



Financial Management				
<ul style="list-style-type: none"> <li>Using the 20 Group composite</li> <li>Maximizing cash flow and profit</li> <li>Identifying frozen vs. working capital</li> <li>Evaluating inventory performance</li> </ul>	<ul style="list-style-type: none"> <li>Calculating total absorption</li> <li>Analyzing sales and gross profit</li> <li>Controlling and minimizing expenses</li> </ul>	<input type="checkbox"/> Jan 16-20 (NADA 322) <input type="checkbox"/> Feb 13-17 (NADA 323) <input type="checkbox"/> Mar 6-10 (ATD 036) <input type="checkbox"/> Mar 13-17 (NADA 324) <input type="checkbox"/> Apr 24-28 (NADA 325) <input type="checkbox"/> May 15-19 (NADA 326) <input type="checkbox"/> Jun 5-9 (NADA 327)	<input type="checkbox"/> Jun 19-23 (ATD 037 Plus) <input type="checkbox"/> Jul 10-14 (NADA 328) <input type="checkbox"/> Aug 21-25 (NADA 329) <input type="checkbox"/> Sep 18-22 (NADA 330) <input type="checkbox"/> Oct 9-13 (NADA 331) <input type="checkbox"/> Oct 16-20 (ATD 038)	<input type="checkbox"/> Nov 13-17 (NADA 332) <input type="checkbox"/> Dec 4-8 (NADA 333) <hr/> <b>Seminars</b> <input type="checkbox"/> Apr 10-14 (Foundations) <input type="checkbox"/> Jul 24-28 (Advanced) <input type="checkbox"/> Sep 25-29 (Foundations)
Fixed Operations 1 (Parts)				
<ul style="list-style-type: none"> <li>Analyzing inventory performance               <ul style="list-style-type: none"> <li>- Aging inventory</li> <li>- Gross and true turns</li> <li>- First-time fill rate</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Understanding DMS reports</li> <li>Reconciling inventory</li> <li>Group case study</li> <li>Sharing of best ideas</li> </ul>	<input type="checkbox"/> Feb 6-10 (ATD 035) <input type="checkbox"/> Feb 20-24 (NADA 321) <input type="checkbox"/> Mar 20-24 (NADA 322) <input type="checkbox"/> Apr 3-7 (NADA 323) <input type="checkbox"/> May 1-5 (ATD 036) <input type="checkbox"/> May 15-19 (NADA 324) <input type="checkbox"/> Jun 12-16 (NADA 325)	<input type="checkbox"/> Jul 24-28 (NADA 326) <input type="checkbox"/> Aug 14-18 (NADA 327) <input type="checkbox"/> Aug 21-25 (ATD 037 Plus) <input type="checkbox"/> Sep 11-15 (NADA 328) <input type="checkbox"/> Oct 16-20 (NADA 329) <input type="checkbox"/> Nov 13-17 (NADA 330)	<input type="checkbox"/> Nov 27-Dec 1 (NADA 331) <hr/> <b>Seminars</b> <input type="checkbox"/> Apr 10-14 <input type="checkbox"/> Oct 2-6 (Cerrito, CA) <input type="checkbox"/> Oct 30-Nov 3 (ATD)
Fixed Operations 2 (Service)				
<ul style="list-style-type: none"> <li>Assessing gross profit opportunities</li> <li>Analyzing labor pricing strategies</li> <li>Evaluating technician and service advisor performance</li> <li>Understanding production and scheduling techniques</li> </ul>	<ul style="list-style-type: none"> <li>Linking telephone strategies to service sales</li> <li>Legal requirements in service</li> <li>Sharing of best ideas</li> </ul>	<input type="checkbox"/> Jan 9-13 (NADA 317) <input type="checkbox"/> Jan 16-20 (NADA 318) <input type="checkbox"/> Feb 13-17 (NADA 319) <input type="checkbox"/> Feb 20-24 (NADA 320 Plus) <input type="checkbox"/> Apr 17-21 (NADA 321) <input type="checkbox"/> May 1-5 (ATD 035) <input type="checkbox"/> May 8-12 (NADA 322)	<input type="checkbox"/> Jun 5-9 (NADA 323) <input type="checkbox"/> Jul 10-14 (NADA 324) <input type="checkbox"/> Jul 17-21 (ATD 036) <input type="checkbox"/> Aug 7-11 (NADA 325) <input type="checkbox"/> Sep 18-22 (NADA 326) <input type="checkbox"/> Oct 9-13 (NADA 327) <input type="checkbox"/> Oct 16-20 (ATD 037 Plus)	<input type="checkbox"/> Nov 6-10 (NADA 328) <input type="checkbox"/> Dec 4-8 (NADA 329) <hr/> <b>Seminars</b> <input type="checkbox"/> Apr 10-14 <input type="checkbox"/> Sep 11-15 (Dallas, TX) <input type="checkbox"/> Oct 23-27
Variable Operations 1 (Pre-Owned Vehicles)				
<ul style="list-style-type: none"> <li>Used-vehicle departmental profitability and inventory aging analysis</li> <li>Appraising, reconditioning, sourcing and wholesaling</li> <li>Evaluating the relationship between volume and gross</li> </ul>	<ul style="list-style-type: none"> <li>Digital marketing, including SEO, SEM, conversion, mobile, analytics, reputation management and video</li> <li>Converting leads to sales</li> </ul>	<input type="checkbox"/> Mar 13-17 (NADA 317) <input type="checkbox"/> Mar 20-24 (NADA 318) <input type="checkbox"/> Apr 3-7 (NADA 319) <input type="checkbox"/> Apr 17-21 (NADA 320 Plus) <input type="checkbox"/> Jun 19-23 (NADA 321) <input type="checkbox"/> Jun 26-30 (ATD 035)	<input type="checkbox"/> Jul 17-21 (NADA 322) <input type="checkbox"/> Aug 14-18 (NADA 323) <input type="checkbox"/> Sep 11-15 (NADA 324) <input type="checkbox"/> Sep 25-29 (ATD 036) <input type="checkbox"/> Oct 2-6 (NADA 325) <input type="checkbox"/> Nov 13-17 (NADA 326)	<input type="checkbox"/> Nov 27-Dec 1 (ATD 037 Plus) <input type="checkbox"/> Dec 11-15 (NADA 327) <hr/> <b>Seminars</b> <input type="checkbox"/> May 1-5 <input type="checkbox"/> Oct 23-27
Variable Operations 2 (New Vehicles)				
<ul style="list-style-type: none"> <li>Determining true profitability</li> <li>Identifying F&amp;I opportunities</li> <li>Assessing compensation and benefits</li> <li>Recruiting and developing employees</li> <li>Valuing and leveraging the owner base</li> </ul>	<ul style="list-style-type: none"> <li>Creating telephone strategies</li> <li>Developing a measurable business plan</li> <li>Legislative Affairs briefing</li> </ul>	<input type="checkbox"/> Jan 9-13 (NADA 313) <input type="checkbox"/> Jan 16-20 (NADA 314) <input type="checkbox"/> Feb 13-17 (NADA 315) <input type="checkbox"/> Feb 20-24 (NADA 316) <input type="checkbox"/> May 8-12 (NADA 317) <input type="checkbox"/> May 15-19 (NADA 318)	<input type="checkbox"/> Jun 5-9 (NADA 319) <input type="checkbox"/> Jun 12-16 (NADA 320 Plus) <input type="checkbox"/> Aug 7-11 (NADA 321) <input type="checkbox"/> Aug 28-Sept 1 (ATD 035) <input type="checkbox"/> Sep 18-22 (NADA 322) <input type="checkbox"/> Oct 9-13 (NADA 323)	<input type="checkbox"/> Nov 6-10 (NADA 324) <input type="checkbox"/> Dec 4-8 (NADA 325) <input type="checkbox"/> Dec 11-15 (ATD 036) <hr/> <b>Seminars</b> <input type="checkbox"/> May 1-5 <input type="checkbox"/> Oct 23-27
Business Leadership				
<ul style="list-style-type: none"> <li>Completion of an individual leadership profile</li> <li>Understanding effective leadership theories and techniques</li> <li>Mock 20 Group meeting</li> </ul>	<ul style="list-style-type: none"> <li>Succession planning and the dynamics of transitioning the family business</li> <li>Management transition planning and building leadership strength for the future</li> </ul>	<input type="checkbox"/> Mar 13-17 (NADA 313) <input type="checkbox"/> Mar 20-24 (NADA 314) <input type="checkbox"/> Apr 3-7 (NADA 315) <input type="checkbox"/> Apr 17-21 (NADA 316) <input type="checkbox"/> Jul 17-21 (NADA 317)	<input type="checkbox"/> Jul 24-28 (NADA 318) <input type="checkbox"/> Aug 14-18 (NADA 319) <input type="checkbox"/> Aug 21-25 (NADA 320 Plus) <input type="checkbox"/> Oct 2-6 (NADA 321) <input type="checkbox"/> Oct 23-Oct 27 (ATD 035)	<input type="checkbox"/> Nov 6-10 (NADA 322) <input type="checkbox"/> Nov 27-Dec 1 (NADA 323)

**Academy Programs**

- (ATD) – Commercial truck program for successors and professional managers.
- (NADA) – Automobile program for successors and professional managers.
- (NADA and ATD Plus) – Academy Plus educates and prepares six dealership leaders from a single dealership to maximize operations knowledge and accelerate results