

Financial Management		
<ul style="list-style-type: none"> • Maximizing cash flow and profit • Identifying frozen capital • Evaluating inventory performance 	<ul style="list-style-type: none"> • Calculating total and fixed absorption • Analyzing sales and gross profit • Controlling and minimizing expenses 	<ul style="list-style-type: none"> <input type="checkbox"/> March 16-20 Austin, Texas <input type="checkbox"/> June 8-12 Sacramento, Calif. <input type="checkbox"/> July 13-17 Midland, Mich.
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 	<ul style="list-style-type: none"> <input type="checkbox"/> April 13-17 Orange County, Calif. <input type="checkbox"/> July 13-17 Denver, Colo. <input type="checkbox"/> Oct. 12-16 Tysons, Va. <input type="checkbox"/> Dec. 14-18 Orlando, Fla.
Fixed Operations 2 (Service)		
<ul style="list-style-type: none"> • Problem Identification • Current Situation Assessment • Personnel Techniques • Production Techniques • Service Legalese 	<ul style="list-style-type: none"> • Shop Scheduling and Loading • Managing by Objective • NADA Best Practices • NADA Guides 	<ul style="list-style-type: none"> <input type="checkbox"/> March 2-6 Tysons, Va. <input type="checkbox"/> April 20-24 Orange County, Calif. <input type="checkbox"/> June 22-26 Austin, Texas <input type="checkbox"/> Oct. 12-16 Tysons, Va. <input type="checkbox"/> Dec. 7-11 Orlando, Fla.
Variable Operations Combine (Pre-Owned Vehicles and New Vehicles)		
Variable Operations 1 <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 • Digital Marketing, including SEO, SEM, conversion, mobile, analytics, reputation management and video • Converting leads to sales 	Variable Operations 2 <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 • Creating telephone strategies • Developing a measurable business plan • Legislative Affairs briefing 	<ul style="list-style-type: none"> <input type="checkbox"/> March 2-6 Tysons, Va. <input type="checkbox"/> June 15-19 Denver, Colo. <input type="checkbox"/> Aug. 24-28 Tysons, Va.