### Financial Management

- Using the 20 Group composite
- Maximizing cash flow and profit
- Identifying frozen vs. working capital
- Evaluating inventory performance
- Calculating total absorption
- Analyzing sales and gross profit
- Controlling and minimizing expenses

- April 13-17
- Sept. 14-18

### 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

- June 1-5
- Nov. 9-13

### Fixed Operations 2 (Service)

- Assessing gross profit opportunities
- Analyzing labor pricing strategies
- Evaluating technician and service advisor performance
- Understanding production and scheduling techniques
- Linking telephone strategies to service sales
- Service Legalize
- Sharing of best ideas

- Jan. 20-24
- July 20-24

### Variable Operations 1 (Pre-Owned Vehicles)

- Used-vehicle departmental profitability and inventory aging analysis
- Appraising, reconditioning, sourcing and wholesaling
- Evaluating the relationship between volume and gross
- Digital Marketing, including SED, SEM, conversion, mobile, analytics, reputation management and video
- Converting leads to sales

- March 23-27
- Sept. 21-25

### Variable Operations 2 (New Vehicles)

- 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

- May 11-15
- Nov. 16-20

### Business Leadership

- Completion of an individual leadership profile
- Understanding effective leadership theories and techniques
- Mock 20 Group meeting
- Succession planning and the dynamics of transitioning the family business
- Management transition planning and building leadership strength for the future

- Feb. 10-14
- July 13-17