



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"/> June 8-24 NADA 386 <input type="checkbox"/> Aug. 9-13 NADA 387 <input type="checkbox"/> Sept. 9-Oct. 21 NADA 388	<input type="checkbox"/> Sept. 20-24 NADA 389 <input type="checkbox"/> Oct. 4-8 NADA 390 <input type="checkbox"/> Oct. 18-22 NADA 391
		<input type="checkbox"/> Nov. 8-12 NADA 392 <input type="checkbox"/> Nov. 2-18 NADA 393 <input type="checkbox"/> Dec. 6-10 NADA 394	
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 8-24 NADA 383 <input type="checkbox"/> June 30-Aug. 11 NADA 384 <input type="checkbox"/> July 12-28 NADA 385	<input type="checkbox"/> Aug. 9-13 NADA 386 <input type="checkbox"/> Oct. 4-8 NADA 387 <input type="checkbox"/> Nov. 4-Dec. 16 NADA 388
		<input type="checkbox"/> Nov. 15-19 NADA 389 <input type="checkbox"/> Dec. 6-10 NADA 390 <input type="checkbox"/> Dec. 13-17 NADA 391	
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"/> June 8-24 NADA 381 <input type="checkbox"/> June 7-23 NADA 382 <input type="checkbox"/> Aug. 2-6 NADA 383	<input type="checkbox"/> Aug. 25-Oct. 6 NADA 384 <input type="checkbox"/> Sept. 13-17 NADA 385
		<input type="checkbox"/> Oct. 11-15 NADA 386 <input type="checkbox"/> Dec. 6-10 NADA 387	
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"/> June 8-24 NADA 377 <input type="checkbox"/> July 12-28 NADA 378 <input type="checkbox"/> June 8-July 20 NADA 379 <input type="checkbox"/> July 13-29 NADA 380	<input type="checkbox"/> Aug. 2-6 NADA 381 <input type="checkbox"/> Aug. 16-20 NADA 382 <input type="checkbox"/> Oct. 4-8 NADA 383
		<input type="checkbox"/> Oct. 20-Dec. 1 NADA 384 <input type="checkbox"/> Nov. 8-12 NADA 385 <input type="checkbox"/> Dec. 13-17 NADA 386	
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"/> June 7-23 NADA 374 <input type="checkbox"/> June 8-24 NADA 375 <input type="checkbox"/> July 12-28 NADA 376 <input type="checkbox"/> Aug. 16-20 NADA 377	<input type="checkbox"/> Aug. 23-27 NADA 378 <input type="checkbox"/> Aug. 3-Sept. 21 NADA 379 <input type="checkbox"/> Sept. 20-24 NADA 380
		<input type="checkbox"/> Oct. 11-15 NADA 381 <input type="checkbox"/> Oct. 18-22 NADA 382 <input type="checkbox"/> Dec. 6-10 NADA 383	
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"/> July 12-16 NADA 360 <input type="checkbox"/> June 7-23 NADA 372 <input type="checkbox"/> July 12-28 NADA 373 <input type="checkbox"/> Aug. 9-13 NADA 374	<input type="checkbox"/> Aug. 16-20 NADA 375 <input type="checkbox"/> Aug. 23-27 NADA 376 <input type="checkbox"/> Oct. 4-8 NADA 377 <input type="checkbox"/> Oct. 18-22 NADA 378
		<input type="checkbox"/> Oct. 9-Nov. 29 NADA 379 <input type="checkbox"/> Nov. 1-5 NADA 380 <input type="checkbox"/> Nov. 8-12 NADA 381 <input type="checkbox"/> Dec. 13-17 NADA 382	