dealerships think about service demand, customer contact opportunities, and fixed ops growth.

From national recall volume to local dealership opportunity

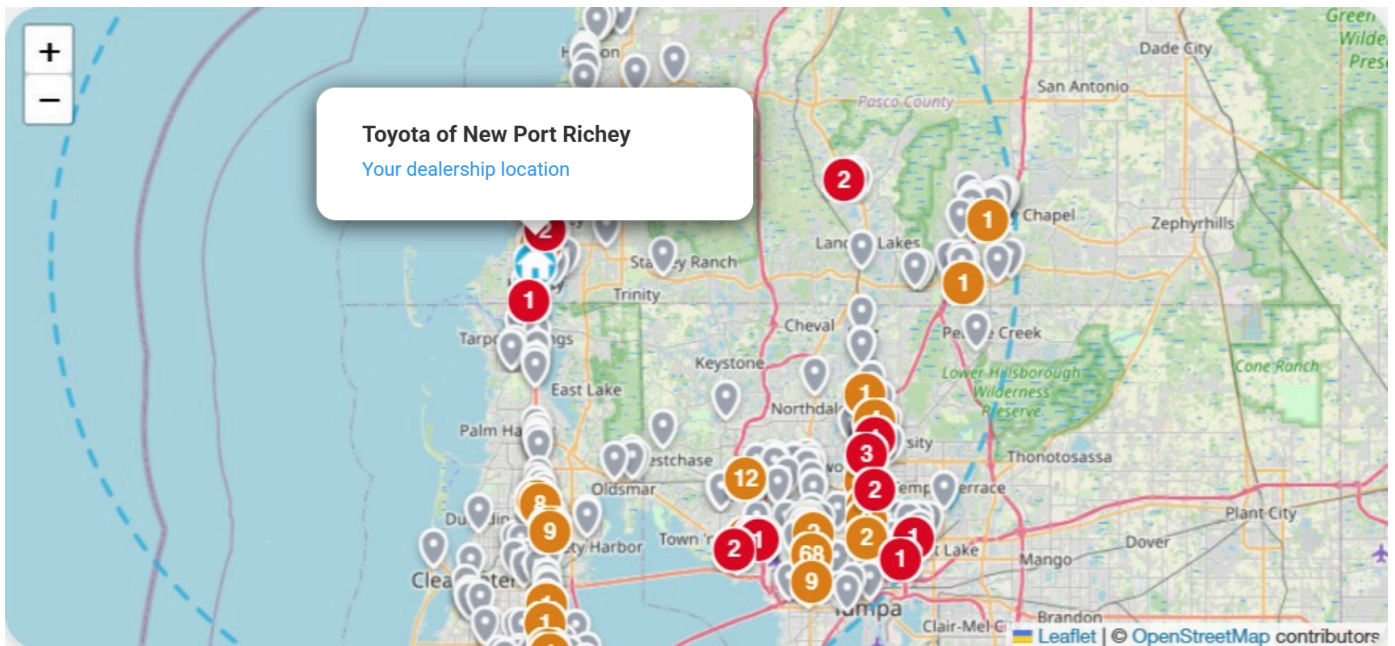
National recall counts help establish scale, but they do not tell a dealership what to do.

A store cannot operate from a national number. It can only act on the subset of recall-related demand that is in its local market, relevant to its certified service operation, visible in time to act on, and practical to route into an appointment and completed repair order.

That distinction matters. A large national recall population may sound significant, but dealership decision-makers need a narrower and more actionable view. **The better operating question is this:**

How much serviceable recall demand may exist near this rooftop?

That is where local visibility becomes more valuable than general awareness. For dealership leadership, the opportunity is not all recalls. It is the subset of recall-related demand that is local, brand-serviceable, visible in time to act on, and practical to work through a repeatable process.



Local Market Scan

A 25-mile account view showing nearby source locations and the count of open-recall vehicles that directly match the certified rooftop's OEM brand.

Source: Recalls Near Me platform screenshot, March 12, 2026.

This market view shows a 25-mile radius around the certified OEM service center controlling the account in Recalls Near Me. Each map location represents a nearby source account, and each marker count reflects vehicles at that location with open recalls that directly match that rooftop's OEM brand. In that form, recall demand becomes operationally useful: the account owner can identify opportunities in-market, prioritize outreach, engage relevant locations, and manage the workflow through completion inside RNM.

This is why recall strategy should be tied to fixed ops planning rather than treated only as a safety communication issue. Once recall demand is narrowed into local, brand-serviceable opportunities, leadership can begin evaluating it like other service opportunity streams: by market coverage, source-account concentration, workflow status, expected conversion, lane capacity, repair-order value, and completed revenue contribution.

A management view of market scope, account activity, and operating relevance

Once recall opportunity is narrowed into a local, brand-serviceable market view, leadership needs a higher-level way to assess whether that opportunity is meaningful enough to manage.



National recall volume becomes operationally useful only after it is narrowed into local, brand-serviceable opportunities and translated into measurable account activity.

A market view shows where the opportunity exists. A summary account view helps leadership evaluate what that opportunity looks like at the rooftop level.

Instead of treating recall demand as a broad market concept, dealership operators can begin reviewing the account through a more practical operating lens: market radius, used-car-lot coverage, average modeled recall repair value, and current activity across key opportunity stages. In that form, local visibility becomes easier to assess, prioritize, and manage.

This matters because leadership does not need surfaced volume alone. It needs a concise view of whether the opportunity appears broad enough, active enough, and measurable enough to justify follow-up, staffing attention, and process discipline. A high-level dashboard helps connect visible recall demand to operating relevance before the analysis moves deeper into workflow execution, conversion, and modeled revenue.



Toyota of New Port Richey

TOYOTA

MONTHLY · ACTIVE

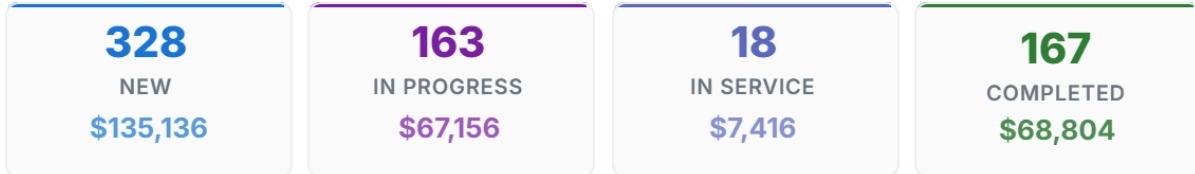
📍 3001 U.S. 19, Holiday, FL, 34691

25 MI RADIUS

453 USED CAR LOTS

AVG RO \$412

OUTREACH PIPELINE



Dashboard Summary View in Recalls Near Me

A high-level account view showing 25-mile market scope, used-car-lot coverage, average RO value, and pipeline activity from newly surfaced opportunities through completed repair.

Source: Recalls Near Me platform screenshot, March 12, 2026.



RNM creates a workable path from hidden recall demand to completed repair

Legitimate recall-related demand may exist in the market, but it is often missed because it does not enter the dealership through the same path as a normal inbound service appointment.

That is the operating challenge. The opportunity exists, but it may sit outside the store's normal service-lane visibility, outside routine retention workflows, and outside the team's day-to-day scheduling habits. As a result, dealerships may not see the opportunity early enough, route it consistently, or carry it through to completed repair. That challenge is already reflected in the paper's current framing of visibility, workflow, and execution gaps.

Recalls Near Me helps open a new path for that work. Instead of disrupting the dealership's existing service workflow, it adds a structured operating layer that helps teams identify local recall opportunity, manage outreach and partner development, and move individual VINs through a clear pipeline from discovery to completed repair.

Stivers Ford North
130 Peachtree Industrial Blvd, Sugar Hill, GA, 30518

25 MI RADIUS 476 USED CAR LOTS AVG RO \$120

YOUR DEMO RESULTS
USED CAR LOTS: 476 POTENTIAL RECALLS: 1,921

Start Now

Last audit run: Mar 31, 2026, 10:23 AM EDT

828 Used Car Lots VIN My Used Car Lot Search VIN, dealership, notes... All Dealerships Status Recall Type NOTES

New 1798 **In Progress** 12 **In service** 45 **Completed** 0

Year	Model	Recall Type	Count	Distance	Dealership
2023	Ford Transit Connect XL	MAJOR	1	3.6 mi away	Mall of Georgia Chrysler Dodge Jeep R...
2016	Ford Mustang GT Premium	MAJOR MOBILE	5	4.6 mi away	Autonation VW Mall of Georgia
2016	Ford Taurus Limited	MAJOR MOBILE	4	2.8 mi away	Herrera Auto Sales LLC
2013	Ford Mustang V6 Premium	STOP DRIVE MAJOR	6	3.6 mi away	Mall of Georgia Chrysler Dodge Jeep R...
2016	Ford Mustang Shelby GT3...	MAJOR MOBILE	5	8.8 mi away	Atlanta Car Cruiser
2017	Ford Mustang EcoBoost	MAJOR MOBILE	6	2.8 mi away	Herrera Auto Sales LLC

Visibility Gap Solution

Local Market Search helps the account identify nearby, brand-serviceable recall opportunity within its market. RNM also surfaces recall-relevant vehicles from the dealership's own inventory under My Used Car Lot, giving teams visibility into both external and internal opportunity sources.



Workflow Gap Solution

The B2B Used Car Lots Pipeline helps teams organize outreach, develop source-account relationships, and manage opportunity beyond one-off discovery. Instead of treating each recall vehicle as an isolated event, dealerships can work nearby used car lots as recurring partners and build a more repeatable outreach process.

Execution Gap Solution

At the VIN level, RNM supports execution through a clear operating pipeline: New → In Progress → In Service → Completed. This helps teams manage qualification, follow-up, service progression, and completion in a more structured way so visible opportunity has a clearer path to becoming measurable repair activity.

Taken together, these workflows help dealerships do more than simply see local recall demand. They help create a repeatable path for turning hidden opportunity into booked work, completed repair orders, and more measurable fixed ops contribution.

What the opportunity may be worth when visible demand becomes measurable

Once a dealership has a clearer view of local recall opportunity and a workable path for moving that opportunity through Recalls Near Me, the next question is whether the economics are meaningful enough to justify consistent operational focus.

Dealership leadership does not need a large abstract opportunity number. It needs a disciplined way to estimate whether visible, brand-serviceable recall demand may translate into enough completed repair activity to matter at the rooftop level.

A more useful planning formula is:

Potential Monthly Revenue =
Identified Used Car Lots × Avg Recall-Eligible VIN Opportunities per Used Car Lot × Effective Completion Rate × Average Recall RO Value × Number of Service Centers

This model does not assume that every surfaced VIN becomes completed work. Instead, it gives operators a transparent way to pressure-test the economics using a small set of realistic assumptions:

- how many nearby used car lots may be identified
- how many brand-serviceable recall VIN opportunities may be available per used car lot
- what percentage may realistically move through outreach, scheduling, service, and completion
- what average recall repair-order value should be assumed



- how many rooftops or certified service centers are included in the model

For this report, a **modeled average recall RO value of \$410 is used as the default planning input**. This value is intended to represent the completed dealer-performed recall remedy RO itself. It excludes recalls remedied remotely through over-the-air software updates and excludes additional customer-pay work that may be added during the visit.

The value of this approach is not perfect precision on day one. The value is transparency. It gives dealership leadership a practical way to evaluate whether visible recall demand may represent a small, moderate, or meaningful contribution to store-level service revenue.

That is the right operating lens. The goal is not to overstate the opportunity. The goal is to narrow visible demand through realistic assumptions about used-car-lot coverage, VIN opportunity density, workflow progression, and completed repair activity so the business case can be evaluated in a disciplined way.

What visible recall opportunity may be worth when it moves through a repeatable workflow



Visible recall demand becomes more economically useful when it is narrowed through realistic assumptions about serviceability, used-car-lot activity, workflow progression, and completion.

At this stage, the opportunity should no longer be viewed as a series of isolated recall repairs. For certified OEM dealerships, nearby non-certified used car lots can become recurring VIN opportunity sources that generate eligible vehicles over time.

That distinction matters. A single used car lot may carry multiple recall-eligible vehicles at any given moment, and as inventory turns, additional VIN opportunities may continue to surface. When dealership teams use Recalls Near Me to identify those opportunities, support outreach, and build working relationships with local lots, recall capture becomes more than one-off repair activity. It becomes a repeatable source of serviceable demand.

This is why the operating model should be evaluated at the VIN-stream level rather than through one-lot, one-repair logic. The better question is not whether one used car lot may send one vehicle. The better question is whether a dealership can develop a steady flow of brand-serviceable VIN opportunities from nearby used car lots over time.



Recurring used car lot relationships can create ongoing VIN opportunity streams

Illustrative scenarios can help operators compare conservative, base, and higher-throughput monthly cases using recurring VIN-level opportunity assumptions.

Modeled Scenario	Identified Used Car Lots	Avg VIN Opportunities per Used Car Lot	Recall-Eligible VIN Opportunities	Effective Completion Rate	Implied Completed ROs	Avg Recall RO	Monthly Revenue per Service Center	Annual Revenue per Service Center
Low	240	0.2	48	20%	10	\$410	\$4,100	\$49,200
Base	328	0.5	164	40%	66	\$410	\$27,060	\$324,720
High	400	1	400	50%	200	\$410	\$82,000	\$984,000

For multi-rooftop groups, the same model can be scaled by multiplying the monthly and annual revenue estimates by the number of participating certified service centers.

These examples are not intended to suggest guaranteed performance. Their purpose is to help dealership leadership evaluate whether recurring used car lot relationships may produce enough completed recall work to become operationally meaningful. The economics become more credible when they are tied to identifiable used car lots, visible VIN opportunities, realistic completion assumptions, and measurable completed repair activity rather than broad market potential alone.

How operators track completed repair activity and ROI

By this stage, the opportunity should be judged less by theoretical market size and more by measurable operating outcomes. Once recall-eligible VINs move through outreach, workflow, and service activity, leadership needs a clear way to confirm what actually reached completion and what value was generated.

That is the role of repair completion tracking inside Recalls Near Me.

A completed-repair view helps connect surfaced recall opportunity to real operating results at the VIN level. Instead of relying on broad estimates alone, dealership teams can review whether a specific opportunity progressed into service, whether the repair was completed, how many service hours were utilized, and what RO value was associated with the work. In that form, recall opportunity becomes more than visible and more than modeled. It becomes measurable.



This is an important operating step because it allows dealerships to evaluate recall performance through actual completed repair activity rather than surfaced opportunity alone. It also helps leadership connect earlier-stage market visibility and pipeline management to completed service work, documented RO value, and more credible ROI evaluation.

Recalls Near Me: Repair Completion & ROI Capture and In-Service Recall Tracking


2026 Mazda CX-90

Premium Sport

VIN: JM3KKCHD7S1270101

Activity Status

Current state of this recall

COMPLETED 

Recall was fixed and service completed

Notes


Service notes and follow-up


Performed manufacturer recall repair related to Dash Electrical Supply Unit (ESU). Repair completed per OEM procedure with no additional issues identified. Vehicle passed post-repair inspection and system checks. Documentation saved for internal tracking and recall audit purposes.


364 / 5000 characters

Completion Details

Repair order summary

RO#
SFL-01-482734 

Service Hours
2.4 

RO Amount
\$412.50 

This view helps dealership teams verify completed recall repairs, track service hours, and measure RO value at the individual VIN level.

Source: Recalls Near Me platform screenshot (03/12/2026)

Disclaimer: Results vary by market, OEM mix, recall type, used car lot engagement, and dealership execution; modeled examples are illustrative and not a guarantee of appointments, repair orders, revenue, or financial results.



Completed recall work can also create service-lane entry and retention value

The business value of recall capture should not be viewed only through the lens of immediate repair revenue. When a dealership completes recall work efficiently and delivers a strong service experience, that visit can also create a legitimate customer touchpoint that supports future service relationships, stronger retention, and appropriate follow-on work over time.

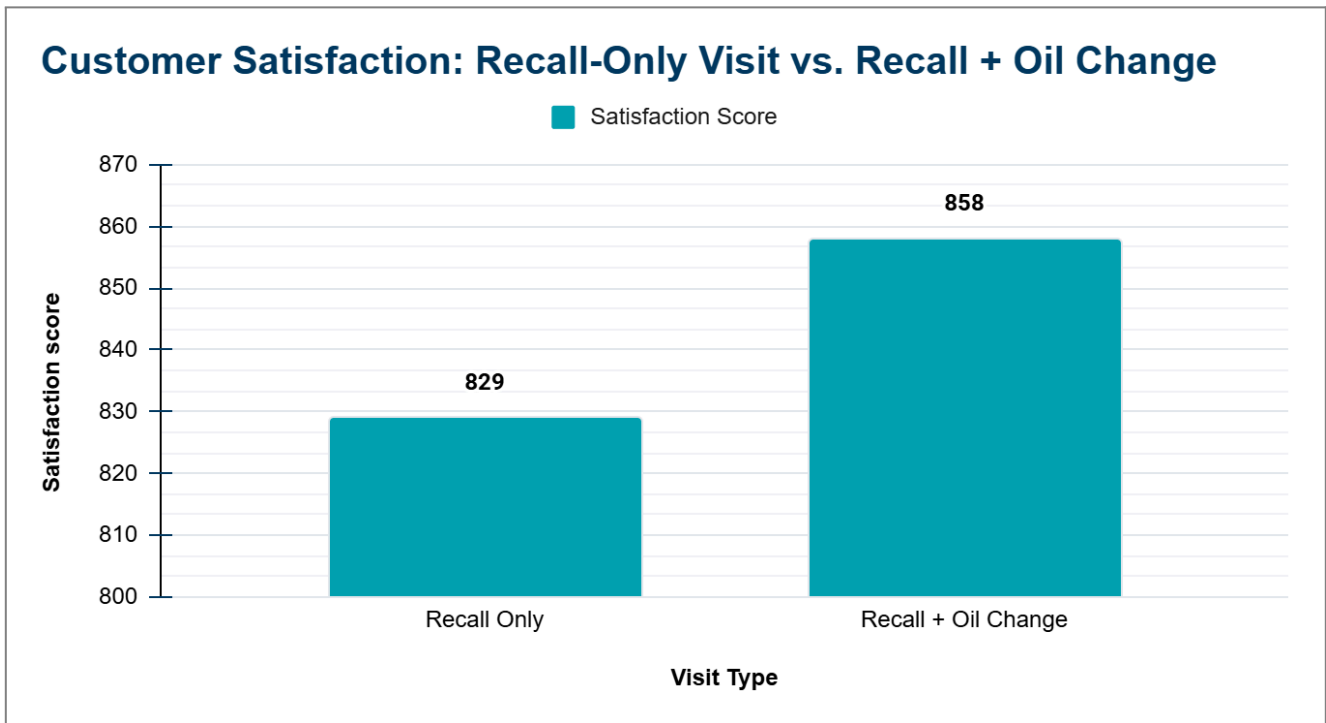
That matters because service activity influences broader dealership loyalty. Cox Automotive reports that 88% of consumers say the service experience affects their likelihood to return to the dealer for a future vehicle purchase.^[6] J.D. Power adds another useful signal: in its 2025 U.S. Customer Service Index Study ^[7], satisfaction among mass-market owners averaged 829 for a recall-only visit, but rose to 858 when recall service was combined with an oil change. Those findings do not mean every recall visit turns into customer-pay work. They do suggest that completed recall work can be more valuable when it is treated as a service-lane entry point rather than an isolated event.

For dealership operators, the implication is practical. The objective is not to force extra work onto the visit. It is to execute the recall efficiently, communicate clearly with the customer, strengthen the service relationship, and identify appropriate additional needs where relevant. When recall visibility, workflow execution, and customer experience align, the business value can extend beyond the initial repair order.



Customer Satisfaction: Recall-Only Visit vs. Recall + Oil Change

Completed recall work should be viewed as both a service event and a relationship opportunity. The goal is not to overstate downstream value. The goal is to recognize that a well-handled recall visit can support retention, improve the customer experience, and create a more valuable service-lane interaction.



Customer Satisfaction: Recall-Only Visit vs. Recall + Oil Change

Recall-related service can carry broader value when it becomes a positive customer touchpoint rather than a one-time repair event. Source: J.D. Power, 2025 U.S. Customer Service Index (CSI) Study.

Source: J.D. Power, 2025 U.S. Customer Service Index (CSI) Study.



Leadership measurement across rooftops and markets

Once visible recall opportunity is being surfaced, worked, and completed, the next leadership question is no longer whether the opportunity exists. It is where performance is strongest, where progress is stalling, and where management attention is most needed. At that stage, measurement becomes more useful when it moves beyond a single rooftop view. For one store, leadership may want to evaluate surfaced opportunity, pipeline activity, completed repair orders, and RO value. For a dealer group, the more useful comparison is across rooftops and markets: which stores are generating the most actionable opportunity, which are converting it most effectively, and which may need stronger follow-up, staffing support, or workflow discipline.

This matters because recall visibility only becomes operationally valuable when it supports prioritization. A leadership view should help answer practical questions: where local opportunity appears most concentrated, where outreach is producing movement, where VINs are reaching completion, and where execution is falling behind potential.

In that form, measurement becomes a management tool rather than just a reporting layer. It helps dealership leadership compare performance across accounts, identify gaps in capture, and focus operational attention where it is most likely to improve completed repair activity and fixed ops contribution.

Multi-Rooftop Leadership View in Recalls Near Me

The screenshot displays a dashboard titled "Scan Reports" with a sub-header "View and manage all your recall scan sessions". It features four summary cards: "792 Total Scans", "791 Completed", "25,866 VINs Checked", and "13,602 Recalls Found". Below these is a search bar and a "Refresh" button. The main table lists scan sessions with the following data:

Status	Location	Brand	Subscription	Radius	Results	Date	Actions
COMPLETED	QA Interaction Test Motors 381 dealerships 100 Browser MCP Lane, Austin, TX, 78701	FORD	Free · active	25 mi	0 VINs Active: 0 Potential: 0	3/31/2026, 10:23:15 AM	[Actions]
COMPLETED	QA Manual Browser Run 497 dealerships 1 S El Camino Real, San Mateo, CA, 94402	FORD	Free · active	25 mi	354 VINs Active: 0 Potential: 329	3/31/2026, 10:23:15 AM	[Actions]
COMPLETED	Serramonte Ford 392 dealerships 899 Serramonte Boulevard, Colma, CA, 94014	FORD	Free · active	25 mi	226 VINs Active: 0 Potential: 204	3/31/2026, 10:23:15 AM	[Actions]
COMPLETED	Mercedes-Benz of San Francisco 259 dealerships 2233 Gellert Boulevard, South San Francisco, CA, 94080	MERCEDES-BENZ	Free · active	25 mi	0 VINs Active: 0 Potential: 0	3/31/2026, 10:23:15 AM	[Actions]
COMPLETED	Safford VW West Richmond 256 dealerships 10501 Midlothian Turnpike, Richmond, VA, 23235	VOLKSWAGEN	Monthly · active	25 mi	405 VINs Active: 0 Potential: 341	3/31/2026, 10:23:15 AM	[Actions]
COMPLETED	Bill Wright Toyota 186 dealerships	TOYOTA	Free · active	25 mi	323 VINs Active: 0 Potential: 58	3/31/2026, 10:23:15 AM	[Actions]



A multi-rooftop operating view helps leadership compare where recall opportunity is being surfaced, worked, and converted into completed repair activity.

Source: Recalls Near Me platform screenshot (03/12/2026)

Turn hidden used car lot recalls into measurable fixed ops opportunity

Recalls Near Me helps certified OEM dealerships uncover recall-related service demand in the local market by identifying eligible vehicles at nearby used car lots and surfacing the closest opportunities first.

That visibility helps fixed ops teams support BDC outreach, develop lot-level partnerships, and turn recurring VIN-level opportunity streams into repair orders, revenue, and potential new customer relationships.

[Scan My Market for Recalls](#)

Get visibility on used car lot recalls across your local market.

Step 1

Find Recall Opportunities Near You

Enter your location and we'll scan nearby dealerships for used cars with recalls. See exactly which vehicles need recall service work that you can perform.

Step 2

Contact Verified Used Car Lots for Partnerships

Instantly see what used cars nearby dealerships have with active recalls. Know exactly which dealerships to contact to offer your recall service work.

Step 3

Perform Recall Service & Complete ROs

Get detailed recall information and perform the service work. Turn every used car with recalls into additional service revenue while your competitors miss these opportunities.



Sources and Notes

The numbered references below support benchmark statements and external-source claims used throughout this report. Modeled examples, illustrative scenarios, and planned enhancements are labeled separately in the body and are not presented as external benchmarks.

The modeled average recall RO value used in this report is based on a bottom-up estimate using public recall bulletins, labor-time assumptions, parts-cost proxies, and repair-cost context. It should be treated as a planning assumption for completed dealer-performed recall remedy ROs, not as a guaranteed result or as a federal statistic.

[1] Campau, Todd. “Average Age of Vehicles in the US Hits 12.8 Years in 2025.” S&P Global Mobility, May 2025. Used for U.S. light-vehicle parc and average vehicle age context.

<https://www.spglobal.com/automotive-insights/en/blogs/2025/05/average-age-of-vehicle-in-us>

[2] CARFAX. “Check for Car Recalls – Search by License Plate or VIN.” CARFAX Recall Check, 2024 Open Recall Facts & Figures section. Used for the “roughly 1 in 5 cars on U.S. roads had open safety recalls in 2024” prevalence reference.

<https://www.carfax.com/recall/>

[3] National Highway Traffic Safety Administration. “2024 Annual Recalls Report.” NHTSA. Used for annual recall volume and related benchmark context.

<https://www.nhtsa.gov/sites/nhtsa.gov/files/2025-04/2024-annual-recalls-report.pdf>

[4] National Highway Traffic Safety Administration. “Annual Recall Reports.” NHTSA. Used for recall-report archive access and recall completion-rate reference points.

<https://www.nhtsa.gov/resources-related-investigations-and-recalls/annual-recall-reports>

[5] Cox Automotive. “Automotive Service.” 2025 Service Industry Study. Cox Automotive, 2025. Used for service-visit share, competitive service context, and broader fixed ops/service behavior benchmarks.

<https://www.coxautoinc.com/wp-content/uploads/2025/10/2025-Service-Industry-Study-FINAL.pdf>

[6] Cox Automotive. “New Cox Automotive Study Finds Dealerships Have Lost 12% of Service Visits to Competition Since 2018.” Cox Automotive, November 11, 2025. Used for service-retention and dealership-share interpretation.

<https://www.coxautoinc.com/insights/new-cox-automotive-study-finds-dealerships-have-lost-12-of-service-visits-to-competition-since-2018/>



[7] J.D. Power. “2025 U.S. Customer Service Index (CSI) Study.” J.D. Power, 2025. Used for satisfaction findings related to recall service and recall-plus-maintenance visits.

<https://www.jdpower.com/business/press-releases/2025-us-customer-service-index-csi-study>

[8] National Highway Traffic Safety Administration. “2025 Annual Recalls Report.” NHTSA. Used for recall-market context, OTA-remedy context, and national recall reporting framework relevant to the modeled recall RO assumption.

<https://www.nhtsa.gov/sites/nhtsa.gov/files/2026-03/2025-annual-recalls-report.pdf>

[9] Data.gov. “Recalls Data.” Used to clarify that public recall datasets provide campaign and recall information, but do not provide a single audited nationwide dealer-paid average recall repair-order value.

<https://catalog.data.gov/dataset/recalls-data>

[10] Automotive Management Network. “Shop Labor Rates by State.” Used as a public labor-rate proxy to support the modeled effective labor-rate assumption used in the recall RO estimate.

<https://www.automotivemanagementnetwork.com/shop-rates/>

[11] National Highway Traffic Safety Administration. Honda recall bulletin, RCRIT-25V031-8682. Used as a public example of software/update recall work with low labor time and no parts, supporting the minor software/inspection segment.

<https://static.nhtsa.gov/odi/rcl/2025/RCRIT-25V031-8682.pdf>

[12] National Highway Traffic Safety Administration. Toyota recall bulletin, RCMN-20V205-8324. Used as a public example of a single-part or modest physical remedy with approximately one hour of labor.

<https://static.nhtsa.gov/odi/rcl/2020/RCMN-20V205-8324.pdf>

[13] National Highway Traffic Safety Administration. General Motors recall bulletin, RCRIT-24V418-2324. Used as a public example of single-part replacement work and related labor/parts assumptions.

<https://static.nhtsa.gov/odi/rcl/2024/RCRIT-24V418-2324.pdf>

[14] National Highway Traffic Safety Administration. General Motors recall bulletin, RCRIT-24V756-7495. Used as a public example of multi-part or assembly-level recall work, including labor, part reference, and administrative allowance context.

<https://static.nhtsa.gov/odi/rcl/2024/RCRIT-24V756-7495.pdf>

[15] National Highway Traffic Safety Administration. Ford recall bulletin, RCMN-25V166-4440. Used as a public example of Ford software reprogramming recall work and OEM remedy instructions.

<https://static.nhtsa.gov/odi/rcl/2025/RCMN-25V166-4440.pdf>



[16] National Highway Traffic Safety Administration. General Motors recall bulletin, RCRIT-21V650-4186. Used as a public example of major high-voltage battery recall remedy labor and allowance structure.

<https://static.nhtsa.gov/odi/rcl/2021/RCRIT-21V650-4186.pdf>

[17] National Highway Traffic Safety Administration. Stellantis recall bulletin, RCRIT-24V572-3235. Used as a public example of Stellantis recall remedy labor and midrange repair complexity.

<https://static.nhtsa.gov/odi/rcl/2024/RCRIT-24V572-3235.pdf>

[18] FordPartsGiant. Ford service engine assembly listing. Used as a public parts-price proxy in the structural/major repair segment of the modeled recall RO estimate.

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