



Financial Management			
<ul style="list-style-type: none"> Using the 20 Group composite Maximizing cash flow and profit Identifying frozen vs. working capital Evaluating inventory performance 	<ul style="list-style-type: none"> Calculating total absorption Analyzing sales and gross profit Controlling and minimizing expenses 	<input type="checkbox"/> Jan. 13-17 NADA 364 <input type="checkbox"/> Jan. 20-24 NADA 365 <input type="checkbox"/> March 9-13 NADA 366 <input type="checkbox"/> April 20-24 NADA 367 <input type="checkbox"/> May 4-8 NADA 368	<input type="checkbox"/> May 18-22 NADA 369 <input type="checkbox"/> June 15-19 NADA 370 <input type="checkbox"/> July 20-24 NADA 371 <input type="checkbox"/> Aug. 17-21 NADA 372 <input type="checkbox"/> Sept. 21-25 NADA 373
		<input type="checkbox"/> Oct. 12-16 NADA 374 <input type="checkbox"/> Oct. 19-23 NADA 375 <input type="checkbox"/> Nov. 9-13 NADA 376 <input type="checkbox"/> Nov. 16-20 NADA 377 <input type="checkbox"/> Dec. 7-11 NADA 378	
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. 6-10 NADA 361 <input type="checkbox"/> Jan. 13-17 NADA 362 <input type="checkbox"/> Feb. 3-7 NADA 363 <input type="checkbox"/> March 16-20 NADA 364 <input type="checkbox"/> March 23-27 NADA 365	<input type="checkbox"/> April 20-24 NADA 366 <input type="checkbox"/> June 15-19 NADA 367 <input type="checkbox"/> June 22-26 NADA 368 <input type="checkbox"/> Aug. 3-7 NADA 369 <input type="checkbox"/> Aug. 10-14 NADA 370
		<input type="checkbox"/> Sept. 14-18 NADA 371 <input type="checkbox"/> Oct. 5-9 NADA 372 <input type="checkbox"/> Nov. 2-6 NADA 373 <input type="checkbox"/> Dec. 7-11 NADA 374	
Fixed Operations 2 (Service)			
<ul style="list-style-type: none"> Assessing gross profit opportunities Analyzing labor pricing strategies Evaluating technician and service advisor performance Understanding production and scheduling techniques 	<ul style="list-style-type: none"> Linking telephone strategies to service sales Service Legalize Sharing of best ideas 	<input type="checkbox"/> Jan. 6-10 NADA 359 <input type="checkbox"/> Feb. 3-7 NADA 360 <input type="checkbox"/> March 9-13 NADA 361 <input type="checkbox"/> March 23-27 NADA 362 <input type="checkbox"/> April 13-17 NADA 363	<input type="checkbox"/> May 4-8 NADA 364 <input type="checkbox"/> May 18-22 NADA 365 <input type="checkbox"/> June 15-19 NADA 366 <input type="checkbox"/> Aug. 3-7 NADA 367 <input type="checkbox"/> Aug. 24-28 NADA 368
		<input type="checkbox"/> Sept. 21-25 NADA 369 <input type="checkbox"/> Oct. 5-9 NADA 370 <input type="checkbox"/> Nov. 2-6 NADA 371 <input type="checkbox"/> Nov. 16-20 NADA 372	
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. 6-10 NADA 356 <input type="checkbox"/> Jan. 13-17 NADA 357 <input type="checkbox"/> Feb. 24-28 NADA 358 <input type="checkbox"/> March 9-13 NADA 359 <input type="checkbox"/> April 13-17 NADA 360	<input type="checkbox"/> May 4-8 NADA 361 <input type="checkbox"/> May 11-15 NADA 362 <input type="checkbox"/> June 8-12 NADA 363 <input type="checkbox"/> July 13-17 NADA 364 <input type="checkbox"/> July 20-24 NADA 365
		<input type="checkbox"/> Aug. 3-7 NADA 366 <input type="checkbox"/> Oct. 5-9 NADA 367 <input type="checkbox"/> Oct. 12-16 NADA 368 <input type="checkbox"/> Nov. 16-20 NADA 369 <input type="checkbox"/> Dec. 14-18 NADA 370	
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. 13-17 NADA 353 <input type="checkbox"/> Jan. 20-24 NADA 354 <input type="checkbox"/> Feb. 24-28 NADA 355 <input type="checkbox"/> March 16-20 NADA 356 <input type="checkbox"/> March 23-27 NADA 357 <input type="checkbox"/> April 13-17 NADA 358	<input type="checkbox"/> April 20-24 NADA 359 <input type="checkbox"/> June 8-12 NADA 360 <input type="checkbox"/> June 22-26 NADA 361 <input type="checkbox"/> July 13-17 NADA 362 <input type="checkbox"/> Aug. 10-14 NADA 363
		<input type="checkbox"/> Sept. 14-18 NADA 364 <input type="checkbox"/> Sept. 21-25 NADA 365 <input type="checkbox"/> Oct. 19-23 NADA 366 <input type="checkbox"/> Dec. 7-11 NADA 367 <input type="checkbox"/> Dec. 14-18 NADA 368	
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"/> Jan. 6-10 NADA 350 <input type="checkbox"/> Jan. 20-24 NADA 351 <input type="checkbox"/> Feb. 3-7 NADA 352 <input type="checkbox"/> March 9-13 NADA 353 <input type="checkbox"/> March 16-20 NADA 354 <input type="checkbox"/> April 20-24 NADA 355	<input type="checkbox"/> May 4-8 NADA 356 <input type="checkbox"/> May 11-15 NADA 357 <input type="checkbox"/> June 15-19 NADA 358 <input type="checkbox"/> June 22-26 NADA 359 <input type="checkbox"/> Aug. 10-14 NADA 360 <input type="checkbox"/> Aug. 24-28 NADA 361
		<input type="checkbox"/> Sept. 14-18 NADA 362 <input type="checkbox"/> Oct. 5-9 NADA 363 <input type="checkbox"/> Nov. 2-6 NADA 364 <input type="checkbox"/> Nov. 9-13 NADA 365 <input type="checkbox"/> Dec. 7-11 NADA 366	