

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"/> April 13-17 ATD 043 <input type="checkbox"/> Sept. 14-18 ATD 044
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"/> June 1-5 ATD 043 <input type="checkbox"/> Nov. 9-13 ATD 044
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 Legalize Sharing of best ideas 	<input type="checkbox"/> Jan. 20-24 ATD 042 <input type="checkbox"/> July 20-24 ATD 043
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"/> March 23-27 ATD 042 <input type="checkbox"/> Sept. 21-25 ATD 043
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"/> May 18-22 ATD 042 <input type="checkbox"/> Nov. 16-20 ATD 043
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. 10-14 ATD 041 <input type="checkbox"/> July 13-17 ATD 042