

U.S. EDITION | VOLUME 1, NO. 1 | SUMMER/FALL 2022

# EQUIPMENTdealer

RESOURCES FOR SUCCESSFUL DEALERS

## magazine



**NORTH AMERICAN  
DEALER CONFERENCE**  
NOVEMBER 15 - 17, 2022

## EDM SPOTLIGHT

*Nashville, Tennessee, is the place to be for actionable insights, tactics and technologies to move your business ahead* PAGE 2

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### NAEDA NEWS p 10

*The new NAEDA comes alive with a whole list of priorities and challenges. Meet the new NAEDA management team and support staff.*

### A VISION, A MISSION AND A PLAN p 24

*The establishment of any new entity begins with a vision and if consistently worked toward, over time that vision becomes a reality.*





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# EQUIPMENTdealer

RESOURCES FOR SUCCESSFUL DEALERS

## magazine



**ON OUR COVER** Downtown Nashville, Tennessee, along the banks of the beautiful Cumberland River.

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by NAEDA STAFF





## NORTH AMERICAN DEALER CONFERENCE NOVEMBER 15 - 17, 2022

### North American Equipment Dealers Association invites you to the 2022 North American Dealer Conference!

**R**egister today for the 2022 North American Dealer Conference in Nashville, Tennessee, from November 15 - 17 for two days of learning, collaborating, and networking.

At the North American Dealer Conference, you'll get the answers, solutions and information you need to gain greater clarity—and create a vision for your dealership's success for years to come.

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- **Energy** of being around hundreds of positive, talented equipment dealers who share your passion for agriculture and thirst for knowledge.

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# Maximize Your Takeaways

**N**ew this year, we will feature two days of inspiring talks that will deliver insights, strategies, networking, and motivation to drive growth like never before. And, of course, that comes with the Awards Banquet, Live Auction, and Special Private Event in Downtown Nashville.

## LEARN

Get the latest, timely information on workforce development, legislative and regulatory issues, mergers and acquisitions, cybersecurity, and additional issues facing the industry.

## NETWORK

Join your peers who spend every day dealing with the same challenges that you face. Meet up with like-minded equipment dealers, learn from their experiences, and feel empowered. At NADC 2022, you'll create stronger relationships, and build better connections.

## SUCCEED

We don't just give you the knowledge to take to your dealership to the next level – we inspire you to do it! Hear the latest from spotlight speakers and dealer panels covering a range of topics including: Right to Repair, Midterm Election Results, Market Trends, Repricing Used Equipment, and much more.

## SUPPORT

A great way to support both the Equipment Dealers Foundation (EDF) and Canada Equipment Dealers Foundation (CEDF) is through the live auction at the conference. All money raised goes towards our foundations, which support educational programs and scholarships for the benefit of dealers, employees and the equipment industry. A fun and exciting way to give back to the industry that has given so much to you.

## CELEBRATE

There's no reason serious business has to be such serious business. On top of the learning, join us as we celebrate dealer accomplishments at the evening banquet. From Dealer of the Year, to the Safety and Loss Award winners, this is our evening to celebrate our industry. A great time for networking and celebrating the fruits of your labor.

**After all... you help feed the world and that's a big deal... You are a big deal... Our industry is a big deal. Let's celebrate!**

**See our engaging NADC 2022 Agenda on the following pages.**

## NADC2022 Venue

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**If you are an independent thinker with provocative vision and drive to make it happen, don't miss out on #NADC2022.**



This year's conference agenda includes engaging sessions and remarkable speakers who will make #NADC2022 the conference you can't miss.

Nashville, Tennessee, is the place to be for actionable insights, tactics and technologies to move your business ahead.



## Tuesday, November 15

- 7:00 a.m. - 5:00 p.m. **Partner & Sponsor Booth Set Up** - Vanderbilt Foyer  
 12:00 p.m. - 5:00 p.m. **Conference Registration** - Vanderbilt Foyer  
 5:30 p.m. - 7:00 p.m. **OPENING COCKTAIL RECEPTION** - Vanderbilt Foyer

## Wednesday, November 16

- 7:00 a.m. - 8:00 a.m. **Breakfast** - Gulch  
 8:00 a.m. - 8:15 a.m. **Registration & Information Desk** - Vanderbilt Foyer  
 8:00 a.m. - 8:30 a.m. **OPENING REMARKS - Introductions & Celebrating the New NAEDA** - Vanderbilt Ballroom  
 It's an exciting time to be a part of the North American Equipment Dealers Association. Learn about our leadership, how we got here and what is to come.  
 8:30 a.m. - 10:00 a.m. **Government Affairs From D.C. to Ottawa - Panel Discussion** - Vanderbilt Ballroom  
 Government affairs is one of the key pillars of the North American Equipment Dealers Association. Federal, state and provincial legislation, regulation and policy impact our members operations, and NAEDA tries to take a proactive approach in addressing issues of concern to dealers. To bring to everyone's attention the current government issues impacting the industry, we have a panel of key government relations leads that will provide their perspectives on government affairs.  
 10:00 a.m. - 10:30 a.m. **Morning Break** - Vanderbilt Foyer  
 10:30 a.m. - 11:30 a.m. **A View from Wall Street - Jerry Revich, Senior Finance Officer, Goldman Sachs** - Vanderbilt Ballroom  
 A deep dive on the economic cycle, agriculture machinery industry trends, precision agriculture addressable market, and agriculture machinery OEM strategies.  
 12:00 p.m. - 1:00 p.m. **Lunch** - Gulch  
 1:30 p.m. - 2:30 p.m. **BREAKOUT SESSION: FOOD 5.0: How We Feed the Future** - Vanderbilt Ballroom  
 Robert D. Saik is a veteran ag tech entrepreneur, author and speaker and recognized as one of Canada's Top 50 Most Influential Agriculture Leaders, will take a pragmatic look at the five iterations of agriculture, culminating in an examination of how technology convergence is reshaping the farm and the consumer.  
**BREAKOUT SESSION: Workforce Development - Help! They're Leaving and I Can't Find More!** - SoBro III  
 Workforce development continues to be a top-of-the-line conversation. The equipment industry has struggled to figure out how to help our employee base grow professionally, which has caused a "leave to excel" situation for many looking to go to the next level. Combine that with failing senior and mid-level managers who continue to cycle through the industry, with the difficulty of attracting new talent, and it's easy to see we need corrective action. We're going to discuss the challenges and the avenues available to keep and find.  
 2:30 p.m. - 3:00 p.m. **Afternoon Break** - Vanderbilt Foyer  
 3:00 p.m. - 4:30 p.m. **Proactively Defending Your Organization**  
**Secuvariant: Cybersecurity and Risk Management** - Vanderbilt Ballroom  
 The Internet has unleashed an explosion of malicious activity worldwide. Our adversaries are evolving and adapting to exploit our (low) compliance framework requirements. Most organizations are struggling to keep up with the blistering pace being set by advanced threat actors. We've learned that success has more to do with becoming hyperefficient at the fundamentals than focusing exclusively on technology. After this presentation, you'll be armed with the data and information needed to focus your cybersecurity efforts to defend your organization effectively and proactively.  
 5:30 p.m. - 8:00 p.m. **RECEPTION & INDUSTRY AWARDS BANQUET DINNER** - Vanderbilt Foyer & Ballroom  
 Join us for a vibrant networking reception and delicious dinner as we recognize our industry's successes including Dealer of the Year, Advocacy Award and more. Don't miss the opportunity to bid during our live auction to raise funds for the foundations that support technician and industry education scholarships. This is an evening to support your industry.  
 8:00 p.m. **Day 1 Adjourns** - Enjoy Nashville for the remainder of the evening.





## Thursday, November 17

6:30 a.m. - 5:00 p.m. **Registration & Information Desk** - Vanderbilt Foyer

7:00 a.m. - 8:00 a.m. **Breakfast** - Gulch

8:00 a.m. - 9:00 a.m. **Repair Done Right: Changing the Narrative on Right to Repair - Panel Discussion** - Vanderbilt Ballroom

The Right to Repair issue reared its ugly head in state legislative sessions for the sixth year in a row in 2022. Following an executive order by President Biden, Right to Repair also gained attention at the federal level and Congress now entertains several Right to Repair bills. In this panel we will give an overview of the status of legislation throughout North America and what the association is doing to proactively change the narrative about what our industry does to support customer repair with our Repair Done Right campaign.

Panelists: Jason Francque - Director, Corporate Affairs, John Deere; George Whitaker - State Government Relations, CNHI; Tom Walter - Manager, State Governmental Affairs, Caterpillar Inc.

9:00 a.m. - 10:00 a.m. **Road Map to the 2022 Midterms - David Wasserman, Senior Election Analyst, The Cook Political Report with Amy Walter, and NBC Contributor** - Vanderbilt Ballroom

The November midterm elections are just around the corner. Change is coming to Washington. Partisan control of the House and Senate is on a knife's edge, and following a topsy-turvy round of redistricting, there could be more than 100 new members of Congress in 2023. In a lively, entertaining and strictly nonpartisan presentation, Wasserman takes audiences on a tour of 2022's hottest elections and the ever-evolving D.C. landscape.

10:00 a.m. - 10:30 a.m. **Morning Break** - Vanderbilt Foyer

10:30 a.m. - 11:45 a.m. **Merger & Acquisitions - Where Is My Future? - Panel Discussion** - Vanderbilt Ballroom

It's no secret consolidation has been accelerated to help with market share, dealer growth issues, and industry partner sophistication. It's a perfect storm as industry dealer leaders are aging and looking to navigate their way out of the business while protecting the next generation. In today's environment, dealers should have a clear understanding of their options. We're going to discuss how to find those options.

12:00 p.m. - 1:15 p.m. **Lunch** - Gulch

1:30 p.m. - 2:30 p.m. **BREAKOUT SESSION - Spotting Leading Indicators of a Market Turn** - Vanderbilt Ballroom

The supply chain uncertainties linger in 2022 causing unusual shifts in used ag equipment pricing and availability. Markets are ever-changing, but this one presents unique challenges. Dealers are asking: What are some early indicators that might reveal a market change in used ag equipment? Are we destined to repeat the oversupply problems of 2014? How does the current average days-in-stock for used inventory compare to years past? Cameron Hurnard, Iron Solutions' Director of Data Services and Software Development, will be presenting data on these topics and more with time for Q&A.

**BREAKOUT SESSION - Repricing in a Dynamic Market** - SoBro III

Repricing used equipment has a significant effect on the bottom line of a dealership. In this presentation, we will share and discuss multiple strategies and methods dealers throughout North America are using to reprice equipment so they can improve turns in a down market and capitalize on full revenue potential in an up market. To complement this, we will also share the data and trends we are seeing in the used equipment market to help get an early indication of the current market direction.

2:30 p.m. - 3:00 p.m. **Afternoon Break** - Vanderbilt Foyer

3:00 p.m. - 4:00 p.m. **Organizational Integration: How Do The Pieces Fit Together? - Panel Discussion** - Vanderbilt Ballroom

One of the most difficult issues consolidating dealers face is bringing multiple modes of operation together. When organizations merge or are acquired, a variety of personalities must come together to be successful. We're going to discuss how to bring the pieces together.

4:00 p.m. - 5:15 p.m. **KEYNOTE SPEAKER - Sgt. Dakota Meyer, United States Marine Corps Veteran and Medal of Honor Recipient**

**The Way Forward: Mastering Life's Toughest Battles and Discovering Your Purpose** - Vanderbilt Ballroom

Dakota Meyer draws from his military memoirs and lessons learned in his post-military experiences to lead a candid conversation on what it takes to survive, thrive, and tackle your biggest obstacles — whether in combat or in everyday life.

7:00 p.m. - 10:00 p.m. **SPECIAL EVENT - Luke's 32 Bridges Food + Drink**  
Enjoy drinks, food, music and networking on the Nash Vegas Strip.



## Speaker Bios



**Jerry Revich, CFA**, is the head of Americas Machinery, Infrastructure, and Sustainable Technologies research at Goldman Sachs. He is also Deputy Business Unit Leader for Industrials & Materials. Jerry has been consistently recognized by the Wall Street Journal, Financial Times and Bloomberg as the top performing analyst in his industries for stock selection and forecasting accuracy. Jerry has deep

expertise in assessing a broad range of business models, corporate strategies, and industry trends to uncover shifting profit pools and cyclical investing opportunities. Jerry joined Goldman Sachs in 2003 and over his tenure he's contributed to the firm's coverage of a wide range of Energy, Healthcare, and Industrial sectors.

Jerry earned an MBA, with distinction, from the Stern School of Business at New York University, specializing in Supply Chain Management, Finance, and Change Management. Jerry earned his B.S. in Finance and Information Systems, summa cum laude, from New York University's Stern School of Business. He is also a CFA charterholder. Jerry was born in Kishinev, Moldova, and now lives in Forest Hills, New York, with his wife and three daughters.



**David Wasserman**, Senior Election Analyst, *The Cook Political Report with Amy Walter*, and NBC Contributor

David Wasserman is the Senior Election Analyst for the non-partisan newsletter, *The Cook Political Report with Amy Walter*, and a contributor to NBC News. Founded in 1984, *The Cook Political Report with Amy Walter* provides analyses of U.S. presidential, Senate, House, and gubernatorial races. The New York Times called *The Cook Political Report with Amy Walter*, "a newsletter that both parties regard as authoritative."

Wasserman analyzes the current political environment in lively and entertaining presentations that he can tailor to his audiences' specific interests or locales. His data-driven forecasting looks at both national and local trends, the relationship between consumer brand loyalty and voting, and what the future holds for American elections.

A native of New Jersey, Wasserman is a graduate of the University of Virginia, where he was awarded the 2006 Emmerich-Wright Outstanding Thesis prize.



**Dakota Meyer**, Medal of Honor Recipient & New York Times Best-Selling Author of *Into the Fire* and *The Way Forward*

Sergeant Dakota L. Meyer is a United States Marine Corps veteran and recipient of the military's highest honor, the Medal of Honor. He is the New York Times best-selling author of the book, *Into the Fire: A Firsthand Account of the Most Extraordinary Battle in the Afghan War*. Meyer earned his medal for his actions during the Battle of Ganjigal, which was part of Operation Enduring Freedom in Afghanistan. He is the first living Marine to have received the medal since 1973 and one of the youngest.

Humble and propelled by a respect for his fallen comrades, Meyer insists that he is not a hero, and that any Marine would do the same thing. Dakota Meyer addresses inspiration, motivation, courage, leadership, believing in yourself, doing what is right, and what happened that day in Afghanistan. Meyer is a successful entrepreneur who also currently serves in the Individual Ready Reserve of the US Marine Corps Reserve.

**Register today at [NADEALERCONFERENCE.COM](http://NADEALERCONFERENCE.COM)**

## NADC2022 Special Events



### LIVE AUCTION BENEFITING OUR FOUNDATIONS

Wednesday,  
November 16, 2022

5:30 PM - 8:00 PM

Join us to support our U.S. and Canada Foundations to raise funds for service technician and industry education scholarships. Enjoy a savory dinner with special awards and exciting live auction.

### LUKE'S 32 BRIDGE FOOD + DRINK

### PRIVATE EVENT at LUKE'S 32 BRIDGE FOOD + DRINK BAR

Thursday,  
November 17, 2022

7:00 PM - 10:00 PM



Enjoy Nashville's genuine hospitality including complimentary drinks, food, live music, dancing and networking at country music artist Luke Bryan's downtown Nashville bar.

This newly remodeled 30,000 sq. ft. venue offers room to dance, sit and chat, or venture out on the rooftop with views of the Nash Vegas Strip.

The space includes two main bars, stage with band, private restrooms and VIP invitation only loft with private bar.

Join us for our Party on Broadway.





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# "You are terminated."

## Not. So. Fast. Arnold.

by NAEDA STAFF

**T**hose familiar with the series of *Terminator* movies starring Arnold Schwarzenegger have heard the phrase "you are terminated." Schwarzenegger's character was a cyborg and he said "you are terminated" when he destroyed other cyborgs. It was something moviegoers expected to hear.

However, it's not something an equipment dealer expects to hear, especially when, by volume, you're one of the top dealers in the country in sales of a particular brand. But happen it did to a Missouri dealer who was "terminated" because he wouldn't yield to pressure from a manufacturer to clear his showroom of competitive commercial mowing equipment.

Under Missouri law, one of eight defined conditions that could lead a supplier to terminate an equipment dealer's contract with good cause is "The retailer has consistently failed to meet the manufacturer's, wholesaler's or distributor's requirements for reasonable market penetration based on the manufacturer's, wholesaler's, or distributor's experience in other comparable marketing areas."

In addition, the law, which is *Chapter 407 Merchandising Practices, Missouri Fair Dealership Statutes for Farm, Lawn & Garden and Industrial and Construction Equipment*, also allows termination of a dealer agreement for good cause if there is "failure by the retailer to substantially comply with essential and

reasonable requirements imposed upon the retailer by the contract if such requirements are not different from those requirements imposed on other similarly situated retailers either by their terms or in the manner of their enforcement."

The dealer had been recognized as the manufacturer's top dealer multiple times and awarded the manufacturer's top tier dealer status for several years in a row (including the year of termination) so it would normally be safe to assume the dealer was meeting its contract obligations. But when a dealer pushes a button with a manufacturer like taking on the wrong competitive line, sometimes all bets are off and, in this case, caused the manufacturer to immediately terminate the dealer.

When the dealer received this news, he didn't accept the outcome and he turned to the association and its legal counsel. The association has an excellent legal team, which is considered by many in the industry as the best of its kind.

The legal team reviews contracts for many brands of equipment, and encourages dealers to provide new or revised contracts for review before signing. They also frequently help dealers work through difficult situations that relate to termination of dealer agreements.

But this termination was unusual because it didn't seem to fit any of the so-called "good cause" definitions in the Missouri buy-back statutes and the manufacturer didn't seem interested in trying to resolve the situation.



...when a dealer pushes a button with a manufacturer like taking on the wrong competitive line, sometimes all bets are off and, in this case, caused the manufacturer to immediately terminate the dealer.

### What's implied in contracts?

We turned to Lance Formwalt, the association's legal counsel and leader of the Equipment Dealer Group with Seigfried Bingham in Kansas City, Missouri.

We asked Formwalt if there are provisions in dealer-supplier contracts that imply selling competitive equipment is not an option or discouraged?

"I don't think a contract is needed to tell you that a manufacturer may not always encourage a dealer to carry a competitive line since there is always a natural tension between a manufacturer and dealer about this topic. But that tension is different than a legal obligation," noted Formwalt. "When working with dealers and manufacturers, it is possible to have "implied" or oral dealer agreements but, in my experience, manufacturers that prohibit dealers from carrying other lines put that very specifically in writing. In this situation, there was nothing to suggest that competitive lines were prohibited and, in fact, this dealer had always carried four or five competitive commercial mowing lines, similar to other dealers."

### The dealer's next step

As noted, the dealer and the association's legal counsel were not able to get the manufacturer interested in resolving the situation so they had to file a lawsuit. That's when the association became involved again to provide a little help from one of the association's seldom used but most powerful member benefits.

That benefit is the Industry Relations Fund. The fund is administered by NAEDA and was created nearly 50 years ago by dealer associations and their members to address situations that could have industry-wide implications.

In essence, the fund can be a source of financial assistance in the form of a loan to assist



... the association became involved again to provide a little help from one of the association's seldom used but most powerful member benefits... the Industry Relations Fund.

The fund is administered by NAEDA and was created nearly 50 years ago by dealer associations and their members to address situations that could have industry-wide implications.

In essence, the fund can be a source of financial assistance in the form of a loan to assist a dealer's legal challenge but only after specific requirements are met.

a dealer's legal challenge but only after specific requirements are met. Chief among those requirements is the dealer must have first tried to resolve the issue through communication and, where possible, negotiation with the manufacturer. This would ideally include enlisting the assistance of the dealer's association executive through his or her relationship with the manufacturer.

If this path doesn't offer the dealer any relief, the dealer can apply for a loan from the Industry Relations Fund. It's a process, notes Kim Rominger, NAEDA CEO, but it ensures the fund is used wisely and for its intended purposes.

"The fund is there to assist dealers and not fund an entire lawsuit," said NAEDA CEO Kim Rominger. "Generally, when the fund is needed it's because all options and alternatives to resolve the issue have been exhausted."

Some, but not all, of the reasons that support use of the fund include:

- contract language that is detrimental to all dealers,
- policies that would unfairly circumvent the dealer network, or
- challenging (or bypassing) existing dealer laws.

However, before any approval of a fund

disbursement is made, dealers must agree in writing to the following conditions:

1. ... furnish a written summary of disbursements/expenditures and provide updates on the progress of discussions and/or litigation on a regular basis until the dispute is resolved.
2. ... sign a promissory note that in the event money is recovered from litigation or a settlement, the dealer will reimburse money advanced from the Industry Relations Fund including interest.
3. ... may include a commitment to make an additional payment to the Industry Relations Fund in an amount mutually agreed to by the dealer and NAEDA based on the recovery from litigation or settlement.

### Dealer prevails

The best part of this article is this paragraph. The Missouri dealer who challenged the outcome of a termination letter, won a multimillion-dollar jury verdict against the manufacturer that terminated his contract. The manufacturer was also ordered to reimburse the dealer for attorneys' fees and other costs incurred by the dealer in pursuing its claim.

No one is jumping for joy over this because this should never have happened. But there are times when you believe you have right on your side, but need a little help to prove it and that's where the association came in. The Industry Relations Fund is an unseen benefit that makes association membership more than a dues statement. It's a partnership where the commitment to serve members is as strong as ever.

"When the Industry Relations Fund was created, there was a strong consensus that this could be a valuable initiative to help protect our dealers' interests," noted John Schmeiser, NAEDA COO. "This case was a reminder that the creation of this fund was one of the most important initiatives of our association."

"This situation was a really unfortunate one," added Schmeiser. "We and our legal counsel always strive to avoid lawsuits and find that these are almost never involved in situations where the association and the manufacturer engage in an active ongoing dialogue about dealer network issues."

It should also be noted, the dealer no longer represents the brand in question. Under Missouri law, inventory, which included parts, has been repurchased by the manufacturer. **EDM**

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# The New North American Equipment Dealers Association

## Meet the NAEDA management team

by NAEDA STAFF

### Kim Rominger | CEO



**“Is it good for dealers?”** That basic question has been the foundation of evaluation by staff and board members in so many of the decisions made in the past by the association. That will continue to be the case. Association management and staff will focus on what dealer members need, issues and events that affect dealers and industry trends.

“For dealers in the merged areas, increased staff, services and programs will be available. A very familiar and dedicated staff will be there to serve dealers and help them solve problems just as today. NAEDA will continue to provide state legislative and regulatory oversight for dealers in this area. For dealer members outside the merged area, NAEDA will work with the regional/state associations just as it has in the past. NAEDA will provide the federal government efforts on behalf of all members and work to support the regional/state association with needed information as they manage state legislative issues and regulations.

“NAEDA members will continue to have access to the legal assistance program regardless of the area they are in. NAEDA will continue our supplier contract reviews and other legal support for our dealer members. NAEDA will offer these services and programs from a vibrant, financially sound organization with the oversight of a board of directors that represents all associations participating in NAEDA. NAEDA will also have a dedicated, effective and efficient staff deep enough to handle the programs, services, and issues dealers face day to day. NAEDA members will see an increase in data they need to operate in the fast-moving business environment they operate in today.

“NAEDA will continue to ask, ‘Is it good for dealers’ and operate and engage accordingly.”

### Kim Rominger Bio

Kim Rominger served as president and CEO of the Equipment Dealers Association since 2017. In that role, Rominger managed the day-to-day operations of the association and its foundation, including activities involving manufacturer relations, government relations, membership, communications, and marketing. Rominger also served as president and CEO of the United Equipment Dealers Association, a regional equipment dealer association representing Kentucky, Indiana, Ohio, and Michigan. Rominger has spent the last 35 years in equipment dealer association management and has extensive experience with dealer-manufacturer relations having served on EDA's Industry Relations Task Force since 2012. Rominger received a bachelor of science in marketing from Indiana State University and a masters of business administration from Indiana Wesleyan University. Rominger and his wife, Monica, reside in the Indianapolis area.

### John Schmeiser | COO President, NAEDA – Canada



“It’s an exciting time to be in an association. When I started 26 years ago, the dealer demographics and the needs of dealers were so different than they are today. I’ve really seen how things have changed, and where associations are more relevant. We’re the voice of an industry, and an industry that truly needs that voice. Advocacy has been our key pillar. We are ensuring that there is some balance in the

dealer-manufacturer relationship, and we are advocating dealer interests on state and federal legislation that impacts the industry.

“The pandemic underscored all this. The pandemic hit, and we were very active in securing essential designations so dealerships could remain open and operate safely while they took care of their customers. The pandemic also created new challenges and, once again, the association has been leading conversations with manufacturers as they deal with supply chain issues.

“I look at associations being more relevant than they ever were. And one of the reasons I’ve stayed for 26 years and support this merger effort is that I saw this important transition in the dealership industry. As our dealers changed, we needed to change, too. This merger gives us the ability to strengthen our advocacy efforts, while at the same time provide more programs and services to help dealers in their day-to-day operations.”

### John Schmeiser Bio

In addition to growing up in a third-generation equipment dealership, John Schmeiser has served equipment dealer associations for over 25 years. He had been the CEO of the Western Equipment Dealers Association since 2014 following the merger of the former SouthWestern and Canada West Equipment Dealers Associations. He became a dealer association executive in 1996 when he was named CEO of CWEDA.

Schmeiser serves as a director for several organizations; a chair of Equipment Dealer Consulting LLC; a director for Advanced Intelligence Systems, and secretary/treasurer for the Canada Equipment Dealers Foundation. He is a past director of the Saskatchewan Opportunities Corporation, the Saskatchewan Scrap Tire Corporation, past secretary/treasurer for the Western Equipment Dealers Foundation, and past chairman of Iron Solutions LLC.

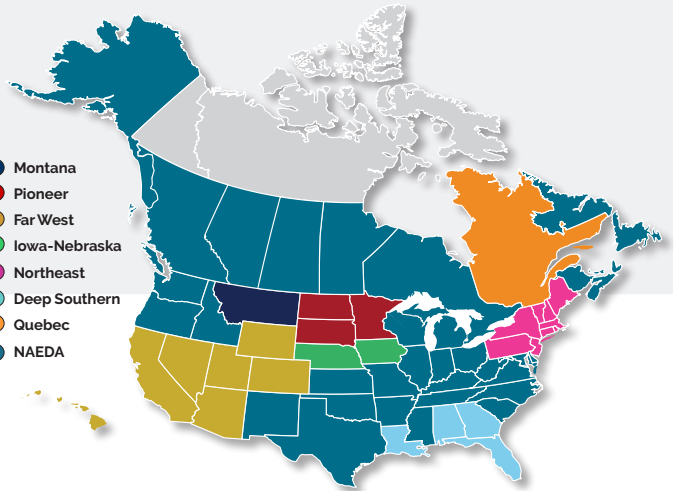
**“The merger of the associations gives more dealers greater access to services to help them become more successful, and the associations will be in a stronger financial position to provide these services.”**  
- Curt Kleoppel | Chief Financial Officer/Treasurer

"NAEDA will have a dedicated, effective and efficient staff deep enough to handle the programs, services, and issues dealers face day to day."

- Kim Rominger, CEO | NAEDA

"We're the voice of an industry, and an industry that truly needs that voice. Advocacy has been our key pillar."

- John Schmeiser, COO | President, NAEDA - Canada



## Curt Kleoppel | Chief Financial Officer/Treasurer



"The equipment industry is more multifaceted than ever before. Not too long ago, dealer principals held multiple titles. In addition to owning the business, they were largely responsible for every area of the business – parts and inventory management, service, sales, human resources, employee training, and accounting. This has changed considerably, even with dealers who operate single-

store operations. Dealers now need a management team that can handle almost anything that comes their way.

"The merger of the associations gives more dealers greater access to services to help them become more successful, and the associations will be in a stronger financial position to provide these services. This will include stronger legislative representation, better relationships with manufacturers, greater access to training programs from the Dealer Institute, and an experienced staff to work with dealers to address their concerns and work to find solutions and answers efficiently and effectively.

"By agreeing to merge, the new NAEDA also will give more dealers access to Equipment Dealer Consulting. EDC performs business valuations throughout the United States and Canada. Moreover, with the association's larger footprint, 24 states and nine Canadian provinces, dealer-members will have access to tax consulting services, audits, estate planning, and 401(k) limited scope audits."

### Curt Kleoppel Bio

Curt Kleoppel has 41 years of experience with the association as CFO, treasurer, and certified public accountant. Additionally, Kleoppel has served as president of Equipment Dealer Consulting since 2009. Headquartered in Kansas City, Missouri, EDC works with clients in both the United States and Canada and specializes in accounting services for farm equipment, construction, industrial, outdoor power equipment, hardware and home centers, and building materials industries. At EDC, we have extensive experience and provide professional and customized service to support each client's needs and concerns.

## Gary W. Manke | Senior Vice President Manufacturer Relations



"A lot of our members have been in this industry for over 40 years and had to make adjustments and changes in how their dealership organization is run. Members have had to recruit specialists, i.e., IT personnel, agronomists, etc., to meet the needs of their customers. Customers expect quality service and support from their dealership and our members expect the same from their association.

"The North America Equipment Dealers Association is being structured to provide our members with the specialists that will help them

operate their dealerships more efficiently and provide guidance on issues our members may have. Not many people like change, but our industry continues to change, which, in turn, makes our members operations change and your association will do the same. Will it help the dealer? Definitely."

### Gary W. Manke Bio

Gary W. Manke, CAE, has served as president and chief executive officer of the Midwest-South Eastern Equipment Dealers Association and MSED Services, Inc. Manke joined the association in July of 1975 as a field staff accountant. In June of 1983, he was appointed director of management information services. Manke was appointed administrative vice president of the association in 1989. He was named president and CEO of MSED in 1991.

## Joe Dykes | Vice President, Industry Relations



"The merger and formation of the 'new' NAEDA provides many benefits for equipment dealers operationally and, most importantly, combining resources and capital will allow the association to better serve dealer members in an ever-changing industry and business environment.

"One of the major benefits involves the Equipment Dealers Foundation and its operations and initiatives on behalf of equipment dealers. The charitable foundations of each of the merging associations will be combined with current EDF funds in the new organization. This will provide increased funds to continue with initiatives of the regional foundations and EDF's current initiatives focusing on workforce development with the Technicians for Tomorrow awareness campaign, disaster relief for dealer-employees impacted by natural disasters and educational efforts."

### Joe Dykes Bio

Joe Dykes most recently served as vice president of industry relations for the Equipment Dealers Association, one of the associations that merged to create the new NAEDA. Dykes has over 30 years of experience in the equipment industry. He joined the EDA staff in 2008 while also serving as the executive vice president of the Missouri Valley Equipment Association a position he held since 1990. Dykes works closely with manufacturer and industry partners and is also responsible for the association's data collection and production of the association's Dealer-Manufacturer Relations, Compensation and

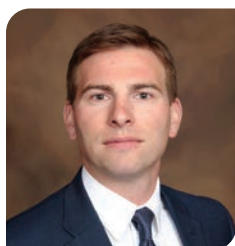
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Benefits and other industry surveys. Dykes also serves as secretary/treasurer of the Equipment Dealers Foundation, a 501c3 organization that raises money for disaster relief and workforce development for equipment dealers throughout North America.

## Eric Wareham | Senior Vice President Government Affairs



“Here is what members can expect from the new association: A larger voice with local control. The government affairs mission is to present a clear and consistent government affairs strategy in the pursuit of public policy outcomes that benefit successful dealers. That really says it all about what we do. Bringing together more dealers only increases the strength of their voice on state and national issues.

“And how we do it is just as important. The association is a dealer-driven organization and we take our direction from the consensus of the members. On issues that span across state lines or at the federal level, that means the board of directors sets the policy. It’s also my belief that those closest to the problem come up with the best solutions. That’s why at the state and provincial levels, there will be dealer advisory boards for each state and province determining the direction of our advocacy, keeping local control intact.

“The intersection of business, law, and government seems ever-increasing. It’s also more evident that if you don’t have a seat at the table, you’re probably on the menu. On day one dealers can count on a strong, experienced government affairs team looking out for them. Most importantly, the association needs dealer engagement to be effective. I look forward to working with dealers on the board, our state and provincial advisory committees and dealers across our new footprint to achieve success in the legislative arena that benefits their business.”

### Eric Wareham Bio

Eric Wareham is senior vice president of government affairs for NAE-DA. He has extensive legal and policy experience in both a trade association and the private sector. Prior to joining the association, he was general counsel for an Oregon-based heavy civil construction company. He also served as the director of government relations and general counsel for an association in the wood products industry, has managed state and national political campaigns and held numerous positions in a state legislature. Wareham is a graduate of the Willamette University College of Law and Augusta University.

## Jennifer Luce | Vice President Member Engagement



With the merger, Jennifer Luce is assuming a new role as vice president of member engagement. With over 12 years of experience working with equipment dealers, Luce not only understands the industry, but the challenges dealers face filtering through the noise to get to the most important information.

“With the first graduates of Generation

Z entering the workforce, it’s important the association provides multiple channels of communication that fit each generational preference, from email and social media to its magazine and new member community platform. We are continually looking for new ways to reach members, especially, the management level of dealerships.

“It used to be simpler when we were only communicating with the dealer principals, but today, in these larger organizations, most decisions are made at the management or department level. It’s important that management in a dealer organization understands the importance of the association and what it does on an advocacy level, but also the services and solutions we provide to help them succeed.”

As vice president of member engagement, Luce will manage marketing, communications, events, member database, and other member touch points. She will also work closely with Michael Piercy, vice president of dealer development to manage the territories of dealer development managers as they provide meaningful solutions through dealer visits and ongoing engagement.

“I am very excited to be in this new role that allows me to truly focus on what our members need and to make sure we deliver.”

### Jennifer Luce Bio

Jennifer Luce was the chief operating officer of WEDA for four years. Her responsibilities covered several areas, including marketing and communications, budgets, managing the Pacific Northwest region, OSUIT Tech Training Program, the Equipment Dealers Foundation, special projects, and more. Before becoming COO, Luce was hired as the vice president of the former Pacific Northwest Association following its merger with WEDA in 2016. Luce’s experience in the equipment industry began at Iron Solutions in 2010 where she was a senior account executive working with dealers, financial institutions, and manufacturers on equipment data, quoting and inventory management, and customer relationship management solutions. Understanding dealer operations was key to her success and led to her joining the association.

## Larry Hertz | Vice President NAEDA – Canada



“I’m excited for WEDA Canada to become NAEDA Canada. Back in 2014, we went from the Canada West Equipment Dealers Association (CWEDA) to become part of the new WEDA through the merger with the Southwest Association based in Kansas City. Our office stayed in Calgary, our long-term staff stayed the same and it was business as usual with one key difference, being

part of a larger international organization, we were able to provide even more advocacy, education, programs, products and services for dealers. Our mantra has always been, “Will it help the dealer?” and what really helps dealers, whether they’re in the lower mainland of British Columbia, on the prairies of western Canada, or in Ontario or Atlantic Canada, is a strong voice with manufacturers, and provincial and federal governments. Going from CWEDA to WEDA and now to NAE-DA really helps grow our voice. Over the past number of years, we’ve been seen as the voice of dealers and now that will be even greater from representing dealers throughout North America.

“We also try to help dealers save money to add to their bottom line.

**"Bringing together more dealers only increases the strength of their voice on state and national issues. How we do it is just as important. The association is a dealer-driven organization and we take our direction from the consensus of the members."**

**- Eric Wareham, Senior Vice President | Government Affairs**

**"Our mantra has always been, "Will it help the dealer?" and what really helps dealers, whether they're in the lower mainland of British Columbia, on the prairies of western Canada, or in Ontario or Atlantic Canada, is a strong voice with manufacturers, and provincial and federal governments. "**

**- Larry Hertz | Vice President, NAEDA - Canada**

Take our UniFirst uniform and janitorial supplies program, for example. When we negotiated the pricing, we leveraged the potential of dealerships throughout North America to establish national pricing that would potentially save dealers thousands of dollars. One particular dealer comes to mind. The dealership was already with UniFirst and earning national pricing due to its size. When the dealership enrolled in the WEDA UniFirst program, it saved an additional 6%. That might not sound like much, but 6% saved them big dollars. Some other examples of Preferred Partner Programs that save dealers money include SiteDocs, which offers industry leading safety management software, Moneris, which offers Canadian dealers preferred rates on both online and counter payment solutions and processing fees for credit cards, and Corpay, which offer cross border payment and currency risk management solutions.

"Plus, our longstanding partnerships with Federated Insurance, Farm Credit Canada, MNP and BLG offer dealers reduced insurance premiums, additional or more extensive coverage, lease finance program rebates, access to capital for acquisitions, new buildings, land or other capital purchases, or expert accounting, tax planning, succession planning, consulting or legal hotline services. It's only because we've grown in size, that we're able to offer such a broad range of programs, products and services that either save dealers money or offer them additional insights or expertise they might not have access to on their own.

"Other areas that members will benefit from are the *Cost of Doing Business Study*, which allows dealers to compare their annual financial results with other dealerships across the continent, the *Compensation and Benefits Report* to compare salaries and compensation for each person on their management team, and access to the association's Data Security Program to help dealers protect their customers' data and alleviate potential breaches.

"Since our merger, U.S. dealers have begun to use the association's Online Ag Technician test, which is an excellent tool for gauging the knowledge for new hires from other dealerships or related skilled trades. I've heard from a number of U.S. dealers how much they appreciate this test that was developed years ago by the Canada West Association. I could go on and on, from our Canada Equipment Dealers Foundation that provides scholarships, program support and helps to fund capital projects, to our industry leading Performance Groups, to our publications and microsite at EquipmentDealerMagazine.com, to our North American Dealer Conference, which offers dealers industry leading information that they can take back to their dealerships and put it to good use.

"I'm incredibly excited for our Canadian dealers to be a part of our growth to become an integral part of NAEDA, the benefits are incredible for just \$650 per year per location. I'm currently enrolled in the Certified Association Executive course and when I compare NAEDA's offering through our three core pillars of Advocate, Elevate and Educate, our members get tremendous value from their association. Whether you run a single location, or 10 or 20 locations, we support our dealers 100% and treat every dealer with kid gloves and strive to provide them a solution within 24 hours."

## Larry Hertz Bio

Larry Hertz has extensive agri-business experience having spent the majority of his career in ag media, marketing, communications, sales, and general management. Prior to joining the association five years ago as vice president - WEDA Canada, Hertz was a territory business manager with New Holland North America in Saskatchewan. He also worked with Marketing and Communications agency AdFarm based in Calgary, Alberta and was Advertising Director and Publisher with *The Western Producer* based in Saskatoon, Saskatchewan.

## Michael Piercy | Vice President Dealer Development



"The new unified association provides an incredible and powerful opportunity for the equipment industry. Unified efforts are always more impactful than individual. This is magnified considering the extraordinary moment we're in, where everything we thought we knew and understood about life, and business, and the world, has been turned upside down, and in many cases, thrown out the

window. Everyone wants stability and security, so, I'm not sure there's been a more pertinent time for the associations to come together as a more unified voice and offer a more stable and secure environment for its dealer members."

As Piercy notes, workforce development and shortages of skilled labor are at the forefront of dealer issues. "It allows us to be more granular in our research and more cohesive in our approach to addressing dealer issues as an industry, instead of pockets.

"The DI's mission doesn't change - the territory just expands. Our mission is, and will continue to be, developing people to grow your business, and we expect our broader reach to help the industry workforce move forward faster in its effort to develop more high-performing dealer organizations.

"Our vision is to help create a healthy industry where dealers can grow, be productive and profitable, and be the community partner they strive to be. Our ability to create that industry culture is stronger through the NAEDA unification and offers every dealer that more stable and secure environment.

"As we make this transition, Dealer Institute will continue to provide industry leading training, educational and consulting services to dealers across North America. However, we are most excited to expand NAE-DA representation on the ground, forward facing our dealer members, in our regions. Our members need to see us and know we're there for them. The commitment to member engagement on all levels is top priority. This is an incredible moment for our industry and our members.



## Michael Piercy Bio

Michael Piercy is the vice president of dealer development for NAEDA. He has over 20 years' experience in organizational leadership training and development and succession planning. He's worked exclusively with the agricultural and construction equipment industry for the last 10 years where he's designed and developed strategic initiatives and helping dealers develop their people and grow their business. Piercy joined the association in 2015 to help WEDA build the Dealer Institute as a complete solution for industry training and consulting needs. Along with DI Trainers, Piercy was instrumental in developing the library of training and consulting opportunities DI offers dealer organizations today. His current role, leading NAEDA's Dealer Institute, allows him and his team to guide dealer organizations through training and consultative initiatives, as well as merger, acquisition, and succession planning.

## View from a dealer's desk

The merger of the three associations that created the new NAEDA does more than increase the association's footprint. It also merges the cultures of dealers who have been dealing with industry changes for quite a while.

While dealership service areas have grown and boundaries have been erased in many areas through industry consolidation, the role of the association could not be clearer. Dealers still rank manufacturer and government relations as top of dealer priorities, but the combination of services previously offered by the associations are now under one name and that's meaningful to members.

Here is what several dealers told *Equipment Dealer Magazine* when asked about their expectations for the new NAEDA.

### Wally Butler | CFO Mazergroup, Winnipeg, Manitoba



"NAEDA will take the strengths of the merging associations and then offer them to dealers across the new footprint. Not only will it enhance the current offerings each association has, but it will be in a position to offer more resources to support dealers, regardless of the dealer's scale," says Wally Butler, CFO, Mazergroup, Winnipeg, Manitoba.

"Smaller dealerships will appreciate the programs available to provide services that may be difficult to secure on their own. Larger dealerships will appreciate the scale of the association and the voice it will carry with policy makers and manufacturers. Large dealers may have locations that span across multiple association footprints. With this merger, many will find that they now will have one association to represent all of their locations," continues Butler.

"This merger was not embarked upon for the sake of doing it. It was a dealer-driven initiative that was done to anticipate dealer needs in a changing landscape and then provide supports and solutions to make all dealers better."

### Jim McCartney | Corporate Parts Manager A.C. McCartney Farm Equipment, Durand, Illinois



"I believe dealers can expect to get the same experience and results they were getting before with the new NAEDA," says McCartney. "Nobody likes change, but times are changing on the farms, with the manufacturers, and with dealers today. It is important to allow all dealers to have a voice and be relevant in the markets in their territories. Each of the merging associations have

become comfortable and familiar with their own way of doing things. We have leaned on our association representatives, like Gary Manke, for years to answer our questions and represent our industry. Many of the benefits, legal issues and legislative activities are common among all of our regions. We have been fighting the same battles just in different states."

"Will there be bumps in the road as we move forward? Possibly. But I absolutely believe we will have a stronger and more unified voice on national and legislative issues," adds McCartney. "The Midwest-Southeastern Equipment Dealers Association has been a great resource for the dealers and me in my region to rely on. The new NAEDA is being setup with the same principles. MSEDAs has excellent representation in the new NAEDA and I feel very confident in the direction we are heading."

### Steve Hunt | Vice President H&R Agri-Power, Hopkinsville, Kentucky



"Dealers can expect the new association to better cover their needs in the ever-changing face of agriculture today. The new association will have more resources better suited for all dealerships, big or small. This was one of the main objectives to make sure ALL dealer needs are met in the new association no matter their size. The new association will

have more resources to offer all dealers that will help in everyone's ability to be a better dealer and more profitable dealers of the future.

"Each merging association brought something different to the table and, when merged, forged a stronger and more sustainable new association that will be here many years to come. If the merger had not taken place, I'm not sure all associations would have been sustainable. Today, we have a much stronger, more diverse association ready to assist in all dealers' needs into our future.

"My expectation of the new association is we must not lose the local and regional input we had as separate associations. We will still have representation in all regions as we had before the merger to assist all dealers' needs. NAEDA must make sure this is carried forward into the future with the new stronger association structure.

"Today, I feel better as a dealer because I can see succession in the new organization to move us into the future. Our old structure would have been difficult to have this vision with all the groups separate, but now are united as one association with common goals and a plan for the future." **EDM**



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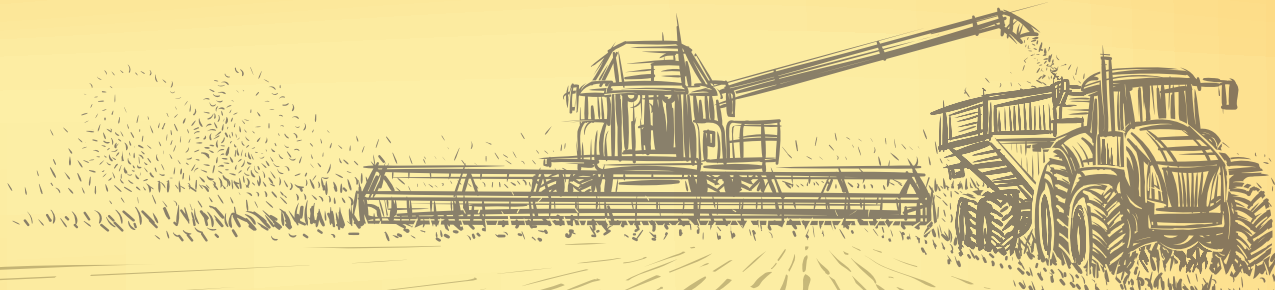
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# Another look at workforce development surveys reveal top needs

by DR. LARRY COLE

**S**eventy-seven percent of the 2020 participants in the association's Workforce Development Survey rated leadership development as their number one training need for their employees.

To learn more about the type of leadership training needed, we defined several leadership topics to help us meet the needs of members in the 2021 Workforce Development Survey. By the way, over 70% of the 2021 participants also rated leadership as a number one need.

The participants were asked to rate which of the following leadership characteristics represented their greatest needs. Dealers used a seven-point scale ranging from low needs to high needs:

1. Strategic Thinking
2. Leading Change
3. Empowerment
4. Workforce Development
5. Results Focus
6. Accountability
7. Interpersonal Skills
8. Implementing Vision, Mission and Values
9. Collaborative Teamwork
10. Inspirational
11. Relationships
12. Customer Service
13. Persistence
14. Humility
15. Ethics

The data were analyzed by OEM and the top five listed for each OEM is shown in the graphs:

## AGCO

1. Workforce Development
2. Empowerment
3. Strategic Thinking
4. Interpersonal Skills
5. Collaborative Teamwork

## CASE IH

1. Leading Change
2. Strategic Thinking
3. Inspirational
4. Workforce Development
5. Results Focused

## JOHN DEERE

1. Customer Service
2. Leading Change
3. Workforce Development
4. Empowerment
5. Strategic Thinking

## KUBOTA

1. Strategic Thinking
2. Results Focused
3. Workforce Development
4. Accountability
5. Relationships

## NEW HOLLAND

1. Leading Change
2. Strategic Thinking
3. Workforce Development
4. Empowerment
5. Inspirational

As you can see by the yellow and gray highlights, the two areas common to all OEMs were:

1. Workforce Development
2. Strategic Thinking

The data were also examined by the number of locations for each dealership: 1 – 4, 5 – 9, 10 – 14, and 15 or more. This analysis similarly showed that (1) Workforce Development and (2) Strategic Thinking were common to the number of locations. This analysis also showed (3) Leading Change and (4) Empowerment were common to all dealerships.

## How is the Dealer Institute going to put this data to work?

First, the Dealer Institute is developing a course that is offering a systemic, compre-

# #1

TRAINING NEED



hensive Workforce Development process that dealerships can implement. This course is scheduled to be available this fall.

Second, we're exploring what can be done to help dealerships with Strategic Thinking. We expect to finalize our offerings this summer. Please send your ideas for this program to Michael Piercy, vice president of dealer development, at [mpiercy@naeda.com](mailto:mpiercy@naeda.com).

Third, Leading Change was shown to be another strategic need, and it's a critical topic. We offer a segment on managing change in our leadership courses and we've learned that course participants don't have a working knowledge of how to manage change. It is surprising that most often used strategy is "We're going to discard the old and start doing..." Then supervisors wonder why there is resistance to change. Thus, we are exploring expanding the course content. We plan to obtain additional input from members about the specific content that needs to be added to the revised course.

Fourth, we included the topic of Collaborative Teamwork among the 15 selections, but in retrospect that topic should have been titled to focus on conflict resolution. There is a common perception that conflict is a normal consequence between parts, sales, and service as well with customer relations. Thus, many dealers have expressed the need for this course. We are likewise addressing this topic with a new course offering, Positive Resolution of Differences of Opinion. All I'll say at this point is differences of opinion should not reach the conflict stage.

We learned a great deal with the 2021 Workforce Development Survey to help the Dealer Institute prepare targeted programming for members and make revisions to the survey that will be completed in November 2022. We want to thank those of you who offered input into the 2021 survey and ask for your participation in the 2022 survey, which will be completed this fall. **EDM**



**DR. LARRY COLE** is a lead trainer for the North American Equipment Dealers Association's Dealers Institute.

**LARRY COLE, PH.D.**, is a lead trainer for and consultant to the North American Equipment Dealers Association's Dealer Institute. He provides onsite training and public courses to improve business leadership effectiveness and internal and external customer service. Please send questions and / or comments to Larry at [teammax100@gmail.com](mailto:teammax100@gmail.com)

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# Parts Onboarding

by WAYNE BROZEK

**H**ow do you handle onboarding at your locations? We are all looking for qualified employees. Some dealers are complaining about not being able to keep their people, yet how much effort are we putting into the onboarding process?

The days of hiring a new employee and having them sign 30 documents and showing them where the restrooms are, what their work hours are and saying good luck and welcome aboard are over. Some of you who are reading this article may have experienced this or something similar in the past when you were hired.

Some dealers have allocated substantial resources into this project and I have seen or heard some really good ideas about onboarding. I know that onboarding takes effort and serious commitment, but I believe it will pay dividends. The time we invest in people when they are first hired has proven to improve retention and increased employee satisfaction.



DI trainer Wayne Brozek, left, speaks with attendees during a break in his class on service department training.



The time we invest in people when they are first hired has proven to improve retention and increased employee satisfaction.

## An onboarding list

The onboarding process should include these items as well as processing HR new hire paperwork:

- Sharing the company's core values and guiding principles.
- How the job duties are performed, measured and rewarded.
- Members of the executive team should stop by and introduce themselves to the new hire.
- If they need training on how to use a dealer business system, this is the best time to provide basic training on how to use the system to perform the job duties the new hire will be expected to know.
- Build a 30-60-90-day plan. That plan should include additional training requirements that you feel all new hires should be expected to know... and I would recommend that some of this 30-60-90-day plan is created with the help of the new hire. Let the new hire share with you what they would like to accomplish in their new position.
- Pair the new hire up with a "mentor/work buddy." This would be someone the new hire can ask questions or reach out to for guidance vs. searching out their manager.

This type of onboarding may take several days to a week vs. a one-day orientation event. This type of onboarding requires some well thought-out and organized effort. You will need to have several people involved in this type of onboarding to provide different levels of engagement.

I truly believe that if we invest in this type of onboarding the new hire will be more productive and more engaged in the company's growth. If you decide to change or implement a true onboarding process vs. an HR paper-

work event, I would recommend that you follow-up with new hires after their first 180 days and get their input on what they viewed as highly beneficial from the onboarding effort and ask if they would add anything to the process or what they didn't see as a high benefit to continually improve your onboarding. **EDM**

**WAYNE BROZEK** is a trainer with NAEDA's Dealer Institute. Prior to starting his own consulting business, Wayne trained dealers all over the globe on ways to improve both their parts and/or service operations.

**TOP METRICS TO WATCH** is an ongoing feature brought to you by the association's Dealer Institute to help dealers better understand key performance indicators and industry metrics to effectively manage their businesses.



**WAYNE BROZEK** is a trainer with NAEDA's Dealer Institute.

# How equipment is bought is changing. Are you adapting?



**41%**

Visit **multiple** dealer locations before buying



**38%**

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**31%**

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Sources: EDA AG Equipment Buyer Survey and proprietary Randall-Reilly survey.

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# Inside the Walls

## Your key association contacts

by NAEDA STAFF



**“Teamwork makes the dream work...” That phrase was coined 20 years ago in a book of the same name by John C. Maxwell, an author, speaker and pastor. The complete phrase reads “Teamwork makes the dream work, but a vision becomes a nightmare when the leader has a big dream and a bad team.”**

One of the hallmarks of dealer associations is taking ownership of calls from members. With the recent merger of three associations to form the new NAEDA, dealers from 24 states and nine Canadian provinces will have access to association staff who approach their work as more than a job.

When a member calls, the people inside the walls of the Canadian and U.S. association offices consider that call a priority. They ask questions about the reason for the call, get contact information and follow through until the caller's needs are met. Simply, they take ownership of the call.

The association's office phones are not push-button systems. When members call, they're going to get real person not a robot that offers push-button menu options, including the worst option of all: If you'd like to hear the menu options again, press 7, 8, 9... whatever.

### Let's meet some of the people inside the walls.

#### Joanne Olson

Office Manager / Corporate Secretary / Managing Editor



Joanne Olson joined the association in 1999 as executive assistant. Since then, Olson's role at the association has been shaped to meet the needs of the organization and its members.

She currently serves as corporate secretary and managing editor of the association's magazines, *Equipment Dealer – U.S.* and *Equipment Dealer – Canada*. Additionally, she is manager of the association's Canadian office in Calgary, Alberta.

Her responsibilities are varied. In addition to being corporate secretary and managing editor of association magazines, Olson is involved in board governance, event planning and organization of golf tournaments, board meetings, and conferences. She writes articles for the magazines and provides copy editing for corporate communications, including email marketing. Olson also oversees database management, the Canada Equipment Dealers Foundation Scholarship program, billing and invoicing; member requests, and assists with website management.

Olson prides herself in being organized, motivated, detail-oriented,

respectful, personable, and professional. She appreciates the many relationships she has formulated with the dealers she serves, and the people involved in the industry. Incidentally, Olson is author of *Grandpa's Farm Colouring Book* for children, which is free of charge to association members. She works from the association office in Calgary, Alberta.

Phone: 403-250-7581 Toll Free 800-661-2452

jolson@naeda.com

#### Angela Mosco

Administrative Coordinator / Graphic Designer



Angela Mosco joined the association as administrative coordinator and graphic designer in 2021 as a full-time employee.

Her relationship with the association began more than 15 years ago while working with Keystone Graphics, Ltd. and Mountain View Printing in Calgary, Alberta. While at both of these companies, Mosco worked with association staff in designing and coordinating *Canadian Equipment Dealer* magazine.

She also worked on and continues to provide creative talent for numerous other association projects, including the design of association magazines for Canadian and U.S. members.

As administrative coordinator, Mosco ensures that the office runs smoothly. This includes answering the phone, assisting with dealer member requests, such as forms and tag orders, general inquiries, billing and invoicing, and member database management. She also collaborates with staff on the Canada Equipment Dealers Foundation Scholarship program, and CEDF fundraising events. Mosco has enjoyed being a successful graphic designer for more than 25 years. She works from the association office in Calgary, Alberta.

Phone: 403-250-7581 Toll Free 800-661-2452

Email: amosco@naeda.com

#### Jennifer Orr

Member Services Manager / Corporate Secretary



Jennifer Orr has more than 25 years' experience working with association members. She joined the association February 2020 as member services manager. Orr works with members in varied capacities, including member inquiries, dues, association conferences, dealer meetings, scholarships, and fundraising events.

Orr also plans association board meetings in the U.S. and has oversight responsibility for the board of directors of the John Deere User

Group, known as JDUG, and works with the North American Vermeer Dealers Association on its board meetings and annual conference. She works from the association office in Kansas City, Missouri.

Phone: 816-561-5323 Toll Free 800-762-5616

Email: jorr@naeda.com

## Deanna Brinton

Administrative Assistant and Member Specialist



Deanna Brinton joined the association in January of this year. In addition to answering calls, Brinton is involved in keeping the member database current. That's not a small task. There is a steady flow of new entries to the database and plenty of information to be updated.

Brinton brings a lot of versatility to her job. She helps with mail, shipping, receiving, providing members with information packets. Brinton also assists the Dealer Institute as needed and helps with association events. She works from the association office in Kansas City, Missouri.

Phone: 816-561-5323 Toll Free 800-762-5616

Email: dbrinton@naeda.com

## Melissa Palmer

NAEDA Communications



Melissa Palmer joined the former Equipment Dealers Association in 2021 as communications manager. Her primary responsibilities include building the association's brand, marketing membership, programs and services, and promoting the new NAEDA at trade shows and other industry events. Palmer will also work with association staff across all communications' platforms, including the website, e-newsletter, social media, press releases, and advertising. Palmer has more than 15 years in marketing, communication, and development. She has spent the bulk of her career working for associations, including roles with the Lincoln Chamber of Commerce in Lincoln, Nebraska, and, most recently, the American Parkinson Disease Association. Palmer was born and raised in the Washington, D.C. area. She received her undergraduate degree from the University of Maryland. She now lives in St. Louis, Missouri, with her husband and their two children.

Email: mpalmer@naeda.com 



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# A Company Vehicle Crash Could Impact Everyone

by JERRY LEEMKUIL

**A** devastating company vehicle crash can leave a lasting impact at your business in more ways than you may realize. Businesses may need to consider the negative repercussions stemming from “social inflation,” or, negative public sentiment and mistrust towards businesses among jury members. They may also need to contend with “nuclear verdicts,” an award that is significantly higher than would be expected given the facts of the case.

In litigation, jurors are sending a clear message that businesses can be held accountable for the actions of their employee drivers; but have you considered the long-term effects that the crash itself could have on your employees – or your business?

## Employee Impact

As your most valuable asset, your employees need to understand the real dangers of operating company vehicles in order to avoid potential life-altering, or life-ending crashes.

A crash could be a traumatic experience, not only for the driver or passengers, but for their fellow employees. Knowing that one of your employees may have sustained severe injuries, or perhaps did not survive, could have a lasting impact on everyone at your business. Any injuries or long-term disabilities sustained might lead to costly workers compensation claims and settlements. On top of that, your



**A strong commitment to workplace safety, and a solid driving policy, could help prevent vehicle crashes from occurring in the first place.**

employee may be out of work for an extended period of time.

## Business Impact

With the costs of nuclear verdicts continuing to rise, your business may be on the line as well. For example, if a jury awards a claimant a nuclear verdict, insurance may only cover a portion of that payment. The rest of the cost could go to you as the business owner, which may lead to bankruptcy if you cannot pay – and the loss of your business and your employees’ jobs. The harsh realities of these crashes occur all too often. Using proper training and creating a strong company driving policy could help avoid crashes and help to keep your employees – and your business – safe.

## Create a Strong Driving Policy

A strong policy could:

- Prohibit company drivers from using mobile devices and other distractions behind the wheel
- Where appropriate, incorporate driver standards and screening for company drivers
- Outline expectations for safe vehicle usage
- Clarify consequences for failure to follow the company policy

- Go beyond the minimum local, state, and federal laws applicable to your business

## Communicate, Demonstrate, and Enforce Your Policy

Every employee should be trained, and regularly retrained, on your driving policy. Be sure to keep records of any trainings that are completed by employees. Lead by example, and present information in a fresh and memorable way to increase retention. Follow through on the consequences of consistently failing to comply with your company driving policy.

**Knowing that all employees have access to life-saving knowledge can benefit their health and safety, and your company's bottom line.** A strong commitment to workplace safety, and a solid driving policy, could help prevent vehicle crashes from occurring in the first place. Evaluate your company policies, look for opportunities to reduce distractions, reinforce your safety culture, and help make the roads a safer place for everyone. **EDM**



**JERRY LEEMKUIL** is an equipment dealer specialist for Association Risk Management Services, Federated Insurance Company. For information, write to Jerry at [jleemkuil@fedins.com](mailto:jleemkuil@fedins.com) or call 1-507-455-5507.

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# It begins with a vision, a mission and a plan

by ERIC WAREHAM

**T**he establishment of any new entity begins with a vision and if consistently worked toward, over time that vision becomes a reality. That statement is true for the entity as a whole and the components that comprise it. One of those key components in an association is government affairs.

For the North American Equipment Dealers Association, that means representing the voice of dealers in legislative and regulatory arenas at the state/provincial and federal levels.

It's a big job. For worse or better, the intersection of business, law and government continues to expand. The need for effective advocacy has never been greater than today. And the new NAEDA is well equipped to meet the challenges facing dealers with a larger voice and local control.

That strength begins with a clear government affairs vision and mission statement:

## GOVERNMENT AFFAIRS VISION

*To establish the North American Equipment Dealers Association as a trusted resource for policymakers in the development of legislation and regulations affecting the equipment dealer industry, and be viewed by industry partners and our members as effective advocates.*

## GOVERNMENT AFFAIRS MISSION

*To present a clear and consistent government affairs strategy in the pursuit of public policy outcomes that benefit successful dealers.*

*These are the key elements of our strategic plan, which focuses our efforts on creating a better business environment for dealers to thrive in. By following the vision and mission statements, it is the goal of the government affairs team to raise the profile and stature of NEADA as the preeminent organization representing equipment dealers in North America.*

## Action Plans

Any good strategic plan also needs to lay out how the vision and mission will be executed. This includes how decisions are made and how we go about our business.

As a consensus driven organization led by dealers, the decision-making process for government affairs is straightforward and ensures those closest to the problems come up with the best solutions. There are two parts to this. First, the board of directors has the final say on the policies



Politics is still about the power of persuasion and having a larger voice always makes an organization more persuasive... the new NAEDA is perfectly positioned to close the gap between legislators and dealers.

of the organization. For federal legislation and issues that span across state lines or provincial boundaries, that means dealers on the board will set the direction. The second level of decision making is a state or provincial advisory board made up of dealers from each individual state or province that set the direction of the government affairs strategy in their respective states. At every step, dealers are informing and controlling the decision making of the government affairs team.

Once the decisions are made, it's up to the government affairs team to execute. There are a myriad of ways in which to effectively advocate that can be categorized under the umbrella of "setting the table." That is a good analogy because it highlights that most government affairs work is about preparation. Whether it is identifying emerging issues, establishing relationships, or educating legislators about our industry, to be effective requires looking ahead and setting the table early to achieve the best outcomes. Because if you don't have a seat at the table in today's legislative environment, you're probably on the menu.

Politics is still about the power of persuasion and having a larger voice always makes an organization more persuasive. However, it has become increasingly apparent that legislators are not entirely familiar with the critical role equipment dealers have in the agricultural industry.

**ERIC WAREHAM** is senior vice president of government affairs for NAEDA. He has extensive legal and policy experience in both a trade association and the private sector. Prior to joining the association, he was general counsel for an Oregon-based heavy civil construction company. He also served as the director of government relations and general counsel for an association in the wood products industry, has managed state and national political campaigns and held numerous positions in a state legislature. Wareham is a graduate of the Willamette University College of Law and Augusta University.



**ERIC WAREHAM**  
is senior vice president  
of government affairs for  
NAEDA.

*There are a myriad of ways in which to effectively advocate that can be categorized under the umbrella of “setting the table.” That is a good analogy because it highlights that most government affairs work is about preparation.*

As North America becomes more urban than rural, this is something that needs to be remedied. The only way to do that is by creating relationships that lead to more understanding. In practical terms, that means elected officials need to be familiar with their constituent dealers and their operations by visiting dealerships. With thousands of locations represented, the new NAEDA is perfectly positioned to close the gap between legislators and dealers. Without being overtly political, establishing a legislative tour program is critical to maintaining our relevance going forward.

The final key to effective advocacy is communication. Both external and internal communication to members, stakeholders and policy makers is paramount in successfully advancing our goals.

In the new NAEDA, dealers can expect regular updates on legislative and regulatory issues affecting your dealership, and more in-depth analysis through communications, including our magazines. And of course, the association is always a phone call or email away from hearing about any issues or input you have.

As a dealer-driven consensus organization, our government affairs strategy relies on our members being engaged. We hope to hear from you in the coming months about how we can represent you and pursue public policy outcomes that benefit your dealership. **EDM**

## ASSOCIATION HOTLINE

### It's how dealers reach out to us

by NAEDA STAFF



As Eric Wareham, senior vice president of government affairs, noted, the association is a dealer-driven organization that relies on members being engaged. How the association reacts to member engagement determines the organization's commitment to advocacy.

The association's commitment to being an advocate for dealers hasn't changed for more than a century. In the beginning, advocacy centered on resolving disputes between dealers and their suppliers. Essentially, both parties wanted the same things, but struggled to find the best solutions to nagging issues.

Some age-old issues still crop up, but they're fading like the ruts of the great trails used by people to move around North America. What isn't fading is the need to be alert and ready to respond to dealers' needs immediately and with precise information. This is where the association's hotline comes into play. It's how dealers reach out to us.

The burden on today's businesses is enormous. Like other industries, the equipment industry has to deal with a long list of things, which include but certainly aren't limited to legal issues, taxation issues, human resource issues, regulatory issues, supplier issues, and provincial, state and federal transportation issues.

When faced with a question where an answer is difficult to come by, the association encourages dealers to call the hotline. With one phone call, dealers are in touch with a real person and not an automated system. Member questions are typically answered within 24 hours. There are two numbers – one for Canada and one for the U.S.

**Find a place on your  
desk for these numbers:**

**U.S. Dealer Hotline  
800-762-5616**

**Canada Dealer Hotline  
800-661-2452**

## HERE'S WHAT YOU SOLD

### Equipment Retail Sales In Units

**AEM**

DATA PROVIDED BY THE ASSOCIATION OF EQUIPMENT MANUFACTURERS

U.S. - JULY 2022 Ag Tractor and Combine Report	JULY			Y-T-D JULY			JULY 2022
	2022	2021	%CHG	2022	2021	%CHG	BEGINNING INVENTORY
2WD < 40 HP	14,085	19,548	-27.9	113,266	137,837	-17.8	55,960
2WD < 100 HP	5,973	7,138	-16.3	37,978	43,723	-13.1	21,534
2WD 100+ HP	2,505	2,040	22.8	13,784	12,271	12.3	7,372
<b>TOTAL 2WD FARM TRACTORS</b>	<b>22,563</b>	<b>28,726</b>	<b>-21.5</b>	<b>165,028</b>	<b>193,831</b>	<b>-14.9</b>	<b>84,866</b>
<b>TOTAL 4WD FARM TRACTORS</b>	<b>347</b>	<b>285</b>	<b>21.8</b>	<b>1,633</b>	<b>1,731</b>	<b>-5.7</b>	<b>466</b>
<b>TOTAL FARM TRACTORS</b>	<b>22,910</b>	<b>29,011</b>	<b>-21.0</b>	<b>166,661</b>	<b>195,562</b>	<b>-14.8</b>	<b>85,332</b>
<b>SELF-PROPELLED COMBINES</b>	<b>715</b>	<b>655</b>	<b>9.2</b>	<b>2,865</b>	<b>2,930</b>	<b>-2.2</b>	<b>1,160</b>



# The Dealer Institute is in session

## Association program helps dealers make sense of training

by NAEDA STAFF

**B**efore you become immersed in this article, consider this: North American businesses spend a lot of money on training year in and year out. Trying to put a number on it will give you a headache, but it's not a stretch to say the amount is between \$50 billion to nearly \$100 billion annually.

As the association has learned in the last two years, surveys of what dealers need to move forward centers on the overall bench strength within their dealerships. While the shortage of technicians is well-known, the surveys revealed an increased need for middle and executive managers.

In many places, there is a line between hard and soft skills. Hard skills are considered teachable and mostly technical, but with some elements of soft skills. However, soft skills are categorized as interpersonal and, according to a 2018 LinkedIn Workforce Report, "... the four most in-demand soft skills are within leadership, communication, collaboration, and time management."

The association noticed the demand for soft-skills leadership training long before the LinkedIn study was published. In 2014, the Dealer Institute was on the drawing board. In less than a year, the Dealer Institute was fully operational and in session.

"For years, when dealers needed or want-

ed to use training or consulting services, they would contact their association, which would direct them to a third-party partner or provider," explains Michael Piercy, vice president of dealer development. "The biggest issue was we never offered a complete service, which meant dealers had to use several sources to deliver a complete solution. In other words, dealers were struggling to find long-term corrective or performance enhancing development to ensure better functioning teams and more efficient operations."

### Online Campus

Over the years, the Dealer Institute has amassed a sizable library of self-help training videos and programs in its Online Campus. According to Piercy, "The Online Campus still provides a much-needed tool in the industry and remains a staple for many dealers. But we have expanded the DI's focus to help dealers keep their workforce development plans moving forward.

"The neat thing about where we are today is how well our offerings complement each other. The Online Campus helps in areas where classes and consulting can't, and it provides much-needed reinforcement in between in-person initiatives."

### Dealers help shape training

Even with an excellent group of trainers, the DI relies on training feedback from dealers. As Piercy explains, dealers have always been key with development of DI programs

to provide solutions to relevant issues.

"With change happening so quickly in our industry today, it's imperative DI training and consulting providers are able to adapt quickly," says Piercy.

"There are things that will always be staples in running a successful dealership, and those will be relevant 100 years from now. However, with evolving HR issues, recruiting issues, more educated customers, more online competition, right to repair conversations, rapidly evolving technological advances, and a plethora of other issues, relevancy is of the utmost importance. This means we have to be able to evolve with the industry and stay close to our members and their issues."

In addition to DI-specific training, dealer performance groups are also a part of training offered through the association. Piercy explains what distinguishes these groups from other DI training.

"The performance groups are specifically designed to grow the executive leadership of a dealer organization, through an environment that holds them accountable to their peers for improvement and performance," he says. "Our groups help dealers formulate their annual goals and objectives and, in essence, create an executive board they answer to when assessing their goals. So, while the training and consulting projects focus more on workforce development, performance groups focus more specifically on organizational growth and performance."



**Dealer Institute trainers meet on-site with dealership employees who participate in various programs. When you put trainers in front of dealership staff, both reap the benefits.**



**The Dealer Institute is working to quench the thirst of dealers and management staff who need help with developing the next generation of mid- to executive-level personnel.**



## Workforce development surveys

In the last two years, the association has conducted dealer surveys about workforce development. The surveys provided DI a look inside dealerships and what dealers say their needs are.

The results show that employee training is something dealers want, but they may not have the resources or time to do it and do it well. Piercy says the surveys affirmed what DI trainers have observed for years. “The confirmation of those needs from dealers helped to validate our message. It also speaks to one of the greatest frustrations in our industry, and this isn’t exclusive to training and development, which is how reactive we are,” says Piercy.

“Having worked in development roles outside of the equipment industry, it’s been daunting to see how far behind other industries we are when it comes to developing our people. The Harvard Business Review did a study across all industries four to five years ago and found the average organization loses 25% of its bottom-line profit to people issues,” continues Piercy.

“When looking at our industry, that number exceeds 45%. We also know the number one reason people leave an organization is because of management. It doesn’t take long to see the correlation between needing a better trained workforce and people issues being costly. A prime example, which has been beaten to death over the years, is taking top technicians and making them service managers and expecting them to run one of the most critical departments in the dealership without training on financials, scheduling, warranty reimbursement requirements, leadership, and a slew of other things. We have to do a better job giving our people the tools to be successful.”

And, according to Piercy, there is a thirst for training. “The good news is we have some of the best people on earth working in our dealer organizations. Moreover, we have learned that not only do our mid- and executive-level managers need development, most of them want it. They want to get better, to be more successful, and to help drive their organizations forward.

“One last thing I would say about the surveys is it’s been refreshing to see a turn in con-

versations with dealers, who are now interested in training and developing their employees as opposed to checking a box that suggests ‘it’s been done.’ It’s a great thing to see.”

## Moving the needle on management training

The Dealer Institute is working to quench the thirst of dealers and management staff who need help with developing the next generation of mid- to executive-level personnel. He says the DI is focused on four critical areas.

“The first is a holistic development program (Dealer Management) designed to help organizational leaders have a more complete understanding of dealership operations, and how everything needs to harmonize to maximize efficiency, effectiveness and profitability. The second is an aftermarket program (Aftermarket Management) that brings parts and service managers together to learn how to work together effectively, eliminate silos and to help each other achieve the highest performance possible.”

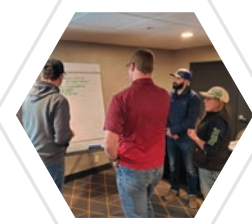
The third is a leadership development series called People Smart Leaders, focused specifically on developing leadership interpersonal skills, elevating leadership effectiveness and creating cultural expectations for the enterprise.

The fourth, says Piercy, is “a completely customized on-site program, where we use root-cause analysis to determine organizational issues, prioritize them, and develop a long-term solution to deal with each of them over a period of time. We spend too much time trying to control mature weeds instead of pulling them up by the roots.”

## Feasibility of helping dealers develop management staff

The culture of a dealership is personal and it’s driven by what management sees as the best path to success. The question is whether it’s feasible for the DI and its trainers to help dealers shape and train their management teams?

“It’s very feasible and it should be a goal, or necessity, for people who are moving into roles where they’re required to have a real working



knowledge of key areas,” says Piercy. “For example, we’ve had discussions with progressive, high-performing dealerships with veteran aftermarket managers who know what absorption is and when it’s good or bad, but can’t tell you why it was good or bad.”

“In other words, they can tell you when they had a bad quarter, but can’t explain how it happened or what levers to pull to improve it,” continues Piercy. “They may understand a financial statement, but not be able to understand when it’s okay for a key performance indicator to not line up to the industry standard because of the effect of something else. They may know how to use software for scheduling technicians, but are they budgeting labor hours appropriately?

“Over the last seven years, we’ve completed over 25 Service Management installs and the average return back to dealers was in excess of \$267,000 in additional revenue per location, most of which is recovered from plugging departmental leaks. Most of these installs were in high-performing organizations and the corporate and location aftermarket managers were excited to learn how to do some things better. People want to grow. We all want to do better, regardless of where we are on the chain.”

## Working with larger dealer organizations

Like the merger of associations to create a new NAEDA to expand services, dealer organizations have also been increasing their footprints to serve their growing customer bases. Piercy discusses how the DI works with dealership groups that continue to grow larger in their number of locations and employees.

“We’ve worked with large dealer groups in a number of ways from large scale, multiyear

CONT. ON PG 28



CONT. FROM PG 27

projects focused specifically on their organization to coordinating multiple departments and people in our public offerings to a hybrid approach of both of these,” adds Piercy. “The growing trend is what I mentioned earlier with root cause analysis, the prioritization of needs, and a multiyear training and consulting package to get the entire organization moving forward together. Another reason this trend is growing is that multiunit organizations face blending multiple cultures, employee habits, and business processes. So, to have short- and long-term plans to bring all of those pieces together is extremely vital. Most organizations are too complex to not have a plan.”

## Working with manufacturers

For a variety of reasons, manufacturer-based training is used by dealers and the DI has worked with manufacturers on training programs.

“The DI has worked with every mainline manufacturer and many shortlines in a variety of capacities. We’ve provided training to the dealer channel through various manufacturers, been involved in merger and acquisition transactions, are managing performance groups, and helped develop internal and field personnel by helping them better understand the dealership business,” says Piercy. “Manufacturer training isn’t going away, especially with product changes rolling out every year. But we have been fortunate to help dealers through those relationships.”

## Training investment

Irrespective of a dealership’s footprint, one or more locations, training is an investment.

“The reality is some dealer organizations suffer the consequences because they don’t properly train their employees. People leave, or struggle, or perform poorly when they feel unappreciated,” says Piercy. “Workforce development is a major force in today’s business world, and it behooves our dealer leaders to change their training views and methods.”

“Most employees want to be a part of something bigger than they are, belong to something they can contribute to, and be recognized for those contributions. But ultimately, the proof is in the pudding, as my grandmother used to say. The proof is found in high-performing organizations that have made the decision to invest in training and not just check a box,” continues Piercy.

“They have real numbers associated with the investment per employee and the return on that investment, and the increase is often staggering. When trying to help dealers change their thinking about training, the most effective way is to share numbers that show improvements when employees are engaged. Employees shape the success or failure of an organization. When they’re engaged at a higher level, they become more efficient and effective. When dealers invest in training their employees, every aspect of their business benefits.”

Henry Ford, founder of Ford Motor Company, understood the value of training when he said, “The only thing worse than training your employees and having them leave is not training them and having them stay.”

That leaves dealers with two options – train or not train and the Dealer Institute is in session.

# DI Trainers

## Experience makes the difference

**D**ealer Institute programs are entirely dealer-focused and aimed at helping dealers tackle their industry-specific business challenges.

“The farm equipment business is unique, regardless of your OEM. Developing the talent to fill entry-level management positions, such as parts and service managers, is vital to growing our business,” says Owen Palm, 21st Century Equipment. “We have found that utilizing the six-module management training program provided by the association’s Dealer Institute exposes our emerging leadership team to industry experts across the entire range of dealership operations. We found the training to be flexible and when we have brought it on-site, it was especially effective.”

As a trusted resource for dealers looking for a business development partner to help them excel within their marketplace and thrive in an ever-changing business environment, it’s vital to have a strong stable of trainers with industry experience and the ability to work with dealership operations of all sizes.

“One of the things that’s noticeable about the DI is the quality of its trainers, most of whom have actual dealership experience,” says Michael Piercy, vice president of dealer development.

“We can’t say this enough, our trainers make all the difference. Every one of our technical trainers – parts, service, wholegoods, financials, dealership operations, mergers and acquisitions – come from the equipment industry,” notes Piercy.

“They are all former successful owners or corporate leaders with the experience and success to backup what they’re teaching. The only exception is Dr. Larry Cole, who has worked in this industry for the last 15 years. Dr. Cole’s primary focus is helping our industry become more aware of the need to develop the people side of the business, and his influence in our industry has been huge. These guys truly live and breathe this industry and are passionate about making it better, by helping our dealers do business better, through methods proven successful in this industry.”

Shawn Skaggs, Livingston Equipment, agrees DI trainers make the difference.

“The Dealer Institute has become a critical part of our personnel development program. It’s training that our people come back from with actionable knowledge that their excited to put to work in the dealership.”

Let’s meet the DI Trainers.

## Brett Barriage

**Specialties: Performance Group Facilitator**



For nearly a decade Brett Barriage was CEO of Premier Equipment, a 300-plus employee, eight-store John Deere dealership in Ontario, Canada, where he brought coaching and leadership to the organization during a complex merger.

Premier Equipment was created when Barriage successfully led the merger of two

separate John Deere dealerships, including Elmira Farm Service where he held the position of general manager for six years.

During his tenures as general manager and CEO, Elmira Farm Service and Premier experienced incredible revenue growth, both premerger and post-merger, and a significant reduction in expenses. Barriage led the committee that constructed a new corporate office and largest store location. A big reason for the company's success was his focus on leadership development and culture.

Under his leadership, the company developed its own internal leadership assessment based on its unique culture, launched Premier Leadership University to prioritize development, and revitalized its performance management system through a focus on coaching leadership. Not only was Barriage a client of Building Champions for years, but he also brought the company's coaching and tools to employees through one-on-one coaching and customized leadership experiences.

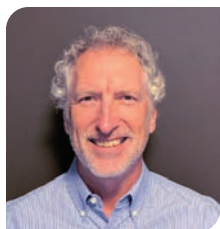
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## Dann Olesen

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**Specialties: Leadership, Operations, Aftermarket**

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Dann Olesen has more than 30 years' experience in the equipment industry. He started his career behind the parts counter at his family's farm equipment dealership. In 1983, Olesen became a partner and took the role of parts manager and later trained his replacement when he moved into equipment sales. Olesen became CEO of the company in 1995, and led

many years of double-digit growth and expansion. Throughout this period, he also spent time working in every department in order to gain a full understanding of how everything works together. His career growth was supported by membership in a 20 group and participation in a TEC Group, a talent recruiter for companies.

Olesen also was active in the Canada East Equipment Dealers Association, where he held many positions, including chairman of the association.

After closing the dealership in 2012, Olesen joined a larger dealership group as vice president of aftermarket sales. In addition to leading the parts and service teams to year-over-year growth and profitability, he spearheaded a leadership development program for all managers within the company. This program involved customized training that focused on leadership skills, financial management and operational management, all of which was supported by ongoing coaching/mentoring.

As a lifelong student of business, Olesen helped plan the dealership's long-term strategy and successfully execute its objectives. He joined the Dealer Institute in 2021 to continue sharing his knowledge, experience and passion to others in the industry.

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## Gord Thompson

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**Specialties: Financial Management, Mergers and Acquisitions**

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Gord Thompson has more than 28 years' experience in the equipment industry financial management sector. He began his career with a national accounting firm prior to joining his family's Case IH dealership in 1986. He was dealer principal and general manager of the two-store dealership in Saskatchewan until 2014, when he sold it to Redhead Equipment.

He retired from Redhead in 2015.

As a dealer, Thompson served on the board and as president of the former Canada West Dealers Association. His dealership also belonged

to a 20 group throughout that time.

In 2016, Thompson joined the Dealer Institute as a trainer, specializing in dealership financial management and training dealer staff on understanding and using financial information.

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## Jim Kelley

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**Specialties: Wholegoods, Operations, Sales**

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Jim Kelley has spent most of his career in the agricultural industry. Born and raised on the family farm in Weyburn, Saskatchewan, where the Kelley family began farming in 1916, he has had a distinguished 30-year career in agriculture.

Kelley understands all aspects of equipment dealerships, having experience with three major equipment manufacturers. Starting as a technician, he transitioned to sales where he progressed from salesman to sales management, regional sales management, and then partner in a multistore operation.

Kelley has developed a non-theoretical, hands-on agriculture sales training program focusing on account management and relationship sales. Using this long-term proven technique, he has guided sales representatives to develop and grow their relationship-based strategies, allowing them to successfully increase customer loyalty, sales and profitability.

Kelley's approach to training is practical and straightforward. He is able to effectively connect with the individuals he trains having been in their shoes. His non-theoretical approach ensures successful implementation of the training.

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## Wayne Brozek

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**Specialties: Aftermarket, Parts, Service, Operations**

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Wayne Brozek started his career in the automotive industry in high school as a parts delivery driver. After graduation, he moved to Colorado and decided to stay in the automotive business while attending college. He held several positions within a dealership's parts department: shop counter/wholesale phones/retail counter/assistant manager, and finally parts manager.

Brozek worked to improve the health of the dealership's parts inventory. He became well known as an expert in inventory management and prided himself on having best-in-class inventory performance. He was asked to be the service manager and went to work on building a new way to pay his technicians on their productivity and their ability to increase maintenance penetration. After several years of being the fixed operations director, Brozek was moved into the sales department as sales manager. He always joked that the sales guys got cookies and treats for selling vehicles and the fixed operation departments got the bill for those treats.

As sales manager, Brozek had the opportunity to partner with a group to purchase the dealership where he started his career. A few years later, he left the partnership to join an ag dealer group that had six locations. He brought his experience in service operations to improve the groups service profitability and changed the entire technician compensation program. Over the next several years, the group had grown from six locations to 16 locations.

Brozek was asked to be part of a dealer performance group and helped work on a new performance metric for all John Deere dealers. The company that started the performance group then asked him to assist with

CONT. ON PG 32



# Equipment Dealer Consulting

## Helping dealers survive and thrive

by NAEDA STAFF

**W**ith the unification of associations to create the new NAEDA, members of the new association will have access to a broader range of programs, products and services than ever before.

One of the foremost services offered by the association is Equipment Dealer Consulting. EDC was formed under a different name over 75 years ago, according to Curt Kleoppel, who's spent 41 years serving the association and its members in various capacities.

Under the new NAEDA, Kleoppel will remain what he was premerger, chief financial officer and treasurer. He will also continue as president of EDC.

### EDC's roots are deep

The accounting department was always a fixture at the former Western Equipment Dealers Association. Beginning in 1945, Western began providing accounting and tax services to its farm equipment and retail hardware members.

"In 1986, the accounting department became its own public accounting firm, after I passed the CPA exam," explains Kleoppel. "The firm started as Robert M. Charbonneau, CPA, P.C, then became SWA Financial Consulting, P.C and then changed to Equipment Dealer Consulting, LLC around 2013."

Since becoming a public accounting firm, EDC services have expanded beyond accounting and tax services. "EDC worked with the association's former legislative director in 2016 to assist with the Tax Reform bill. We met several times with congressional tax committees over the proposed interest deduction allowed for companies," says Kleoppel. "We were able to add the 'floor plan interest deduction' to the bill to allow farm equipment dealers and other eligible businesses to continue to deduct floor plan interest paid on inventory for sale. This was a big tax deduction that was able to stay in place.

"The *Cost of Doing Business Study* was also

instrumental in our argument on the negative impact it would have had on businesses not being allowed to deduct 100% of their floor plan interest. So, this is one reason we encourage members to participate in the CODB to help promote future tax legislation for equipment dealers," adds Kleoppel.

The EDC performs the analyses of CODB data and prepares the study for members and has done so since 2007.

"The other big deduction in the tax bill that EDC helped to get enacted was the 20% pass-through deduction on income from pass-through entities, such as partnerships, S-Corporations, LLCs, etc.," adds Kleoppel.

### Mergers and acquisitions

The rate of change in the equipment industry has been rapid and shows few signs of tapering off. As a result, dealers with plans to expand or exit the industry have come to rely on EDC to help determine the fair value of the assets they're buying or selling. According to Kleoppel, EDC has been involved in over 600 valuations since 2003.

"We were involved in one of the first multi-dealer mergers on the East Coast back in 2004 to 2006. Since that merger of several dealerships, EDC has been involved in mergers and acquisitions all over the United States and Canada. We have helped several companies accomplish the mission that they wanted to see happen, either through merging or acquisition," adds Kleoppel.

"EDC has also done valuations for many dealers involving estate tax and gifting needs. We have valued several companies for estate planning to determine the fair market value on the date of a shareholder's death. We have done various estate and gifting valuations for dealers to pass stock to trusts, kids and other appropriate parties. The CODB is very important in valuing dealerships for estate and gifting purposes since the study is specific to the industry, breaks it down by volume and represents an average of all dealers, no matter what brand of equipment.

"EDC also answers questions from dealers who call the association hotline regarding

"We were involved in one of the first multi-dealer mergers on the East Coast back in 2004 to 2006.

Since that merger of several dealerships, EDC has been involved in mergers and acquisitions all over the United States and Canada."

sales tax, payroll taxes, some human resource questions, tax/audit questions, merger/acquisitions, property tax, general accounting questions, and more."

The EDC staff has over 65 years of experience in the farm equipment, construction and hardware retailing industries.

EDC is licensed in over six states and will be licensed in any state the firm does attestation work, which is audits and reviews.

### Equipment Dealer Consulting, LLC offers the following:

- **Certified Audits**
- **Certified Reviews**
- **Certified 401K audits**
- **Compilations**
- **Tax preparation and consulting**
- **Valuations for mergers/acquisitions**
- **Valuations for estate/gifting purposes**
- **Analysis of data and preparation of annual *Cost of Doing Business Study***
- **Quarterly payroll tax reporting**
- **Preparation of W-2s and 1099s**

"Equipment Dealer Consulting, LLC is here to help in any way to make their dealerships more efficient and meet their financial expectations," says Kleoppel. **EDM**



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## About Us

Equipment Dealer Consulting, LLC accountants have more than 60+ years of combined experience working with farm equipment, construction, industrial, outdoor power equipment, hardware and home center, and building materials industries. This industry knowledge and experience enables the team to provide the best possible service and consultation in a more efficient and effective way.

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consulting and training John Deere dealers globally. Brozek trained dealers all over the globe on ways to improve both their parts and service operations and eventually started his own consulting business. He and his team pride themselves on improving their customers financial health and making their employees more productive and engaged.

### Larry Cole, Ph.D.

**Specialties: Leadership, Management, Culture, Customer Service**



Larry Cole earned a doctorate in psychology from the University of Oklahoma.

He was on the faculty of Arkansas Tech University and served as CEO of a Comprehensive Mental Health Center before founding his consulting company, TeamMax®, in 1989.

Since then, Cole has specialized in improving leadership effectiveness and teamwork while fostering the fact that frustration is your best friend. He created the TeamMax® Advantage methodologies to measure behavior change in real-time. In addition to the books and manuscripts shown here, he has written numerous articles for professional, business and trade magazines, and written several unpublished manuscripts that he offers. He has worked in the agriculture industry for over 15 years.

### Books

- *"Frustration is Your Best Friend"*
- *"People-Smart Leaders"* (with Michael Cole, Ph.D.)
- *"Communication in Poultry Grower Relations"*
- *"Teamwork in Poultry Production"*
- *"97 Things to Take Your Sales Career to the Next Level"* (with Byrd Baggett, CSP)
- *"Charismatic Leadership"* (with Byrd Baggett, CSP)

### eBooks

- *"Smart People Work People Smart"* (with Byrd Baggett, CSP, and Michael Cole, Ph.D.)
- *"Being the Leaders Followers Like to Follow"* (with Byrd Baggett, CSP, and Michael Cole, Ph.D.)
- *"People-Smart Coaching"* (with Byrd Baggett CSP, and Michael Cole, Ph.D.)
- *"A Handbook on Transformational Leadership"* (with Byrd Baggett, CSP, and Michael Cole, Ph.D.)
- *"Putting the Work in Teamwork to Work"*
- *"What Quantum Physics and Leadership Have in Common"*
- *"The Leadership Difference"*
- *"What the 12 Step Program Teaches Leaders about Leadership"*
- *"The Journey to Vulnerability Trust Travels Through Transparency"*

Unpublished manuscripts are available upon request. **EDM**

## NAEDA NOTABLES

# After the powder smoke clears Association members put on shooting display

by NAEDA STAFF

**T**he association's second annual KC Clay Shoot saw nearly four dozen people put on a nice shooting display. The event, held in June at Powder Creek Shooting Park, Lenexa, Kansas, generated \$8,000 for the Equipment Dealers Foundation.

With a clear blue and cloudless sky as a backdrop, shooters took aim at their clay quarry and scored plenty of hits.

### Event standouts

*Top Shooter* honors went to Kevin Brooks, pictured here with Brent Harness, dealer development manager for NAEDA. Brooks, on the right, was a member of the Vermeer Great Plains team.

The *Top Shooting Team* was mostly a family affair. If you're a clay pigeon, stay out of northwest Missouri and away from the Derr family. Like most folks in that corner of the state, they know how to handle their shotguns.

The prize packs for the top shooting team of Rebecca Derr, Garrett Derr, Cutler Derr, and Greg Wells included four 30-count cases of John Deere-branded Busch light beer.

Top Shooting Team (left to right) of Rebecca Derr, Garrett Derr, Cutler Derr, and Greg Wells.



Top Shooter Kevin Brooks (right), a member of the Vermeer Great Plains team with Brent Harness, dealer development manager, NAEDA.



### Great sponsors

Whether it's a shuffleboard tournament or a clay shoot, the value of sponsors can't be overstated. The association is extremely grateful to the event's title sponsor, AgDirect; lunch sponsor, Heritage Tractor, and beverage sponsor, John Deere.

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# FIND, SELL, PROFIT MORE WITH TRACTOR ZOOM.



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Josh Martin  
UEM at Atlantic Tractor

***TRACTOR ZOOM***



## Recession

# ... the inevitable end to every business cycle.

by DAVID WENTZ

**N**ow that summer is underway, I hope this finds you doing well. It has certainly been a turbulent year in the market thus far with many predicting continued volatility as the temperature rises during the summer.

Just as it is important to pay attention to your retirement portfolio in an up market, the same holds true during a down market. While uncomfortable, it is important to remember and believe in your plan even during rockier periods of market performance. Our previous article discussed the importance of rebalancing, which can work during bear markets, and I would encourage you to revisit that article when you can. In the meantime, I want to discuss a question we have been getting often over the last two months from clients: are we going to have a recession?

Before we dive into that loaded question, I believe having a baseline understanding of what a recession is is important. Perhaps the most well-known and accepted description of a recession is two consecutive quarters of negative economic growth measured by gross domestic product. Furthermore, first quarter economic data provided a 1.4% decline in GDP which has certainly contributed to recession fears<sup>1</sup>. However, while GDP did decline, one quarter does not satisfy the previously mentioned definition.

### Factors to consider

If we look at factors impacting U.S. GDP, there is a mixed bag to look through. On one hand, U.S. markets dealt with continued supply chain issues and lowered government

spending as the Fed decreased its bond purchasing. On the other, consumers and business continue to spend cash. In fact, consumer and business spending increased during the first quarter. While those factors point to a slowing U.S. economy, they also show that the economy hasn't run out of gas quite yet. There are a few reasons for this.

First, as previously mentioned, consumers are still healthy. Increased wages and savings have made positive impacts in addition to lower debt service amongst credit cards and refinanced mortgage savings. These factors positively impacted consumer spending in the first quarter, accounting for 70% of U.S. economic growth. Meanwhile, the job market has continued to maintain its resiliency throughout the year. Job openings totaling 11.5 million outnumber the 5.6 million unemployed Americans<sup>2</sup>. This spread has resulted in wage increases for American workers. Ultimately, this will add to inflationary pressures; however, it has failed to impact corporate profit margins so far.

Those profit margins have been resilient in the same way the job market has. This signals that companies have been successful in combating the inflationary pressures the economy is experiencing in 2022. Additionally, as a result of healthy profit margins companies are less likely to jump to cutting costs, historically a harbinger of a recession.

Lastly, inflation, while increasing, takes

less out of the pocket of consumers than it has historically. An example of this can be found in looking at energy prices in 2022. While current trends point to \$200 billion spent by consumers on energy consumption, that number pales in comparison to the \$2 trillion U.S. workers and consumers have gained in increased savings.

### Have a plan and exercise patience

While our economy has slowed, and will continue to as the business cycle churns, remember that the best path to financial success is a plan and patience. Recessions are the inevitable end to every business cycle.

Those who develop and execute a plan that works for their retirement savings will be as successful as the next person in withstanding an ever-changing market environment.

As always, remember that your retirement plan advisor works for you. Never, ever hesitate to reach out with questions about your account, investments, or plan. **EDM**

<sup>1</sup> US Bureau of Economic Analysis.

<sup>2</sup> <https://am.jpmorgan.com/content/dam/jpm-am-aem/global/en/insights/market-insights/weekly-market-recap-us.pdf>



While uncomfortable, it is important to remember and believe in your plan even during rockier periods of market performance.

**DAVID WENTZ** is CEO of TFB, Inc. David frequently speaks at various seminars about profit sharing, 401(k) plans and investment programs. **VANCE WENTZ** is an advisor with TFB, Inc. Vance graduated from Kansas State University with a degree in finance. The North American Dealers Association endorses Tax Favored Benefits as a 401(k) provider. No compensation is received. More information is available at [www.taxfavoredbenefits.com](http://www.taxfavoredbenefits.com).



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# Data sharing between dealers and OEMs

## It helps dealerships succeed

by MARK MOORE

*This is Part 1 in a two-part series.*

**D**irect and open communications with OEM suppliers can be a vital part of the management process.



"Throughout my career I have worked with OEMs and treated them as a partner," Tye says.

Randy Tye, who served as vice president of inventory management for Mazergroup, was responsible for overseeing the largest New Holland dealership group in North America, one that encompassed 18 locations and more than 300 employees across Manitoba and southeastern Saskatchewan. His job was to ensure that he had the right equipment on the lot.

Ask anyone in that position today – it's a very challenging job in a market where supply chains are stretched thin.

A veteran with more than four decades of experience in the equipment marketplace, Tye shared how during his time with Mazergroup he promoted and encouraged sharing of information among dealership management, sales staff, and OEMs.

OEMs want to know what's moving and what's in demand. And dealerships want to know when the equipment they are quoting to customers will be available for delivery. Tye explains that the system that was in place worked but was cumbersome and added to the workload of his sales managers.

"The manufacturer representative would call our sales managers on Friday afternoon to get a report on the sales activity," Tye says. "That's just good business because everybody wants to know what's going on, including how many products are being quoted, is sales activity good or slow, or what incentive programs

may be on the horizon."

"We decided that we should be sharing that information with New Holland more directly, so we started to provide our sales information automatically," Tye adds. "With the exception of our customer information, we would share information like what units we were quoting, what units were being sold and our projected sales activity."

### System proves its worth

Tye implemented a system nearly a decade ago, and it proved its worth. He added other manufacturers to the system and noticed significant advantages in helping sales staff provide the best service to customers.

Tye says it's a win-win situation for the dealership and the OEM. "I've spent the majority of my career talking about tools that can aid salespeople and make them more professional," he says. And a key step in this process was to deliver products in a timely fashion.

The program Tye built captured all relevant information on the sales process, including information on trade-ins as well as all data on the tractor being quoted. Sharing this information added benefits to the sales staff.

"If the regional manager sees that we were working on a quote for a specific piece of equipment, he can alert us if there are any discounts available," Tye says. "For example, there's a quote on a certain model tractor on a Friday and he has a target program that will be implemented on Monday for that model tractor. With the system we used, the regional manager knows who to contact immediately to say there's an extra discount that may be coming from the manufacturer."

***That knowledge in a competitive environment can make the difference in closing the sale.***

Tye understands there may be some hesitancy when it comes to sharing sales information with OEMs.

"But there is a way to be proactive in sharing information with an OEM that provides critical information that benefits the OEM and benefits the dealership," Tye says. "We saw first-hand how this program helped us close sales."

This proactive sharing of information on the

sales process proved very helpful. Tye stresses that data shared did not include customer information. "We were careful to safeguard customer information," Tye says. "We were very protective of what we shared with the OEMs."

"Throughout my career I have worked with OEMs and treated them as a partner," Tye says. "Sharing this information benefitted our dealership and the OEM because we both wanted the same thing: increased sales and satisfied customers."

### Timely information to customers

Having this kind of sales data available to sales staff across multiple locations proved to be a valuable resource in ensuring timely and efficient quotes to customers, as well as sharing critical sales and marketing data to help manage inventory and lock in additional sales. Instant information on what was on the lot, the status of orders from OEMs, and what quotes were out on equipment was shared, taking the place of endless phone calls.

Tye says one example would be if dealerships were losing out on sales of balers. He says Mazergroup could look at the information across other dealerships to determine the reasons for the lost sales, and share that information with the OEMs. "Perhaps it's a new incentive that is needed to be more competitive," he says. "We could make those determinations faster with all the information in one place."

Tye notes that the information shared helped him pinpoint areas where he could work with the sales staff to drive more sales. "If we found that we are losing sales on certain products, we could look at our sales data and share with the OEM what is happening in the market," Tye says. "If our regional manager knows we were quoting a specific machine and he could pick up the phone and tell our salespeople that there's an incentive available, we could offer that to the customer."

And because the sales systems are integrated, information is available in an instant, without a series of phone calls, emails or paperwork that takes time and effort. Because speed and efficiency can make the difference. **EDM**



**MARK MOORE**  
has more than 30 years of experience in agricultural communications.

**MARK MOORE** has more than 30 years of experience in agricultural communications. His work has appeared in numerous publications, including *Successful Farming*, *Progressive Farming*, *Farm Industry News*, *Corn and Soybean Digest*, *Hay and Forage Grower*, *No-Till Farmer*.

**EDITOR'S NOTE:** Randy Tye has spent his entire career in the agricultural equipment industry, working in a variety of sales and management positions and with major equipment OEMs. Tye recently brought his industry expertise to the Iron Solutions sales team.

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## Association leader earns honorary degree; and a “Jack of All Trades” retires

### Association leader earns honorary degree

**J**ohn Schmeiser, COO and president of NAEDA-Canada, might not be comfortable in a cap and gown, but he was comfortable (and deserving) when he received an honorary degree in Applied Sciences from a Western Canada institution that's been helping students achieve academic excellence for more than 80 years.



Dr. Larry Rosia (left), president and CEO, Saskatchewan Polytechnic, presents John Schmeiser with an honorary degree. Schmeiser said he's "humbled to receive this honor."

Schmeiser was presented his honorary degree during convocation ceremonies in June at the Moose Jaw campus of Saskatchewan Polytechnic.

The honorary degree in Applied Studies recognizes extraordinary individuals who are making a difference in communities throughout Saskatchewan and beyond. Honorary degrees are presented to individuals who have made a significant contribution to education, business and industry, or government, and who are supportive of Saskatchewan Polytech's vision, values and overall roles in the local and provincial communities.

The purpose, vision and mission of the four-campus institution complements Schmeiser's personal passion to motivate higher learning and inspire community improvement.

This is what defines Saskatchewan Polytechnic.

- **Purpose:** *We empower a better Saskatchewan.*
- **Vision:** *To lead the rise of polytechnic education.*
- **Mission:** *Inspire success in every learning journey.*

These characteristics also define John Schmeiser.

Schmeiser is the longest serving board member for Innovation Place, one of the world's best research and technology parks, where he chairs the Human Resources & Governance Committee. He also serves as the secretary/treasurer of the Canada Equipment Dealers Foundation.

He is a member of the advisory board of Advanced Intelligent Sys-

tems, an advisor/consultant for Coleman Research and chair of Equipment Dealer Consulting LLC.

Schmeiser has served as president of the North American Equipment Association Executives, past chairman of the Board for IRON Solutions, a Tennessee based technology company, and past chair of the Saskatchewan Scrap Tire Corporation.

Schmeiser is a graduate of the University of Saskatchewan, the University of Arizona and Western Academy Broadcasting College. He successfully completed the Directors College accredited Corporate Director Development Program through McMaster University and holds a Chartered Director designation.

**Congratulations, John.**

### Jack of All Trades retires

**M**ike Griffith may be better known for not being known... and that's okay with him. For the last 32 years, Griffith worked for the association in many roles and those varied roles have earned him an appropriate moniker, Jack of All Trades.

After joining the association, Griffith worked on newsletters and other forms of communications. He's helped staff with building maintenance, assisted with association events, including the Western Farm Show, and worked with members as needed.

"Mike retired in June as the second longest-serving association employee and he witnessed a lot of changes over the years," said John Schmeiser, COO, NAEDA. "He was part of the mergers and transitions that saw the former Western Equipment Dealers Association become one of the organizations involved in creating the new NAEDA. He was even on hand as the association moved from an older building in Kansas City, Missouri, to a newer space."

"Mike was a loyal association soldier who always had the members' best interests at heart. I am sure he will treasure the many relationships he established with our dealers over the years," added Schmeiser. "Mike viewed the association team as family, and that meant a lot to him."

"Retirement is a significant moment in anyone's life. As one chapter closes, another one begins," said Schmeiser. "It is a life event that can come with a mix of emotions: smiles and tears, excitement and uncertainty, a career full of memories and a future full of possibilities."

**Thanks for 32 years of service, Mike, and best personal wishes.**

Mike Griffith takes a breather during one of the association's foundation fundraisers, a golf outing in Kansas. **EDM**





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### Shooting Teams



**AgDirect**  
Two teams represented AgDirect. From left to right are Clint Callow, Joe Frueh, Jordan Harmon, Brian Schrock, Bret Henderson, Aaron True, and Scott Winter.

**Heritage Tractor**  
Heritage Tractor was represented from left to right by Rowdy Reed, Gary Robinson, Tim Deneke, Casey Heiman, and Jeff Pippin.



**John Deere**  
John Deere was represented by Justin Fox (left) and Jacob VanHorn. The manufacturer donated five cases of ag-themed Busch Light to showcase its partnership with the beermaker. A portion of Busch Light sales will be donated to farmers throughout the country.



**Coleman Equipment**  
From left to right, Kevin Embrey, Aaron Skaggs, Chris Coleman, and John Coleman.



**KanEquip**  
Another event sponsor, KanEquip, was represented from left to right by Thomas, Mitch May and Hunter McCurdy.



### THANK YOU 2022 KC SPONSORS!



### The gatekeepers

To make sure events run smoothly, the association relies on its staff. Here are the people who kept things in check during the KC clay shoot.



From left to right, Mike Griffith (now retired); Jennifer Orr, member services manager; Deanna Brinton, member specialist; and Brent Harness, dealer development manager for NAEDA.

### What's ahead

Two more clay shoots are on the association's calendar in September and October. Add these dates to your calendars.

**Sept. 22, 2022**  
**Silverleaf Shotgun Sports**  
**Guthrie, Oklahoma**

**Oct. 14, 2022**  
**Texas Gun Ranch**  
**Terrell, Texas**

For sponsorship and registration information about these events, please contact Jennifer Orr at 816-412-6151 or email [jorr@naeda.com](mailto:jorr@naeda.com). EDM

## EQUIPMENTdealer magazine

RESOURCES FOR SUCCESSFUL DEALERS

We hope you have found this issue of *Equipment Dealer Magazine* both informative and educational. We welcome your feedback and invite you to submit any ideas you have for upcoming issues. Feel free to contact us at...



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