



DEALER EXECUTIVE EDUCATION
AT BABSON COLLEGE





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BACKGROUND

Efforts began in 2005 to determine the need and feasibility of an advanced dealer education program, in response to numerous inquiries from graduates of NADA's Dealer Academy.

The result is the new Dealer Executive Education at Babson College program that focuses on leadership, management and entrepreneurship and is taught by faculty of Babson's outstanding business school. The first cohort began in March 2008.

BABSON COLLEGE

Babson College, located in Wellesley, Mass., is recognized internationally for its entrepreneurial leadership in a changing global environment. Its MBA program has been ranked #1 in entrepreneurship for 13 consecutive years by U.S. News & World Report. Babson is a leading provider of executive education management-development programs. Its custom programs focus on a continuous learning cycle that empowers executives to acquire and apply knowledge, achieve results and identify new opportunities for achievement – again and again.

In 2007, Financial Times and Business Week rank Babson's custom executive education programs:

- #5 Worldwide
- #3 Among U.S. programs
- #2 Value for Money (Worldwide)
- #5 for Course Design
- #2 for Faculty (Worldwide)

*"Exhilarating! Very exciting!
Everyone is bringing a lot to the
learning process here."*

—Larry Brown, President, Ottawa Ford

"The entrepreneurial mindset of Babson attracted me to this program, and the faculty has been extremely high energy, most engaging, as well as very knowledgeable experts who have really done their homework in our industry."

—John Ritucci, VP-Finance, Tri State Truck Center

"The Babson faculty have encouraged me to think through what is our dealership's brand proposition, i.e., who are we and who are our customers, and have helped me develop skills that will enable us to adapt to the volatility of the marketplace."

—Christine Caron, General Manager, Honda Village





PROGRAM OBJECTIVES

The primary objectives of this dealer education program are:

- To provide a pre-eminent education experience for automobile and truck retailing executives, owner-operators and successors.
- To help participants succeed in senior leadership roles and to instill the entrepreneurial mindset important for future success.
- To help participants optimize success “within the four walls” of their dealerships and to help them make sense of the “macro” changes that they are seeing.
- To balance and leverage the variety of skills and expertise among participants.
- To fit the highly “experiential” nature of the way leaders learn.
- To encourage participants to apply the concepts and lessons they learn to their own businesses.

“This program differs from a typical MBA program in that it’s tailored to dealers with immediate direct application to their dealerships.

The program focuses on opportunity identification, development and capture – all at the heart of innovation – which are keys to achieving growth in the industry.”

—Jay Rao, Professor, Babson College

PROGRAM OVERVIEW

- This is a customized Executive Education program focused on building the leadership, management and business acumen capabilities of automobile and truck retailing senior-level executives.
- The program is approximately 16 months in duration.
- The program consists of six one-week residential modules, spaced approximately three months apart, with each being held on campus at the Executive Education Center at Babson College in Wellesley, Mass. Classroom sessions are held continuously each day, with some individual or group work in the evenings. There is a moderate amount of inter-module individual assignments.
- Each module includes an opportunity to attend a six-hour elective course.
- Each cohort is comprised of approximately 30 students.
- The core program will be led by Babson College faculty, with participation from industry experts and other guest speakers. The electives will be led by NADA-selected experts.
- Participants must successfully complete all six residential modules, all inter-module assignments and at least two of the electives to be awarded a graduation certificate.

PROGRAM STRUCTURE

Following is the module-by-module program structure:

MODULE 1—LEADING IN A DYNAMIC ENVIRONMENT

- What makes a great leader? Explore the personal leadership characteristics needed to be a successful automobile and truck retailing executive.
- What makes a great entrepreneur? Seek to understand the entrepreneurial mindset and process, and learn the capabilities of great entrepreneurs.
- *Elective*—Assessing your Dealership's Operational and Financial Footprint

MODULE 2—DEVELOPING STRATEGIES FOR INNOVATION AND GROWTH

- What are the “strategic lenses” used to evaluate a business? Delve into the nature of strategy, identify the external and internal influences on dealer success and use innovation as a driver of growth and competitiveness.
- *Elective*—Fostering Effective Manufacturer Relationships

MODULE 3—STRATEGIC HUMAN RESOURCES MANAGEMENT

- Will your team get you where you want to be? Understand the principles of talent acquisition and management.
- What are the challenges of managing within the context of a closely-held business?
- *Elective*—Living within the Law: Regulations and Compliance

MODULE 4—OPTIMIZING ASSETS TO IMPROVE PROFITABILITY

- Are your assets fully leveraged? Acquire executive-level capabilities to interpret financial information to successfully manage your business.
- *Elective*—Managing your Image: Media and Public Relations

MODULE 5—MANAGING FOR LONG TERM SUCCESS

- How do you build a strong and healthy dealership? Uncover the key ingredients that are found within companies that are built to last.
- *Elective*—Planning the Future of your Estate

MODULE 6—MARKETING AND EXPERIENCE INNOVATION

- Does each of your customers experience the best service you can offer? Deliver world-class service every time you interact with a customer or prospect.
- *Elective*—Negotiating for the Win-Win

Inter-module assignments are a critical component of the program. Two primary assignments are employed:

“IDP”—Individual Development Plan—focuses on creating and executing a plan for personal improvement in the areas of leadership and management.

“FBP”—Firm Business Plan—focuses on identifying, shaping and implementing a specific new business opportunity for the participant's dealership or dealership group.

Classroom Educational Experiences will include:

- Interactive learning in the classroom
 - Analysis and discussion of real-life case studies with a high degree of student participation
 - Interactive lectures, discussions and multimedia presentations
 - Learning teams of 4-6 people to prepare cases, exercises, etc.
- Guest speakers from within and outside of the industry
- Application learning in residential sessions
 - Coaching, simulations and other interactive exercises

PROGRAM QUALIFICATIONS

The ideal candidate for this program is:

- One who is in a position to effect change within the dealership, i.e., a mid- to senior-level manager with significant leadership and management responsibility.
- One who looks to leverage this education to make him/herself the very best leader/manager/entrepreneur possible and be a highly valued asset to the dealership.

PROGRAM APPLICATION PROCESS

STEP #1: Apply for the program of study by submitting the following to NADA:

- The application form.
- A 400-600 word essay on the topics listed on the application form.
- Contact information for four references.
- Payment of the \$600 nonrefundable application fee.

Also, arrange to have two letters of professional (nonacademic) recommendation supporting your enrollment in this program sent directly to the NADA address listed near the bottom of the application form.

STEP #2: An application evaluation and verification process will take place, in which written materials will be reviewed, references will be checked, and a phone interview will be conducted. The applicant may be contacted with a request for additional information.

STEP #3: Upon acceptance into the Dealer Executive Education at Babson College program, the applicant is enrolled into a cohort and notified of the start date.

STEP #4: Upon receipt of one half of the tuition, a student identification number is assigned and registration is complete.

“Why enroll now? Now is a great time to enroll because the leveraging of available opportunities is more widespread during economies in transition, as we’re experiencing today.”

—Joel Ristuccia, Professor, Babson College

“We tend to concentrate so much on the day-to-day operations of the dealership that we forget how to think like an entrepreneur. This course is helping me think beyond the four walls of my dealership.”

—Matthew Haiken,
General Manager,
Prestige Imports, Inc.

“This program has been very effective in making me more self-aware and in opening my mind to different opportunities in management in my dealership.”

—Katie Hopkins, General Manager, Truck Centers, Inc.

“This is all about opening up for me a broader range of possibilities and taking me to a different style of thinking than our typical day-to-day thinking.”

—Steve Nilsson, General Manager, Glenwood Springs Ford Lincoln-Mercury

“This program is a lot more than just changing my dealership. It’s about changing and creating and making myself a better leader who is more effective in articulating the vision for the dealership, gaining traction with that vision and producing positive results.”

—Jared Hamilton, Founder,
DrivingSales.com

“This is giving me a different set of eyes — and additional sets of eyes are always helpful in business situations.”

—Bryan Gonzales, Dealer/VP,
Gonzales Automotive Group

“I’d recommend this program to anyone who is interested in learning more about themselves and the things around them and in bringing in some fresh ideas — all to help take their businesses to the next level.”

—Chris Zammito, Dealer, Zammito Automotive Group



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NADA Executive Education
8400 Westpark Drive, MS #11
McLean, Virginia 22102

703-760-7574
www.DealerExecEd.org

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THE SECOND COHORT OF THE DEALER EXECUTIVE EDUCATION AT BABSON COLLEGE WILL BE CONDUCTED ACCORDING TO THE FOLLOWING SCHEDULE:

Module 1—July 12–17, 2009

- Leading in a Dynamic Environment
Elective: Assessing Your Dealership's Operation and Financial Footprint

Module 2—October 2009 (dates TBD)

- Developing Strategies for Innovation and Growth
Elective: Fostering Effective Manufacturer Relationships

Module 3—January 2010 (dates TBD)

- Strategic Human Resources Management
Elective: Living Within the Law: Regulations and Compliance

Module 4—April 2010 (dates TBD)

- Optimizing Assets to Improve Profitability
Elective: Managing Your Image: Media and Public Relations

Module 5—July 2010 (dates TBD)

- Managing for Long Term Success
Elective: Planning the Future of Your Estate

Module 6—October 2010 (dates TBD)

- Marketing and Experience Innovation
Elective: Negotiating for the Win-Win

Graduation—October 2010 (date TBD)

APPLICANT INFORMATION

LAST NAME, FIRST NAME, MI, SUFFIX

DATE OF BIRTH, SOCIAL SECURITY NUMBER

EMAIL ADDRESS

STREET ADDRESS (HOME)

CITY, STATE, ZIP CODE

HOME TELEPHONE, COUNTRY (IF OTHER THAN US)

CELL PHONE, INTERNATIONAL PHONE # (IF OTHER THAN US)

CURRENT JOB TITLE

YEARS IN THIS POSITION, EDUCATION COMPLETED

YEARS EMPLOYED FULL-TIME IN INDUSTRY

EMPLOYER INFORMATION

DEALERSHIP NAME

STREET ADDRESS

CITY, STATE, ZIP CODE

DEALERSHIP PHONE, DEALERSHIP FAX

DEALERSHIP WEB SITE

LIST ALL FRANCHISES SOLD AT YOUR DEALERSHIPS

FEES, TUITION, AND ROOM AND BOARD

- FEES AND TUITION (to be paid to NADA Dealer Academy)
- Application Fee (nonrefundable) – payable with application ... \$600
 - Tuition \$20,500

- ROOM AND BOARD (to be paid to Babson College each class week, a total of six class weeks)
- Room and Board \$1,500 per class week
Travel costs not included.

APPLICATION PROCESS

- Step #1: Apply for the program of study by submitting the following to NADA:
- This application form
 - A 400-600 word essay on the topics provided (see instructions below)
 - Four references and two letters of recommendation (see instructions below)
 - Payment of the \$600 nonrefundable application fee
- Step #2: An application evaluation and verification process will take place, in which written materials will be reviewed, references will be checked, and a phone interview will be conducted. The applicant may be contacted with a request for additional information.
- Step #3: Upon acceptance into the Dealer Executive Education at Babson College program, the applicant is enrolled into a cohort and notified of the start date.
- Step #4: Upon receipt of one half of the tuition (\$10,250), a student identification number is assigned and registration is complete.

IMPORTANT: TO BE SUBMITTED WITH THIS APPLICATION

ESSAY: Please prepare a single, 400-600 word essay that addresses all of the following topics and submit with your application.

1. Describe your prior accomplishments that will qualify you for this program. Please include any specific, measurable goals that you met and ways your dealership benefited from your initiative.
2. How would this program be important to you and your career?
3. If accepted into this program, what unique contribution can you bring to the program that will enhance the value of the classroom experience for your classmates?

LETTERS OF RECOMMENDATION: Arrange to have two letters of professional (nonacademic) recommendation supporting your enrollment in this program sent directly to the NADA address listed near the bottom of this form.

REFERENCES:

- PROFESSIONAL REFERENCE #1: (Name, Phone, Email)
- _____
- PROFESSIONAL REFERENCE #2: (Name, Phone, Email)
- _____
- PERSONAL REFERENCE #1: (Name, Phone, Email)
- _____
- PERSONAL REFERENCE #2: (Name, Phone, Email)
- _____

DISCONTINUATION AND REFUND SCHEDULE

- Cancellations made within 60 days prior to the start of the first class week will result in a refund of 50% of the first tuition installment. Cancellations made after the first class week are not eligible for a refund.
- Room and Board payments cannot be waived in the event of a cancellation made within 30 days of the start of any class week. Seventy-five percent of the weekly hotel room charge will be payable in such cases.

PAYMENT METHOD

- Payment may be made by credit card (VISA, MasterCard, or American Express) or by check made payable to “National Automobile Dealers Association,” referencing the executive education program.
- The one-time nonrefundable application fee of \$600 is due at the time of application.
- One-half of the tuition (\$10,250) is due at least 60 days prior to the start of the initial class week. If payment is not received 60 days prior to the start of the initial class week, the seat may be made available to a student on the waiting list.
- The second half of the tuition is due at least 30 days prior to the second class week.
- Room and Board payments of \$1,500 per class week will be made to Babson College at the end of each class week.
- All payments must be made in U.S. funds.

PAYMENT INFORMATION

- VISA MasterCard AmEx
- Check Money Order

CARD NUMBER

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NAME AS IT APPEARS ON CARD

EXPIRATION DATE

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AMOUNT \$ _____

CARDHOLDER SIGNATURE

MAIL COMPLETED APPLICATION AND LETTERS OF RECOMMENDATION TO

NADA Executive Education
 8400 Westpark Drive
 Mail Stop #11
 McLean, VA 22102

QUESTIONS? Please call 703-760-7574

I have carefully reviewed all of the information requested in this application and I have answered fully and honestly to the best of my knowledge.

Applicant Signature

Date