EMERGING LEADERS



Are you looking for your dealership leaders to get to the next level?

KEA Advisors' comprehensive Emerging Leaders program is tailored for *your* dealership group (specific to your OE, DMS, culture, etc.). We will design, with you, a customized operations and leadership development program. It will span eight to ten months, including five weeks of instructor and your subject matter expert led education. In-dealership assignments will be completed by participants between respective class weeks, approximately one week of time outside of class for each class week. There will also be virtual engagement check-ins between class weeks to support learning and answer questions. It concludes with individual and small group capstone research projects and presentations.

Topics Covered In This Program Are:

- Financial Foundations
- Parts Foundations
- Service Foundations
- Variable Operations/Sales Foundations
- Capstone Research and Presentation

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Financial Foundations:

Participants will learn the foundations of commercial dealership financial statement geography. In addition, they will understand critical financial results measures, their meaning, importance and calculation; how to assess financial results measures compared to top performing dealers; how to develop initial goal setting for their dealership of study; how to evaluate individual leadership awareness.

Part Foundations:

While financial results are the ultimate score card, attention transitions to focus on *parts* operations performance. Participants will learn the predictable impact operating performance has on financial results; recognize the influence of asset management on *parts* inventory performance; *evaluate standard operating practices (SOPs) and their impact on customer relationships, asset performance, department profitability i.e. parts inventory integrity, demand accuracy, stocking and exit strategies, and outside sales strategies;* analyze gross profit and expense, asset management impact and identify opportunities; develop department specific goal setting; evaluate organizational leadership awareness and recognize individual leadership behavior influence on *parts* operations performance.

Service Foundations:

Attention shifts to focus on operations activities of service department. Participants *will learn the predictable impact operating performance has on financial results; recognize the influence of asset management work on process performance;* identify and evaluate standard operating practices (SOPs) and their impact on customer relationships, asset performance and department profitability i.e. service throughput and dwell time, technician and advisor performance; develop department specific goal setting recognize individual leadership behavior influence on *service* operations performance.

Variable Operations/Sales Foundations:

We will place a focus on operations performance of new and used truck sales departments, finance and insurance. Participants will learn the predictable impact operating performance has on financial results; recognize the influence of asset management for respective inventories performance; analyze gross profit and expense, asset management impact and identify opportunities; develop department specific goal setting and for their respective dealership departments; *evaluate organizational sales leadership awareness* and recognize individual leadership behavior influence on variable operations performance.

Capstone Research and Presentation:

We will *evaluate organizational communications awareness and recognize individual communication influence. Participants will* research, prepare, and present group project goals and action plans to classmates and dealership group senior leadership. The research topics are intended to be organization wide proposed department specific goals i.e. service, parts, new truck sales, used truck sales and are decided upon by dealership group needs and the senior leadership team.

Participants will also research, prepare, and present one individual goal and action plan to classmates and leadership. These will be specific to student dealership of study and that they can influence change and performance improvement.

Leadership Development:

Leadership development is a continuous component throughout the program, utilizing DISC assessment, the Leadership Games and the 5 Levels of Leadership, enhancing interpersonal and team leadership development skills will be expanded upon in each in-person and virtual session.

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