



Financial Management					
<ul style="list-style-type: none"> Using the 20 Group composite Maximizing cash flow and profit Identifying frozen vs. working capital 	<ul style="list-style-type: none"> Evaluating inventory performance Calculating total absorption Analyzing sales and gross profit Controlling and minimizing expenses 	<input type="checkbox"/> Jan 14-18 NADA 348 <input type="checkbox"/> Feb 11-15 NADA 349 <input type="checkbox"/> Mar 11-15 NADA 350 <input type="checkbox"/> Apr 8-12 NADA 351 <input type="checkbox"/> Apr 22-26 NADA 352 <input type="checkbox"/> May 13-17 NADA 353	<input type="checkbox"/> Jun 3-7 NADA 354 <input type="checkbox"/> Jun 17-21 NADA 355 <input type="checkbox"/> Jul 22-26 NADA 356 <input type="checkbox"/> Aug 12-16 NADA 357 <input type="checkbox"/> Sep 9-13 NADA 358 <input type="checkbox"/> Sep 16-20 NADA 359	<input type="checkbox"/> Oct 7-11 NADA 360 <input type="checkbox"/> Nov 4-8 NADA 361 <input type="checkbox"/> Nov 18-22 NADA 362 <input type="checkbox"/> Dec 9-13 NADA 363	ATD <input type="checkbox"/> Apr 1-5 ATD 041 <input type="checkbox"/> Sep 23-27 ATD 042 <hr/> Seminars <input type="checkbox"/> Mar 18-22 <input type="checkbox"/> Jun 10-14 Denver, Colorado <input type="checkbox"/> Oct 14-18
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 7-11 NADA 345 <input type="checkbox"/> Feb 4-8 NADA 346 <input type="checkbox"/> Feb 25-Mar 1 NADA 347 <input type="checkbox"/> Mar 18-22 NADA 348 <input type="checkbox"/> Apr 1-5 NADA 349	<input type="checkbox"/> May 6-10 NADA 350 <input type="checkbox"/> Jun 24-28 NADA 351 <input type="checkbox"/> Jul 8-12 NADA 352 <input type="checkbox"/> Jul 15-19 NADA 353 <input type="checkbox"/> Aug 5-9 NADA 354 <input type="checkbox"/> Aug 19-23 NADA 355	<input type="checkbox"/> Sep 16-20 NADA 356 <input type="checkbox"/> Sep 23-27 NADA 357 <input type="checkbox"/> Oct 21-25 NADA 358 <input type="checkbox"/> Nov 11-15 NADA 359 <input type="checkbox"/> Dec 2-6 NADA 360	ATD <input type="checkbox"/> Jun 3-7 ATD 041 <input type="checkbox"/> Nov 18-22 ATD 042 <hr/> Seminars <input type="checkbox"/> Mar 4-8 ATD <input type="checkbox"/> Mar 25-29 <input type="checkbox"/> Aug 26-30 Midland, Michigan <input type="checkbox"/> Oct 14-18 Cedar Hill, Texas
Fixed Operations 2 (Service)					
<ul style="list-style-type: none"> Assessing gross profit opportunities Analyzing labor pricing strategies Evaluating technician and service advisor performance 	<ul style="list-style-type: none"> Understanding production and scheduling techniques Linking telephone strategies to service sales Service legalese Sharing of best ideas 	<input type="checkbox"/> Jan 7-11 NADA 342 <input type="checkbox"/> Feb 4-8 NADA 343 <input type="checkbox"/> Feb 18-22 NADA 344 <input type="checkbox"/> Mar 11-15 NADA 345 <input type="checkbox"/> Apr 8-12 NADA 346 <input type="checkbox"/> Apr 22-26 NADA 347	<input type="checkbox"/> May 6-10 NADA 348 <input type="checkbox"/> Jun 3-7 NADA 349 <input type="checkbox"/> Jul 8-12 NADA 350 <input type="checkbox"/> Aug 19-23 NADA 351 <input type="checkbox"/> Aug 26-30 NADA 352 <input type="checkbox"/> Sep 16-20 NADA 353	<input type="checkbox"/> Oct 14-18 NADA 354 <input type="checkbox"/> Oct 21-25 NADA 355 <input type="checkbox"/> Nov 4-8 NADA 356 <input type="checkbox"/> Nov 18-22 NADA 357 <input type="checkbox"/> Dec 9-13 NADA 358	ATD <input type="checkbox"/> Jan 14-18 ATD 040 <input type="checkbox"/> Jul 22-26 ATD 041 <hr/> Seminars <input type="checkbox"/> Mar 18-22 <input type="checkbox"/> May 13-17 Cedar Hill, Texas <input type="checkbox"/> Sep 9-13 Denver, Colorado <input type="checkbox"/> Oct 7-11 ATD <input type="checkbox"/> Dec 2-6
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 7-11 NADA 339A <input type="checkbox"/> Feb 4-8 NADA 340 <input type="checkbox"/> Feb 11-15 NADA 341 <input type="checkbox"/> Feb 18-22 NADA 342 <input type="checkbox"/> Apr 1-5 NADA 343 <input type="checkbox"/> Apr 22-26 NADA 344	<input type="checkbox"/> May 13-17 NADA 345 <input type="checkbox"/> Jun 10-14 NADA 346 <input type="checkbox"/> Jun 17-21 NADA 347 <input type="checkbox"/> Jul 15-19 NADA 348 <input type="checkbox"/> Aug 5-9 NADA 349 <input type="checkbox"/> Sep 9-13 NADA 350	<input type="checkbox"/> Sep 23-27 NADA 351 <input type="checkbox"/> Oct 21-25 NADA 352 <input type="checkbox"/> Nov 11-15 NADA 353 <input type="checkbox"/> Dec 9-13 NADA 354 <input type="checkbox"/> Dec 16-20 NADA 355	ATD <input type="checkbox"/> Mar 11-15 ATD 040 <input type="checkbox"/> Sept 16-20 ATD 041 <hr/> Seminars <input type="checkbox"/> Mar 25-29 Combined with Variable Ops 2
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 	<ul style="list-style-type: none"> Valuing and leveraging the owner base Creating telephone strategies Developing a measurable business plan Legislative Affairs briefing 	<input type="checkbox"/> Jan 14-18 NADA 337 <input type="checkbox"/> Feb 18-22 NADA 338 <input type="checkbox"/> Feb 25-Mar 1 NADA 339B <input type="checkbox"/> Mar 18-22 NADA 339A <input type="checkbox"/> Apr 1-5 NADA 340	<input type="checkbox"/> Apr 8-12 NADA 341 <input type="checkbox"/> Apr 22-26 NADA 342 <input type="checkbox"/> Jun 3-7 NADA 343 <input type="checkbox"/> Jun 10-14 NADA 344 <input type="checkbox"/> Jul 15-19 NADA 345 <input type="checkbox"/> Aug 12-16 NADA 346	<input type="checkbox"/> Aug 19-23 NADA 347 <input type="checkbox"/> Sep 9-13 NADA 348 <input type="checkbox"/> Oct 7-11 NADA 349 <input type="checkbox"/> Nov 4-8 NADA 350 <input type="checkbox"/> Nov 11-15 NADA 351 <input type="checkbox"/> Dec 9-13 NADA 352	ATD <input type="checkbox"/> May 6-10 ATD 040 <input type="checkbox"/> Dec 2-6 ATD 041 <hr/> Seminars <input type="checkbox"/> Mar 25-29 Combined with Variable Ops 1
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"/> Feb 11-15 NADA 336 <input type="checkbox"/> Mar 11-15 NADA 337 <input type="checkbox"/> Apr 8-12 NADA 338 <input type="checkbox"/> May 13-17 NADA 339B <input type="checkbox"/> May 13-17 NADA 339A	<input type="checkbox"/> May 20-24 NADA 340 <input type="checkbox"/> Jun 10-14 NADA 341 <input type="checkbox"/> Jun 17-21 NADA 342 <input type="checkbox"/> Aug 5-9 NADA 343 <input type="checkbox"/> Aug 12-16 NADA 344	<input type="checkbox"/> Sep 9-13 NADA 345 <input type="checkbox"/> Oct 7-11 NADA 346 <input type="checkbox"/> Oct 14-18 NADA 347 <input type="checkbox"/> Nov 4-8 NADA 348 <input type="checkbox"/> Dec 2-6 NADA 349	ATD <input type="checkbox"/> Jan 21-25 ATD 039 <input type="checkbox"/> Jul 15-19 ATD 040

Academy Programs

• (ATD) Commercial truck program for successors and professional managers.

• (NADA) Automobile program for successors and professional managers.