

AFTER MORE THAN 60 YEARS,  
**our most powerful tool is a fresh perspective.**



**nem**<sup>★</sup>  
ASSOCIATES



## **Change isn't just inevitable. It's imperative.**

It has been said that if you keep doing what you've always done, you'll only get what you've already got. The worst economic conditions since the Great Depression proved that axiom is no longer true. The recent global economic collapse showed that the status quo is not an option anymore. Companies that didn't adapt lost. Business owners that didn't look ahead found themselves looking for jobs.

None of this comes as a surprise to NCM® Associates. For more than 60 years, we've been helping good businesses become better. More profitable. More nimble. Not by doing things the same way year after year, but by building on what we learn day after day. Now more than ever, insightful change is the only path to sustained growth. And NCM is the right choice to lead the way.

## **We embrace the past to grasp the future.**

As the originator of the 20 Group peer collaboration process, NCM Associates has been empowering businesses to learn from each other since 1947. We grew up with the automotive retail business, rounding out our offering with innovative Benchmark® tools, strong educational programs and holistic consulting services. Along the way, we've helped thousands of new and pre-owned auto dealers, and expanded our clientele to include businesses in more than 20 other industries.

At NCM, we believe you shouldn't do something different until you know what you've done right, and wrong. So we look at history with a fresh perspective. The goal isn't simply to see where you've been and where you are, but how you got here. Only then can you determine where you're going and how to get there. Embracing the past to get a firm grip on the future. That's what separates NCM clients from their competitors.

# 20 GROUPS

## 20 heads are better than one.

The 20 Group peer collaboration process, which we originated more than 60 years ago, remains the standard by which all programs are measured. The concept, then and now, is smart and simple. Bring together similar, non-competing businesses to exchange best practices, experiences, ideas and strategies. They talk about what's worked and, just as important, what hasn't. Good businesses learning from each other to become better.

## Not all 20 Groups are created equal.

Over the years, the NCM® 20 Group concept has been widely imitated across a range of industries. But unlike the imitators, we've never stopped enhancing our process with innovative analytical tools, training programs and business building resources that help our clients get more value from their 20 Group participation. We led the way in 1947, and we're still out in front. So if you're not part of an NCM 20 Group, you're not doing everything you can to maximize your profitability and boost your business.

"I walk away from every meeting with at least three to five ideas I can go home with and tweak or implement to improve my business. It is certainly one of the greatest tools for learning about our ever-changing business."



## Improve by the day, month and year.

20 Group meetings give you the opportunity to visit with your peers several times per year away from the daily demands of your business. That lets you focus on the tasks at hand, analyzing composites, comparing notes, fine-tuning processes and looking for new ways to maximize profits.

Meetings generally take one-and-a-half to three days. While professional NCM® moderators facilitate the meetings, members build the agenda with topics that are of relevance and importance to them. Many groups schedule meetings in a member city in order to conduct an on-site review and critique of the operation. This popular process usually proves as valuable to the visitors as to the host.

Financial composites are typically sent out monthly, allowing group members to compare their performance to each other and industry Benchmarks®. These reports are excellent management tools for business principals and managers, enabling you to review every facet of the business in detail.

## Proven in the auto industry and beyond.

The 20 Group concept was developed for and proven by some of the most competitive businesses in America: automotive dealers. From this dog-eat-dog industry, we've taken what we've learned and successfully deployed 20 Groups in more than 20 other vertical industries, including:

- |                             |                              |
|-----------------------------|------------------------------|
| Access Mobility             | Motorcycles & Power Sports   |
| Auto Auction Owners         | Office Technology            |
| Beverage Distribution       | Tire Retailers               |
| Collision Centers           | Transportation               |
| Furniture Distribution      | Truck & Truck Leasing        |
| Independent Service Centers | Water Filtration & Treatment |

## Put 19 other experts on your board of directors.

Being part of an interactive 20 Group is like having some of the best performers in your industry working for you. Their expertise, insights and experiences can be a valuable part of your operation, just as your input is important to them. So if you're interested in maximizing profits, growing your business and learning from the best, join an NCM 20 Group.

For more information, or to inquire about joining an NCM 20 Group, call 877.803.3627 or visit [ncm20groups.com](http://ncm20groups.com).



# CONSULTING

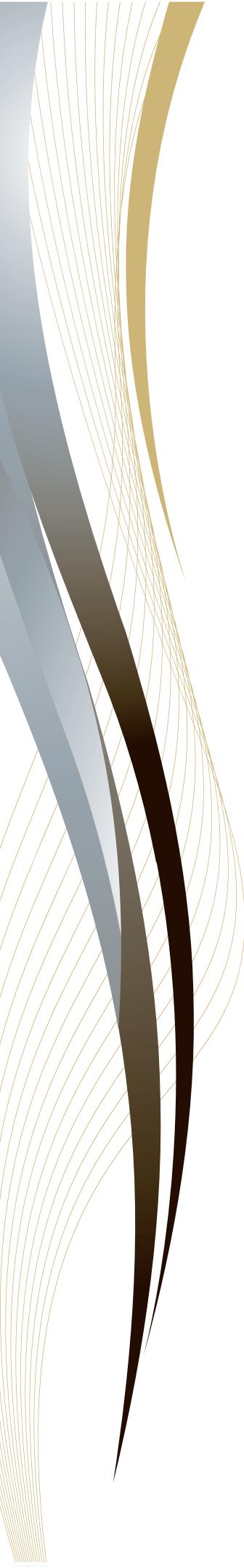
## Unique needs, customized solutions, greater profits.

No two dealerships are exactly alike. They have different strengths, challenges, competitive pressures and potential for growth. At NCM<sup>®</sup> Associates, we have a long tradition of developing customized solutions that streamline operations, improve performance, develop key competencies and improve productivity. All based on the unique needs of your dealership, and all with the goal of maximizing the profits of your business.

## Proper diagnosis leads to successful implementation.

At the heart of the in-dealership success story is a comprehensive evaluation. This well-established practice will give your retail coach an understanding of the skills of the dealership's management staff and an observational analysis of departmental processes. The evaluation visit will include a total operational financial analysis using the comparative financial data provided by NCM's industry-leading database. The result is a customized business plan that will serve as the agenda and structure for the implementation process.





## Underperforming areas are opportunities for higher profits.

Using our unique Profit Correction Meeting, we'll challenge your managers to identify focus areas for immediate profit improvement. Your NCM® Retail Operations coach begins this three- to four-hour meeting with a review of your customized Profit Trend Analysis (PTA) conducted with all your key department heads. These highly-interactive, educational sessions are designed to lead your team in the development of Manager Commitment Plans (MCP) and allow your managers to gain better insights on profit opportunities in their departments, learn what actions to take to correct profit shortfalls and how to execute effective correction action plans.

## Experts who walk the talk.

Leveraging proven on-site and off-site retail coaching techniques acquired while leading successful dealership operations, NCM's expert retail coaches apply their deep retail experience to provide you with customized processes and disciplines to maximize your department sales and profitability.

Whether you need help with Service, Parts & Body, New Car Sales or Used Vehicle department improvement, we have the expertise to focus where you need it. What's more, we'll roll up our shirt sleeves and work alongside your team when a more structured, intensive effort is required to improve net profits and customer retention.

We're not just talking heads. We're the professionals who have been leading the industry in innovative approaches to proven best practices for over 60 years. Call us to learn how you can put our experts to work for you, too.

For more information about NCM Retail Operations Consulting solutions, call 877.497.2363 or visit [ncm20.com/consulting](http://ncm20.com/consulting).



# THE NCM<sup>®</sup> INSTITUTE

## Shift your leadership potential into overdrive.

The NCM Institute's Center for Automotive Retail Excellence (NCMi<sup>®</sup> CARE) is an important educational resource for your entire management team. Founded upon decades of experience in this ultra-competitive industry, NCMi provides in-depth, real world educational opportunities to develop department fundamentals and advanced management best practices that your team can put into action immediately.

## The NCMi Curriculum covers every facet of your business.

Your team will benefit from introductory and advanced courses in six different areas of your dealership taught by a team of seasoned industry veterans. For your convenience, the classes are conducted throughout the year. Upon successful completion of the coursework, the student will achieve NCM certification and earn placement in a Manager 20 Group.

### Principles of General Management I

During this 3½-day course, the NCMi faculty will give GMs and GM candidates the tools they need to excel in the retail automotive dealership environment, including proven best practices in change management, communications, leadership, team building and balancing daily tasks and major responsibilities. Participants will be coached in the development and documentation of customized action plans to be implemented upon return to the dealership.

**Who Should Attend:** General Managers, General Manager Candidates, Controllers, Dealer Principals

### Principles of General Management II

Throughout this 3½-day course, you'll discover the business metrics, processes and systems that will help you better execute and monitor strategic efforts to improve performance. Incorporating the advanced knowledge and skills that successful GMs are using today, participants will structure customized staffing and compensation plans. Chief Operating Officers will gain the tools and information to win the confidence and support of the executive team and enhance dealership operations.

**Who Should Attend:** General Managers, Controllers, Dealer Principals, Group Chief Operating Officers, Group Chief Financial Officers, Graduates of Principles of General Management I



## Principles of General Sales Management I

Based on the best practices of leading dealership vehicle sales departments, this 2½-day course will impart the fundamental knowledge and skills that lead to success for retail automotive Sales Managers. Participants will be coached in the development and documentation of customized action plans. Principles of General Sales Management I will help you breed a work environment that drives increased profits, organizational growth and future success.

**Who Should Attend:** New and Used Vehicle Managers, Sales Manager Candidates, Financial Services Managers, Internet Sales Directors, Desk Managers, Floor Managers, Sales Team Leaders, Closers, Training Managers

## Principles of General Sales Management II

Learn how to better handle the ups and downs in your business to ensure long-term success. Principles of General Sales Management II is a 2-day course focused on advanced sales management training, including the effective use of Key Performance Indicators, understanding the dealership financial statement, as well as planning and managing salesperson compensation. Among other educational exercises, participants will construct a Profitability and Asset Management Proforma for their operating departments.

**Who Should Attend:** General Managers, GSMs and GSM Candidates, Dealer Principals, Graduates of NCMi® Principles of General Sales Management I

## Principles of Used Vehicle Management I

Over the course of 2½ days, you'll learn proven techniques and develop a blueprint for establishing a highly successful Used Vehicle Department. This interactive, hands-on session will teach you to break through mental barriers and ho-hum thinking in order to improve performance and unleash the creative potential in your team. Learn basic management best practices to plan, organize, coach, motivate, delegate, and communicate more effectively.

**Who Should Attend:** Used Vehicle Manager and GSM Candidates, Current Used Vehicle Managers, General Sales Managers, General Managers, Dealer Principals, Independent Used Vehicle Operators

## Principles of Used Vehicle Management II

During this 2-day course, the NCMi® faculty will present advanced knowledge and skills that successful Used Vehicle Managers are using today. You'll role-play challenging, real-life situations, and come away with an understanding of what makes Used Vehicle leadership different than other leadership roles, how to shape organizational excellence, which competencies are critical for success, and how to gain personal mastery of those competencies.

**Who Should Attend:** General Managers, Dealer Principals, GSMs, GSM Candidates, Used Vehicle Managers, Group Used Vehicle Directors, Group Chief Operating Officers, Independent Used Vehicle Operators, Graduates of NCMi Principles of Used Vehicle Management I

## Principles of Service Management I

In today's customer-oriented environment, new skill sets are critical for personal and organizational success. During this 2½-day course, you'll learn the most effective planning tools that will allow for shifting priorities and demands, with less stress and greater clarity. You'll refine the skills you need to communicate professionalism, gain respect, enhance employee and customer relationships, secure an overall competitive advantage and maximize departmental profitability.

**Who Should Attend:** Current Service Managers, Service Manager Candidates, Fixed Operations Directors, General Managers, Dealer Principals

## Principles of Service Management II

This 2-day course will present advanced best practices that the most successful dealership Service Managers are using today. NCMi® faculty will show Service Managers and dealership senior managers how to demonstrate exemplary customer service leadership, manage world-class service delivery, and maximize department profitability. This hands-on course guides you through proven approaches for excellent customer service leadership and practical tools, tips and techniques you can use to have a real impact on your dealership's bottom line.

**Who Should Attend:** Service Managers, Fixed Operations Directors, Candidates for Director of Fixed Operations, General Managers, Dealer Principals, Graduates of NCMi Principles of Service Management I

## Principles of Internet/BDC Sales Management I

Are you prepared to attract, engage, convert, sell and retain your share of today's Web-savvy car buyers? This 2½-day course teaches proven techniques and provides insights from the latest research to help you master the competencies of effective Internet Sales leadership. It delivers intensive skills training in a language you can understand, enabling you to successfully create and manage an eCommerce dealership.

**Who Should Attend:** Internet/BDC Sales Manager Candidates, Current Internet Sales Managers, Internet Directors, General Sales Managers, New Vehicle Managers, Used Vehicle Managers, BDC Managers, General Managers, Dealer Principals

## Principles of Internet/BDC Sales Management II

Dealers who fail to grasp online sales and marketing as well as they understand offline sales and marketing are at a distinct competitive disadvantage. To truly capitalize on what the Internet can mean to your dealership, you must be fluent in digital marketing, search engines, Web site design strategies and social media. This 2-day, intensive course will help you maximize your store's Internet sales potential and deepen your eCommerce leadership skills.

**Who Should Attend:** Internet/BDC Sales Managers, Internet Directors and Candidates, General Sales Managers, New and Used Vehicle Managers, BDC Managers, General Managers, Dealer Principals, Graduates of NCMi Principles of Internet Sales Management I

## Principles of Financial Statement Analysis

During this 2½-day course, the NCMi® faculty will help you master the fundamentals that lead to success for today's automotive retail Financial Managers. Developed for dealership personnel who have moderate, little or no retail automotive accounting experience, this course will show you how to uncover and correct problems quickly by understanding how sales, cost of sales, gross profit, expenses, assets, liabilities and equity are recorded and reported.

**Who Should Attend:** Current Controllers and Office Managers, Controller and Office Manager Candidates, Executive Assistants, General Managers, Dealer Principals

## Principles of Advanced Financial Management

Accurate, sophisticated financial analysis is a fundamental element of growth, strategy and overall success. After this 2½-day advanced course, you'll understand how to use financial indicators, Benchmarks® and other proven analytical tools to allocate resources and evaluate projects for maximum ROI. You'll also learn to balance conflicting priorities and work more effectively with your COO, department managers, employees and the financial community.

**Who Should Attend:** Controllers, Office Managers, Executive Assistants, General Managers, Dealer Principals, Group Chief Financial Officers, Group Chief Operating Officers, Graduates of NCMi's Principles of Financial Statement Analysis.

For schedules or more information about NCMi and the Center for Automotive Retail Excellence, visit [NCMInstitute.com](http://NCMInstitute.com) or call 866.756.2620.



Note to CPAs attending. Program Content: Agenda available upon request; Program Level: Advanced; Prerequisites: None; Advanced Preparation: See confirmation upon registration. This group-live course is approved for 12 CPE hours in the field of Specialized Knowledge and Applications. Please contact NCM Associates, Inc. at 913.649.7830 for registration and for more information regarding administrative policies such as complaint and refund.

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# NCM<sup>®</sup> BENCHMARK<sup>®</sup> REPORTS

## The key to success? It's all in the numbers.

At NCM, we believe sound business decisions hinge on the availability of accurate, relevant financial performance data — the kind of vital, actionable information we've been providing to our clients for more than 60 years.

Today, NCM Benchmark reports remain the most comprehensive measure of your financial performance as compared to similar organizations and industry averages. And unlike other organizations that provide industry data, NCM continually updates its database to reflect the most accurate representation of market conditions.

## The right reports for every business.

Following are examples of NCM Benchmark reports that we create for the automotive industry. We also create Benchmark reports for other industries, which are available to any NCM client, regardless of 20 Group participation.

### Single Dealership Composites

If you have just one location, this report compares your dealership's operational data against the NCM Benchmark performance ratios and franchise averages.

### Multi-Dealership Composites

If you have multiple locations, we can create a comparative tool analyzing the financial performance of each of your dealerships against a franchise-specific Benchmark and average. Automotive composites are based on the entire NCM database, high-line imports, regular-line imports and domestic lines (so you can compare apples to apples).

### Trend Reports

A popular and highly useful management tool, Trend Reports contain detailed information on departmental performance and profit retention over an extended time period. They can help you identify trends in your business so that you can more effectively plan and manage for optimum profitability.



# Operations Management Tools

## Profit Trend Analysis Report

This popular report provides side-by-side comparisons of all revenue and expense accounts over the past three months and against NCM® Benchmark® averages. An excellent tool for reviewing with your department managers, the PTA can help you spot problem areas and identify opportunities for improvement. PTA clients also have access to a free online tool with additional features including a convenient drop down menu, graphing and document download capabilities.

## FIDO™ (Fetch Instant Dealer Operations)

FIDO instantly calculates 35 key operating metrics for all of your operating departments trended for six months as compared to the NCM franchise-specific Benchmarks. FIDO is an online tool that will give you instant access to your performance numbers via the Web or your mobile devices, keeping your performance numbers available to you at all times and assisting you in raising total management awareness of key operational metrics in your dealership.

## Composites for NCM 20 Groups

The following products are available exclusively to NCM 20 Group members.

### Franchise-Specific or Multi-Franchise Composites

NCM Benchmark® composites are available for most automotive franchises. This is an invaluable tool for performing your own in-dealership analysis and to get a feel for overall market performance.

### Departmental Managers Composite

This segmented report is designed to easily analyze the performance of each of the following departments:

Administrative	New Vehicle
Used Vehicle	Mechanical Service
Body Shop	Parts & Accessories

### Three-Year NCM Benchmark Composite Comparison

Especially helpful for forecasting and goal setting, this composite features a comparison of your operation for three consecutive years, plus an NCM Benchmark column and work columns you can use to enter your forecasting data.

For more information about NCM Benchmark Report products, call 800.756.2620 or visit [www.ncmbenchmarking.com](http://www.ncmbenchmarking.com).



# TRAVEL SOLUTIONS

## The right solution for business or pleasure.

Whether you're planning to attend a 20 Group meeting or taking a personal vacation, NCM® Travel Solutions makes the process smooth with an unbeatable combination of experience, personal service and value. A division of NCM® Associates, Travel Solutions is a full service travel agency that brings together the resources and training necessary to make your trip a success.

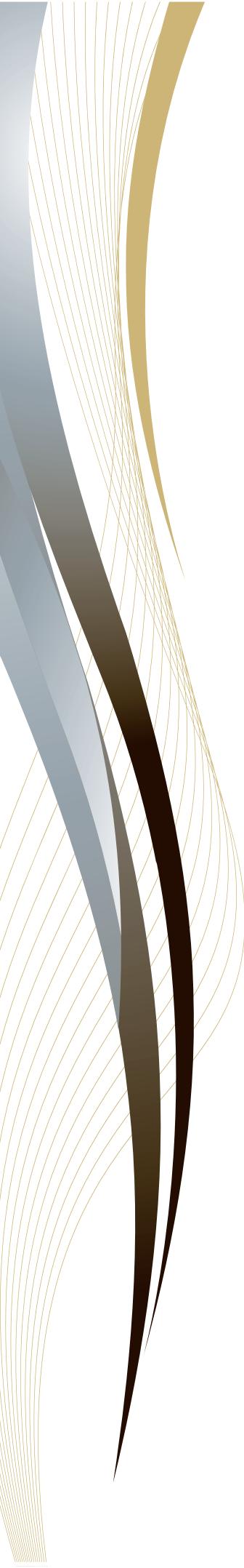
## The service you've come to expect from NCM.

Since 1947, NCM Associates has built a reputation on providing a unique, non-competitive forum in which clients can meet and discuss best practices. Our experience in managing these meetings, while assisting our clients with their travel needs, has given us the experience to help any individual or organization meet their individual travel requirements.

## We go the extra mile so you can, too.

In addition to exemplary personal care, we believe that ongoing research, education and training are vital to providing our clients the best possible travel experiences. Through memberships in organizations like the American Society of Travel Agents (ASTA) and the International Airlines Travel Agents Network (IATAN), we gain additional resources to get you where you want to go.





## How can we help you?

NCM® Travel Solutions is a full service travel agency. So whether you're traveling for business, pleasure or a combination of the two, we can book airline reservations, hotel accommodations and transportation. And when it comes to cruises, customized golf outings, honeymoons or just about any other activity, you won't find a better guide than Travel Solutions.

## Five reasons to choose a travel agency.

As it becomes more common to book travel online, you may ask whether it still makes sense to work with a travel agency. Generally, the more complex the trip, the better off you'll be getting the help and advice of a professional. But there are advantages even on the shortest trips. Here are five reasons to consider working with Travel Solutions.

**Best Value:** While we can't control prices, we can provide you with accurate information on the latest fares with no-charge fare monitoring across all airlines for best available pricing that you may not find online.

**Convenient One-Stop Shopping:** Save time and money by having NCM Travel Solutions handle every aspect of your trip, from transportation and lodging to dining and activities. With our no-charge Concierge Service you'll have access to other value-added services including management and application of unused tickets for future bookings; frequent flyer, hotel and rental car rewards program enrollment; seat monitoring (up to departure) for best available in aircraft; and Awards ticket reservations.

**Consumer Advocate:** Travel agents don't stop working for you once you've booked your trip. With NCM Travel Solutions, an agent is available 24/7 to resolve problems and make last-second changes.

**Expert Guidance:** With more than 40 years of combined experience, our agents know how the system works, so we can help you evaluate all the options to ensure you find the package that's right for you.

**Personalized Service:** Unlike a faceless, automated Web site, we know you and your travel needs and offer unbiased information. Our mission is to prove that we work for you.

For more information about NCM Travel Solutions, call 800.242.3260 or visit [ncmtravelsolutions.com](http://ncmtravelsolutions.com).



# NCM<sup>®</sup> COMPOSITE 2.0

Information is power; how you control it makes it powerful.

Introducing the next and most advanced generation of personal digital composites designed for dealers who desire to quickly and strategically zero in on those areas of their operation that are of critical importance to them. NCM Composite 2.0 gives you the power to **customize your report**, make **more meaningful comparisons** and **expedite your analysis** in order to maximize your ability to find and address associated opportunities with your management team.

- Rank on targeted metrics
- Display selected member data
- Recalculate group average
- Create unlimited report views
- Customize to your needs

## At NCM, innovation means moving your business forward.

At NCM, we're driving innovation so you can drive more profits using tools designed to give you more flexibility and control over your operating statement. With Composite 2.0 you can change the presentation and order of the data as you wish.

Start with the default report template, showing all members' data in standard page rank order, or show only your data as compared to the group average and Benchmarks. You may also compare your data with only certain members' data. Because the tool is web-based, you have more control over how and what information is displayed.

A unique feature of Composite 2.0 is the ability to recalculate the group average based upon a sub-set of the group. Want to see how you compare only to select group members' Service

operations? It's quick and easy to change views and customize your analysis. And saving your report views is effortless, with no limit to the number of custom reports you can create.

Sample Twenty Group  
Chevrolet Sample Store #01

Report Date: 2010 Nov | PAGE 1 - PROFIT SUMMARY AND OVERVIEW OF DEALERSHIPS' RELATIVE PERFORMANCE

Default Composite\* My data is in Column 1. I am ranked 1 of 14 members.

Page Rank:	1	2	3	4	5	6	7
Restore Default Page Rank	Chevrolet 01	Hyundai 04	BENCHMARK	Subaru 05	Chevrolet 06	Chevrolet 08	Ford 07
1 Date Statement Received	12-09	12-11		12-08	12-08	12-09	12-10
2 How Statement Received	E-FACTORY	E-FACTORY		E-FACTORY	E-FACTORY	E-FACTORY	E-FACTORY
3							
4 CURRENT MONTH							
5 Profit Pre-Tax & Owners	365,047	232,370	136,914	147,797	116,762	288,489	297,146
6 % of Total Operating Gross	60.6%	26.8%	26.0%	22.9%	21.8%	21.6%	21.6%
7	14	2-14		3-14	4-14	5-14	6-14
8 Re-Rank Page Using Line 6	28	132/1909	68/1565	141/1604	72/783	86/898	143/1416
9	08	138/1575	51/1650	73/999	76/693	194/1371	132/1511
10	51	1.05	0.74	0.52	1.06	2.26	0.92
11							
12							
13	98	547,900	236,082	1,003,048	855,248	438,159	30,310
14	63	718,090	11,832	337,965	32,130	-437,080	-460,155
15	37	-23.7%?	1,819.7%	196.8%	2,961.8%!	200.3%	106.6%?
16 USED VEHICLE DEPARTMENT							
17 Departmental Profit-Curr Year	309,550	-80,298	230,975	-138,084	-194,688	1,892,865	764,121
18 Departmental Profit-Prev Year	-108,408	-628,202	156,009	-276,756	-310,922	925,722	510,383
19 Percent Change	385.5%!	87.2%!	48.8%	50.1%!	37.4%?	104.5%!	49.7%!
20 MECHANICAL SERVICE DEPARTMENT							
21 Departmental Profit-Curr Year	88,631	204,284	279,637	-23,546	250,754	468,222	89,043
22 Departmental Profit-Prev Year	100,731	55,789	238,767	-111,783	165,862	384,176	-11,606

## Immediate access to data-driven opportunities.

Composite 2.0 is fully functional and accessible via your secure member web page. No downloads or complicated formulas are required to reorder and re-index the data...it's live and available when you are, even via your iPad. Unlike the current iMEDIA® electronic composite tool, which builds the operating data until all statements for the month are in, Composite 2.0 never closes. It continues to order, rank and calculate as new statement data is received, giving you unprecedented access and ability to capitalize on profit opportunities quickly.

## Composite 2.0 puts you in the driver's seat.

The screenshot displays the NCM Composite 2.0 web interface. At the top, it shows the NCM logo and the text 'Sample Twenty Group Chevrolet Sample Store #01'. Below this, there's a navigation bar with 'Report Date: 2010 Nov' and 'PAGE 1 - PROFIT SUMMARY AND OVERVIEW OF DEALERSHIPS' RELATIVE PERFORMANCE'. The main content area is titled 'Service Manager Report' and shows a table with columns for 'Chevrolet 01', 'Hyundai 04', 'BENCHMARK', and 'Subar 05'. The table lists various financial metrics such as 'Date Statement Received', 'CURRENT MONTH', 'Profit Pre-Tax & Owners', and '% of Total Operating Gross'. A 'TOOLBAR' is overlaid on the right side of the table, containing a 'Legend' and 'Customize' section. The legend lists several dealerships with checkboxes: 01 Chevrolet, 02 Ford, 03 Toyota, 04 Hyundai, 05 Subaru, 06 Chevrolet, 07 Ford, 08 Chevrolet, 09 Ford, 10 John, and 11 John. A 'Save Report As' dialog box is also visible, showing the report name 'Service Manager Report' and 'Save' and 'Cancel' buttons.

Of course, the real value of Composite 2.0 is that you control how you view the data, giving you the ability to see your dealership operations in a variety of contexts and in ways that are customized to your needs.

Try it for yourself to see how to turn great information into a powerful force for improving profitability in your dealership!

Upgrade to Composite 2.0 and take control over your operating data. To see Composite 2.0 in action, visit [www.ncm20.com/Composite2.0](http://www.ncm20.com/Composite2.0). Call your group assistant or 800.756.2621 for pricing and set-up assistance.





# FIDO™

## Your companion in daily monitoring.

Fetch Instant Dealer Operations—FIDO is an annual subscription service that will become your trusted companion in helping you run your business by the numbers that lead to greater profitability. Instant access means that within hours of your electronic data submission, you'll see how your month is trending against your franchise peers in 35 key metrics for all of your operating departments for the last six months.

As NCM® is actively receiving the monthly data feeds from its clients, you'll see the Benchmark® averages changing while the data pool is filled. This allows your organization to address opportunities and deficiencies in real time. In addition, your data variance is charted on a graph for each trended month for easy, at-a-glance understanding of your daily and monthly performance.

## Sniffing our better information.

FIDO gives you the option of viewing your departments operating performance as compared to one of the two franchise-specific Benchmarks:

- Net to Gross — the performance of the top 25% Net to Gross dealerships
- Line Item Benchmark — the average of the top 25% performers for each metric, giving you a more granular view of how you compare to those who are excelling at the departmental level

## FIDO follows so you can lead.

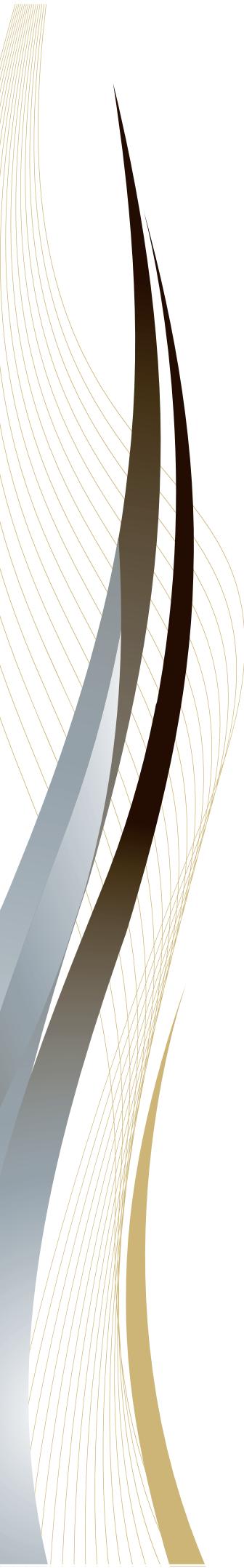
You can access FIDO from your iPhone, iPad, BlackBerry or other mobile devices quickly and easily. You're on the move and so is FIDO...fetching and tracking that critical Benchmarking data so that you have more information to share with your management teams, giving them better direction to adjust strategies faster and with more immediate results.

## Daily monitoring leads to better monthly results.

- Instant calculation of key data to quickly identify performance vs. NCM® Benchmarks®, giving them better direction to adjust strategies faster and with more immediate results
- Unique 30 to 180-day trend identification with graphical overview
- Review past 3 years' performance for maximum trend analysis
- FIDO™ keeps the organization flexible and responsive to daily and monthly trends
- Allows your dealership to reallocate resources into areas that need focused attention
- All reports formatted in PDF for easy print capability

For questions or ordering details, call 877.803.3627 or use the online order form at [www.ncm20.com/FIDO](http://www.ncm20.com/FIDO).





# TOTAL DEALERSHIP EVALUATION

Is there room for significant improvement in your used vehicle department? ★ Are your fixed operations departments providing maximum fixed coverage? ★ Is your new vehicle department—including F&I—profitable? ★ Are you enjoying 30% total dealership net to gross?

## Diving deep for targeted profit improvement.

The key to success in any business is a focused approach to operational excellence. Whether your desire is to maintain, regain or improve profitability, your first step must be a deep analysis of the total dealership. NCM® Retail Operations Consulting has the knowledge, experience and tools to assist you and your management team to identify and improve targeted areas of the dealership leading to maximized profitability.

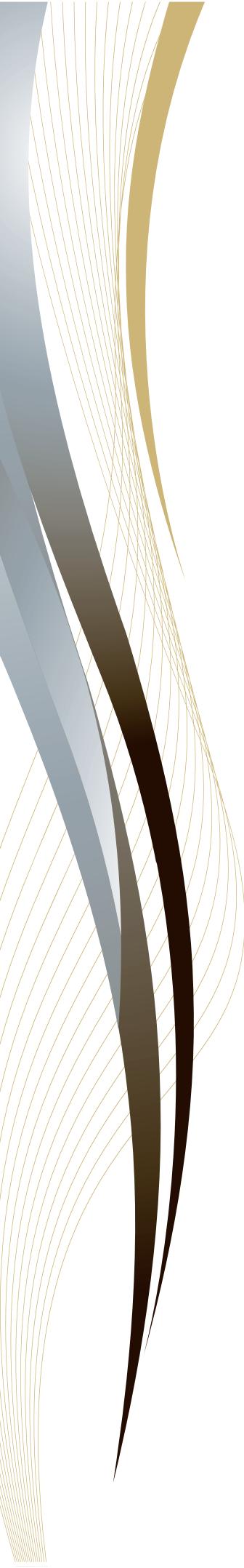
## Making no assumptions.

Before we set foot in your dealership, your NCM retail coach will conduct a thorough dealership financial review and pre-visit analysis, which includes input from the dealer operator's perspective. We don't presume to know your concerns and priorities; our first order of business is to listen. From this, your preliminary business plan is developed and an on-site visit scheduled.

## Planning for profit improvement.

The on-site visit is conducted over two days to confirm the assumptions and direction in the preliminary plan. Once you are satisfied with the initial direction, your retail coach shifts into high gear, continuing the evaluation to identify and incorporate the on-site elements into the business plan. This includes one-on-one interviews with each manager for a 360 degree perspective and assurance of their commitment to the recommended solutions.

Using the Profit Correction Meeting format, profit performance challenges and opportunities are discussed with the management team before finalizing the plan; here, specific action plans will be assigned with expectations and timelines established for completion.



## Bringing you solutions that are relevant and direct.

An important component of the NCM® Retail Operations Dealership Evaluation is the expert recommendations you'll receive for immediate profit improvement. You are looking for relevant solutions and that's just what you'll get with your custom Business Plan. Your retail coach, working with your management team, will shift your store into high gear to immediately run at a greater level of profitability.

## Your success, your way.

Whether you choose to implement on your own or continue your engagement with NCM for unparalleled guidance and accountability, a comprehensive Dealership Evaluation gives you the power and the tools to focus on those specific performance areas that will have the greatest, most direct profit impact for your operation.

Go online to [NCMConsulting.com](http://NCMConsulting.com) or call 877.497.2363 to speak with an NCM Retail Coach and learn more about how a Dealership Evaluation can lead to greater profitability for your dealership.





# PINNACLE PROGRAM

## Your change agent has arrived.

NCM® Associates announces a program designed for the dealer operator who is serious about making significant, aggressive progress in total dealership profitability. As a Pinnacle Performer, your commitment to an intensive, holistic dealership improvement program means that you will invest now for the rewards that come to those dedicated few who harness the change in order to scale the summit.

## Can you handle it?

The Pinnacle Program isn't for the faint-hearted. It's for committed dealers with tall challenges—whether your goal is to magnify your current success, turn around a severely underperforming operation, or jump-start that newly-acquired franchise—the program requires direct and consistent operator involvement.

If you are willing to commit to the following precepts, you have the right stuff to be a Pinnacle Performer:

- Desire and willingness to be challenged beyond your comfort level
- Engagement in intense, yet efficient, meetings with robust follow-up
- Total immersion in the full suite of industry-leading support tools offered by NCM
- Full accountability for all actions and corresponding results

## The place to start is right where you are.

The program begins with a total dealership evaluation that takes place over the course of three days. Working with an NCM Retail Coach, you will identify operating efficiencies, performance deficiencies and revenue opportunities that will form the basis for your custom Business Plan designed to get your dealership moving toward your stated goals quickly and with purpose.

## Expedition Excellence: The Power of Five

From the plan to the mountain top—from here, the work only gets tougher. That's why every Pinnacle Performer joins a team of four other equally driven operators—not limited by franchise affiliation—who are mounting similar challenges. The peer group support and structured accountability that is the hallmark of NCM® is elevated to a new level, which we call the *Power of Five*. Coupled together with a comprehensive management development program, you'll have the external support and internal competencies in place that will allow your organization to scale heights you only hoped to achieve on your own.

Let's be clear. The Pinnacle Program is not a maintenance plan or a quick-fix solution. It's a comprehensive, structured and highly-focused program that blends the best of NCM's core competencies in automotive retail coaching, training and peer group accountability with your intense commitment to total dealership improvement.

## Pinnacle Program Overview

The Pinnacle Program is an all-inclusive service for a monthly fee. For \$995\* per month, you'll receive a full on-site dealership evaluation with actionable Business Plan, plus the following implementation and support services:

- Four in-person Pinnacle meetings per year with your Retail Coach and fellow Pinnacle Performers (on-site or airport location)
- Bi-monthly Profit Correction Meetings at your dealership featuring our proven Profit Trend Analysis
- Private, monthly web-cast check-ups
- Full access to NCM Community—an online accountability discussion group available 24/7/365 (available 3Q2010)
- Unlimited use of NCM e-products for metrics tracking and reporting, including FIDO, PTA and Meeting in a Box
- 20% discount on manager training through NCMi, including complimentary six-month Manager 20 Group membership for ongoing professional development
- Preferred travel rates through NCM Travel Solutions.

\* Retail Coach travel expenses will be billed separately. NCM offers a manager development upgrade option that features all of the above, plus unlimited pre-paid seats in all NCMi training programs for \$1,695 per month.

Ready to learn more? Call 877.497.2363 to schedule a no-obligation appointment with an NCM Retail Coach and find out if the Pinnacle Program is right for you.



# NCM CORE VALUES

## **Integrity**

We operate our business employing only the highest ethical standards.

## **Understanding**

Understanding client needs by being actively involved in their business.

## **Responsibility**

To consistently develop and deliver innovative and relevant client services which bring value.

## **Passion**

For our clients' and employees' success.

## **Awareness**

Our historical success does not guarantee our future success.

## **Respect**

For our clients and for our employees who support one another every day.



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