# 2020 Seminar Schedule

## Financial Management
- Maximizing cash flow and profit
- Identifying frozen capital
- Evaluating inventory performance
- Calculating total and fixed absorption
- Analyzing sales and gross profit
- Controlling and minimizing expenses
- March 16-20, Austin, Texas
- June 8-12, Sacramento, Calif.
- July 13-17, Tysons, Va.

## Fixed Operations 1 (Parts)
- Analyzing inventory performance
  - Aging inventory
  - Gross and true turns
  - First-time fill rate
- Understanding DMS reports
- Reconciling inventory
- Group case study
- Sharing of best ideas
- April 13-17, Orange County, Calif.
- July 13-17, Denver, Colo.
- Dec. 14-18, Orlando, Fla.

## Fixed Operations 2 (Service)
- Problem Identification
- Current Situation Assessment
- Personnel Techniques
- Production Techniques
- Service Legalese
- Shop Scheduling and Loading
- Managing by Objective
- NADA Best Practices
- NADA Guides
- March 2-6, Tysons, Va.
- April 20-24, Orange County, Calif.
- June 22-26, Austin, Texas
- Dec. 7-11, Orlando, Fla.

## Variable Operations Combine (Pre-Owned Vehicles and New Vehicles)
### Variable Operations 1
- 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
- March 2-6, Tysons, Va.
- June 15-19, Denver, Colo.

### Variable Operations 2
- 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
- March 2-6, Tysons, Va.
- June 15-19, Denver, Colo.