



Financial Management				
<ul style="list-style-type: none"> Using the 20 Group composite Maximizing cash flow and profit Identifying frozen vs. working capital Evaluating inventory performance 	<ul style="list-style-type: none"> Calculating total absorption Analyzing sales and gross profit Controlling and minimizing expenses 	<input type="checkbox"/> Jan 15-19 (NADA 334) <input type="checkbox"/> Feb 19-23 (NADA 335) <input type="checkbox"/> Apr 2-6 (NADA 336) <input type="checkbox"/> May 21-25 (NADA 337) <input type="checkbox"/> Jun 18-22 (NADA 338) <input type="checkbox"/> Jul 9-13 (NADA 339B) <input type="checkbox"/> Jul 23-27 (NADA 339A) <input type="checkbox"/> Aug 6-10 (NADA 340)	<input type="checkbox"/> Aug 27-31 (NADA 341) <input type="checkbox"/> Sep 24-28 (NADA 342) <input type="checkbox"/> Oct 15-19 (NADA 343) <input type="checkbox"/> Oct 22-26 (NADA 344) <input type="checkbox"/> Nov 12-16 (NADA 345) <input type="checkbox"/> Dec 3-7 (NADA 346) <input type="checkbox"/> Dec 17-21 (NADA 347)	ATD <input type="checkbox"/> Apr 30-May 4 (ATD 039) <input type="checkbox"/> Sep 17-21 (ATD 040) Seminars <input type="checkbox"/> Apr 23-27 <input type="checkbox"/> Nov 5-9 (Cedar Hill, Texas)
Fixed Operations 1 (Parts)				
<ul style="list-style-type: none"> Analyzing inventory performance <ul style="list-style-type: none"> Aging inventory Gross and true turns First-time fill rate 	<ul style="list-style-type: none"> Understanding DMS reports Reconciling inventory Group case study Sharing of best ideas 	<input type="checkbox"/> Jan 22-26 (NADA 332) <input type="checkbox"/> Feb 5-9 (NADA 333) <input type="checkbox"/> Mar 5-9 (NADA 334) <input type="checkbox"/> Apr 16-20 (NADA 335) <input type="checkbox"/> Jun 4-8 (NADA 336) <input type="checkbox"/> Jun 16-20 (NADA 337) <input type="checkbox"/> Aug 20-24 (NADA 338) <input type="checkbox"/> Aug 27-31 (NADA 339B) <input type="checkbox"/> Sep 10-14 (NADA 339A)	<input type="checkbox"/> Sep 17-21 (NADA 340) <input type="checkbox"/> Oct 22-26 (NADA 341) <input type="checkbox"/> Nov 12-16 (NADA 342) <input type="checkbox"/> Dec 3-7 (NADA 343) <input type="checkbox"/> Dec 17-21 (NADA 344)	ATD <input type="checkbox"/> Jan 15-19 (ATD 038) <input type="checkbox"/> Jun 18-22 (ATD 039) <input type="checkbox"/> Nov 5-9 (ATD 040) Seminars <input type="checkbox"/> Feb 19-23 <input type="checkbox"/> May 21-25 <input type="checkbox"/> Aug 6-10 <input type="checkbox"/> Oct 8-12 (Cedar Hill, Texas) <input type="checkbox"/> Dec 10-14 (Cerritos, California)
Fixed Operations 2 (Service)				
<ul style="list-style-type: none"> Assessing gross profit opportunities Analyzing labor pricing strategies Evaluating technician and service advisor performance Understanding production and scheduling techniques 	<ul style="list-style-type: none"> Linking telephone strategies to service sales Legal requirements in service Sharing of best ideas 	<input type="checkbox"/> Jan 8-12 (NADA 330) <input type="checkbox"/> Feb 12-16 (NADA 331) <input type="checkbox"/> Mar 5-9 (NADA 332) <input type="checkbox"/> Apr 9-13 (NADA 333) <input type="checkbox"/> Apr 23-27 (NADA 334) <input type="checkbox"/> Jun 11-15 (NADA 335) <input type="checkbox"/> Aug 13-17 (NADA 336)	<input type="checkbox"/> Sep 17-21 (NADA 337) <input type="checkbox"/> Oct 15-19 (NADA 338) <input type="checkbox"/> Oct 22-26 (NADA 339B) <input type="checkbox"/> Nov 5-9 (NADA 339A) <input type="checkbox"/> Nov 26-30 (NADA 340) <input type="checkbox"/> Dec 10-14 (NADA 341)	ATD <input type="checkbox"/> Feb 26-Mar 2 (ATD 038) <input type="checkbox"/> Jul 23-27 (ATD 039) Seminars <input type="checkbox"/> Jan 22-26 (Cerritos, Calif.) <input type="checkbox"/> May 21-25 <input type="checkbox"/> Sep 24-28 <input type="checkbox"/> Oct 8-12 (ATD)
Variable Operations 1 (Pre-Owned Vehicles)				
<ul style="list-style-type: none"> Used-vehicle departmental profitability and inventory aging analysis Appraising, reconditioning, sourcing and wholesaling Evaluating the relationship between volume and gross 	<ul style="list-style-type: none"> Digital marketing, including SEO, SEM, conversion, mobile, analytics, reputation management and video Converting leads to sales 	<input type="checkbox"/> Jan 22-26 (NADA 328) <input type="checkbox"/> Feb 19-23 (NADA 329) <input type="checkbox"/> Mar 5-9 (NADA 330) <input type="checkbox"/> Apr 23-27 (NADA 331) <input type="checkbox"/> May 7-11 (NADA 332) <input type="checkbox"/> Jun 11-15 (NADA 333)	<input type="checkbox"/> Jul 16-20 (NADA 334) <input type="checkbox"/> Aug 27-31 (NADA 335) <input type="checkbox"/> Oct 15-19 (NADA 336) <input type="checkbox"/> Nov 12-16 (NADA 337) <input type="checkbox"/> Dec 10-14 (NADA 338) <input type="checkbox"/> Dec 17-21 (NADA 339B)	ATD <input type="checkbox"/> Apr 16-20 (ATD 038) <input type="checkbox"/> Sep 24-28 (ATD 039)
Variable Operations 2 (New Vehicles)				
<ul style="list-style-type: none"> Determining true profitability Identifying F&I opportunities Assessing compensation and benefits Recruiting and developing employees Valuing and leveraging the owner base 	<ul style="list-style-type: none"> Creating telephone strategies Developing a measurable business plan Legislative Affairs briefing 	<input type="checkbox"/> Jan 8-12 (NADA 326) <input type="checkbox"/> Feb 12-16 (NADA 327) <input type="checkbox"/> Mar 12-16 (NADA 328) <input type="checkbox"/> Apr 16-20 (NADA 329) <input type="checkbox"/> May 14-18 (NADA 330) <input type="checkbox"/> Jun 18-22 (NADA 331)	<input type="checkbox"/> Jul 9-13 (NADA 332) <input type="checkbox"/> Aug 13-17 (NADA 333) <input type="checkbox"/> Sep 10-14 (NADA 334) <input type="checkbox"/> Oct 8-12 (NADA 335) <input type="checkbox"/> Dec 10-14 (NADA 336)	ATD <input type="checkbox"/> Jun 25-29 (ATD 038) <input type="checkbox"/> Nov 26-30 (ATD 039)
Business Leadership				
<ul style="list-style-type: none"> Completion of an individual leadership profile Understanding effective leadership theories and techniques Mock 20 Group meeting 	<ul style="list-style-type: none"> Succession planning and the dynamics of transitioning the family business Management transition planning and building leadership strength for the future 	<input type="checkbox"/> Mar 12-16 (NADA 326) <input type="checkbox"/> Apr 9-13 (NADA 327) <input type="checkbox"/> May 7-11 (NADA 328) <input type="checkbox"/> Jun 11-15 (NADA 329) <input type="checkbox"/> Jul 9-13 (NADA 330) <input type="checkbox"/> Aug 13-17 (NADA 331)	<input type="checkbox"/> Sep 10-14 (NADA 332) <input type="checkbox"/> Oct 8-12 (NADA 333) <input type="checkbox"/> Nov 5-9 (NADA 334) <input type="checkbox"/> Dec 3-7 (NADA 335)	ATD <input type="checkbox"/> Feb 5-9 (ATD 036) <input type="checkbox"/> Aug 20-24 (ATD 038)

Academy Programs

- (ATD) Commercial truck program for successors and professional managers.
- (NADA) Automobile program for successors and professional managers.