



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 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 22-26 (NADA 343) <input type="checkbox"/> Nov 12-16 (NADA 344) <input type="checkbox"/> Dec 3-7 (NADA 345)
		<b>ATD</b> <input type="checkbox"/> Apr 30-May 4 (ATD 039) <input type="checkbox"/> Sep 17-21 (ATD 040)	
		<b>Seminars</b> <input type="checkbox"/> Apr 23-27 <input type="checkbox"/> Oct 15-19 (Cedar Hill, Texas)	
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"/> 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)
		<b>ATD</b> <input type="checkbox"/> Jan 15-19 (ATD 038) <input type="checkbox"/> Jun 18-22 (ATD 039) <input type="checkbox"/> Nov 5-9 (ATD 040)	
		<b>Seminars</b> <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)	
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 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)
		<b>ATD</b> <input type="checkbox"/> Feb 26-Mar 2 (ATD 038) <input type="checkbox"/> Jul 23-27 (ATD 039)	
		<b>Seminars</b> <input type="checkbox"/> Jan 22-26 (Ceritos, 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"> <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"/> 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)
		<b>ATD</b> <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"> <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 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)
		<b>ATD</b> <input type="checkbox"/> Jun 25-29 (ATD 038) <input type="checkbox"/> Nov 26-30 (ATD 039)	
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 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)
		<b>ATD</b> <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.