

CANADA EDITION | VOLUME 2, NO. 1 | SPRING 2023

EQUIPMENTdealer

RESOURCES FOR SUCCESSFUL DEALERS

magazine

EDM SPOTLIGHT

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definitions exist around this
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by NAEDA STAFF

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The “Mechanics” of Recruiting Technicians Abroad

by NAEDA STAFF

As we all know, there is a shortage of qualified, motivated journeyman technicians in our farm and construction equipment industries across North America. With the need for technicians growing, the labor market is tight with other industries pulling talent, thus finding, and keeping ag technicians has become one of the biggest challenges for equipment dealers.

Your association has been working on developing an international recruitment program designed specifically for NAEDA dealers, to assist our members with their workforce development challenges. NAEDA has undertaken a new project to build out a full-service resource for dealers who need expertise in building an entire recruitment program, or for those who have a full internal human resource team but only need assistance in finding suitable candidates, or for those somewhere in the middle.

Larry Hertz, Vice President – Canada, has been quarterbacking this project and says, “This project has been led by our Canadian office. In the past, we led several foreign recruitment initiatives in Europe and the U.K., and those efforts were successful in assisting dealers in finding foreign mechanics. We realize this has been an issue for quite some time with more and more dealers needing to hire one or two technicians per location, so we had several conversations with dealers who had recruited internationally in order to refine best practices. We started working with one of our associate members, Parent & Associates, who had been working with Arch Staffing and Consulting (ARCH). Over the last year or so we worked on building a playbook and a best-in-class international recruitment program and we are pleased to advise that they are now NAEDA’s endorsed partner on international recruitment.”

Over the past year as the program was built and refined, one key learning was that every



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- Larry Hertz, Vice President, NAEDA Canada

dealer’s needs are unique. Therefore, the program is built as an “a la carte” offering, whereby the dealer can choose only those specific elements of the program they need. That could be expertise in the provincial, state, or federal program application process, or immigration support, or simply recruiting suitable candidates. The program is built with this flexibility, pick and choose what you need or choose the full suite of services and support, or somewhere in the middle.

“Some dealers may have a fully staffed and capable human resource department who simply do not have time to add international recruitment to their plate, while others may have only one or two people who manage everything HR and lack the expertise along with not knowing where to even start the process. Ultimately, we want the program and our dealer members to be successful, no matter what their specific needs are,” said Hertz.

Focusing originally on Canada, a survey was sent to Canadian dealers on their thoughts to international recruitment. “Since the survey was sent out, we are now working with 10 Canadian dealer groups in various stages of engagement with our partner, Arch Staffing and Consulting,” said Hertz. “We are also currently working with two dealer groups in the U.S. and following up with another 15 dealer groups to better understand their people needs and expectations of the program. Currently, ARCH’s recruiting efforts are focused on South Africa with two recruiters on the ground to actively recruit and present candidates to those participating in the program.” As the need grows and the talent pools shrink, other source countries will be added to hopefully meet the demand.

Part of this recruitment program entails

ARCH’s in-country presence which includes conducting face-to-face interviews, administering the NAEDA Ag Technician test, having discussions with candidates families, and making sure they would be comfortable in the community they move to, which are all important to the success of their integration. Another aspect are the differences in culture between countries, which could be employment practices, a typical work day, work day humor or simply providing a better understanding of the culture in another country, which is why virtual cultural training workshops are delivered to the new recruit and their family along with the dealership staff where the new employee will work. Hertz continued, “The key piece is in recruiting people from countries that they don’t want to return to, and the willingness of people wanting to move out of South Africa is strong, which benefits companies in North America.”

Another aspect of the program is that it is not exclusive, therefore dealers are free to continue working with current or past recruitment partners in addition to engaging Arch Staffing & Consulting.

There are four phases to the International Recruitment Program:

PHASE 1 - Government Applications and Marketing Materials

PHASE 2 - Recruitment

PHASE 3 - Immigration

PHASE 4 - Settlement and Cultural Awareness Training

We encourage you to read through the following International Recruitment Program information and see if it’s a good fit for your dealership. [EDM](#)



INTERNATIONAL RECRUITMENT PROGRAM

MARKETING | RECRUITING | IMMIGRATION | TRAINING | SUPPORT

PROGRAM OVERVIEW

The International Recruitment Program's purpose is to provide dealer members with a professional, cost-effective program for the benefit of all dealers across North America.

Arch Staffing & Consulting and Parent & Associates have developed this program in response to the needs expressed by dealers through surveys and discussions with interested dealers. Specifically, the program is initially designed to recruit experienced Service Technicians to Canada and the U.S. from South Africa. However, additional source countries and/or positions may be added as the program evolves. This is a full-service program that offers a variety of services to support end-to-end recruiting solutions for dealers. The program is supported by an experienced team of professionals, including on-the-ground recruiters who understand the South African market. Arch Staffing & Consulting also has global experience with on-the-ground recruiters in several geographies across the world.

PROGRAM DETAILS

The program is designed in four (4) phases, and in each phase a description of the program requirements is outlined together with pricing information for services where external support can be requested by dealers. The program was designed as an a-la-carte offering, where dealers could decide which aspects of the program is best suited to their needs. Some dealers might need the entire suite of support and services the program offers, whereas others might need only assistance and expertise in the application process, recruitment, and some aspect of the settlement phase.

PHASE 1 – PRE-RECRUITMENT

This phase of the program is all about establishing recruitment readiness and it includes obtaining all the government approvals that are required to recruit internationally as well as developing marketing materials to profile your dealership to ensure that recruiters market your job opportunities effectively.

GOVERNMENT APPLICATIONS – The dealer is required to initiate government applications allowing

them to recruit internationally, and the process will depend on the province where candidates are being hired. *Note: The Program Team could also complete the application forms at an additional cost. Applications are facilitated through the applicable Nominee Program. Consulting support for dealers is available to submit the correct forms and ensure a seamless process. The cost for this service is combined with those costs outlined in Phase 3 – Immigration.

MARKETING MATERIALS – Marketing materials are required for recruiters to effectively market dealer job opportunities. The required information includes a dealer profile, work location, community information, job descriptions with experience and skill requirements, compensation and benefits information, and tool allowances. The design of these materials is up to each dealer. External support for the design of these materials is available at an additional cost.

PHASE 2 – RECRUITMENT

This phase of the program kicks off once all government approvals have been obtained and the marketing materials are developed. This phase would start with an intake meeting between the dealer and recruiters to discuss the recruitment process and dealer candidate requirements. We expect interviews to be conducted virtually; however, each dealer will determine the interview and selection process.

Recruitment fees are per hire, excluding any testing fees required by the dealer. Guarantee options are available at a higher fee, dependent upon dealer requirements. The fee structure is billed in three stages. The first third of the fee is billed upon the dealer signing the Services Agreement. The second third is billed when employment offers are accepted, and the final third is billed when the employee starts work with the dealer.

PHASE 3 – IMMIGRATION

This phase of the program kicks off once offer letters are accepted, and it involves fulfilling all immigration requirements to bring new hires and their

families to Canada. Immigration consulting support is available at a cost per applicant. This fee includes support for paperwork and application packages outlined in Phase 1, engagement with the candidate throughout the process, and communication with Immigration Canada on behalf of the applicant. Appendix 1 outlines fixed cost fees associated with immigration requirements under the specific Nominee Program.

PHASE 4 – POST-HIRE

This phase of the program kicks off once all immigration requirements have been met, although planning may commence earlier in anticipation of approvals.

EMPLOYEE SETTLEMENT – Appendix 2 outlines recommended settlement requirements based on best practices, and it assumes that dealers will be handling all aspects of the settlement. Dealers requiring external support in this area can be provided at an hourly rate (plus costs) based on the Services Agreement.

CULTURAL AWARENESS TRAINING – A mandatory two-hour virtual training module about your region is available for new hires and their families. Note: It is recommended that the dealer supervisor also attend this session.

An optional (highly recommended) two-hour virtual training module about South Africa (or other source countries) and cultural awareness is available for dealership staff who will be integrating new hires into their teams. Training is recommended prior to candidates departing. The costs for this training are per workshop.

PROGRAM MANAGEMENT AND CONSULTING

Dealers are required to assign a Program Coordinator/Manager to lead the program from a dealer perspective. As part of the program, an International Recruitment Program Manager will be assigned to each dealer to support them in effectively implementing the program.

In addition, should dealers require consulting support on other aspects of the program, these services are available. Examples of where this support may assist a dealer include employment offer design, relocation agreement development, and on-boarding program design, etc. Fees for these services will be determined based on the Services Agreement.

For more information, please contact
Larry Hertz, Vice President, NAEDA Canada at
lhertz@naeda.com or call (306) 715-3601.



The IRP's purpose is to provide dealer members with a professional, cost-effective program for the benefit of all dealers across North America.





2022

YEAR IN REVIEW

Successes of the Association
and the Benefits for Members



AT NAEDA IT'S ALL ABOUT YOU!

As an advocacy association, NAEDA works tirelessly to protect and advance the interest of our members – more than 4,000 North American agricultural, industrial, forestry, and outdoor power equipment dealers. NAEDA proactively lobbies on your behalf to bring about a legislative and regulatory framework that leads to a strong and vibrant industry so our members can thrive.

Every day, in everything we do, we never take our eyes off one essential question: “Will it help the dealer?”

NAEDA members have access to value-added products and services that help them grow and be successful, in three key areas...

Advocate. Elevate. Educate.

**THE MOST EFFICIENT
AND INNOVATIVE
PROVIDER OF
VALUE-ADDED SERVICES
AND SOLUTIONS TO
SUCCESSFUL DEALERS.**

We get it.

Running any business is challenging, and in our industry, it's even more so. That's why all we do is work to provide the support, the services, and the benefits that help members succeed.

You get it.

If we can help fortify the financial position of a single member through one of our many beneficial programs, we count that as a success.

When our classroom, in-dealership training courses, or consulting efforts improve the business skills of a manager or the technical capabilities of a service technician, we're thrilled.

When we facilitate a networking opportunity among dealerships across North America, we know we're doing our job. Our ongoing discussions with key decision-makers advocating for legislation that protects and promotes our industry are invaluable to a dealer's success.

Why?

Because our job is you. Specifically, to help make you better. Better growth. Better business. Better customer relationships. That's our job, and we've been doing it for a really long time... more than a century.

NAEDA's 2022 Year in Review

Read on, as we share in our growth and successes over the past year...

CONT. ON PG 6



**WE REPRESENT OVER
4,000
FARM, CONSTRUCTION,
AND OUTDOOR POWER
EQUIPMENT DEALERS
ACROSS NORTH AMERICA.**



PURSuing POLICIES THAT SUPPORT YOUR SUCCESS

NAEDA is the only organization that presents viewpoints and opinions to elected representatives from an equipment dealer's point of view. Your support advances our advocacy work. Our advocacy work helps your business.

The three key areas where NAEDA's advocacy services help your dealership stay current, informed, and successful are:

- + **Manufacturer and Industry Relations**
- + **Legislative and Regulatory Actions**
- + **NAEDA Dealer Hotline**

Here's what we've been doing in 2022:

- Finalized unification plan on merger, merged with four other associations.
- Held two board meetings.
- Held three committee meetings.
- Held 16 regional dealer member meetings.
- Helped many dealers with various tax, sales tax, PPP Loan Forgiveness, Employee Retention Credits, and merger & acquisition questions throughout the year.
- Continued relationships with manufacturers for the continued benefit of our dealers.
- Attended five Industry Relations Task Force meetings with manufacturers.
- Held over 20 meetings with manufacturers on dealer issues.

- Made presentations to manufacturers on M&A services.
- Met with four Ministers of Agriculture on industry issues.
- Gave nine state of the industry presentations to various groups.
- Conducted Workforce Development Survey through the Dealer Institute.
- Conducted Dealer Manufacturer Relations Survey
- Conducted Compensation and Benefits Survey
- Conducted Cost of Doing Business Study through Equipment Dealer Consulting.
- Restructured OPE Dealer Council and established new mandate.
- Lobbied Members of Parliament against *Right to Repair* bill.
- Hosted dealer meeting with Members of Parliament on *Right to Repair* and inventory interest reduction.
- Appeared before the Standing Committee on Industry and Technology, making presentation against Bill C-244.
- Provided letters of support to federal government on interoperability.
- Made presentations to various farm commodity groups on dealer issues.
- Successfully lobbied against *Right to Repair* Bills in Washington, Montana, Kansas, Missouri, Oklahoma, Texas, Illinois, Michigan, Kentucky, Virginia, Delaware, Maryland, North Carolina, South Carolina, Georgia and Florida.
- Provided support to regional equipment dealer associations fighting *Right to Repair* to numerous other states.
- Expanded government affairs capacity by adding Director of Government Affairs, Kipp McGuire.
- Killed *Right to Repair* bills in 22 states.
- Equipment exemption adopted in New York *Right to Repair* legislation used as template exemption in several states.
- Federal *Right to Repair* legislation did not move.
- Participated in interim study hearings for *Right to Repair* and hosted dealer demonstrations in several states.
- Testified in Canadian Parliament on C-244, *Right to Repair* copyright bill.
- Launched *Repair Done Right* training initiative and advocacy campaign.
- Coordinated Federal Trade Commission industry response to *Right to Repair* inquiries.
- Conducted over 10 media interviews on *Right to Repair* and supply chain issues.
- Held successful *Right to Repair* dealer demonstration in numerous states and provinces.

NAEDA is here to advocate for you!

We appreciate feedback from our members on any issue that is affecting your business. Feel free to contact the nearest NAEDA office to discuss matters related to industry, government and/or manufacturer relations.



MEMBER SERVICES TO TAKE YOUR BUSINESS HIGHER

Today, the success of an equipment dealership depends on many different factors – from day-to-day operations to finance, access to appropriate legal advice, and insurance protection. Your dealership might want to bring in partners, join forces with other dealerships or sell outright – and we can help.

We do the hard work of vetting and selecting the best people, companies, and resources in the industry to make it easier for you to guide your business to success. Put it all together and you have a vital NAEDA service area we call ELEVATE to help your business succeed.

NAEDA's partner services and business alliances can assist you with:

- + Accounting and Finance
- + Legal, Insurance and Cyber-Security
- + Value-added programs and services

Here's what we've been doing in 2022:

- Established new NAEDA partnership agreement with Federated Mutual Insurance, the associations long time partner for property and casualty insurance.
- Established new NAEDA employee health care plan with OPOC. This new health program is a significant benefit to dealer organizations that are looking to reduce their healthcare costs.

- Established *NAEDA Protect* – a new extended warranty/used equipment warranty program. This new program brought to you by Specialty Equipment Insurance Services, is designed to provide your customers with an extended warranty and used equipment warranty program; one that is viewed as the best in the industry. <https://www.naeda-seis-program-enroll.com/>
- Renewed partnership agreement with Kenect; provides simple texting tools that are elegant and easy-to-use. Thousands of companies across North America use the Kenect platform to text their customers, generate online reviews, gather leads from their websites, video chat, and collect payments.
- Renewed partnership agreement with KPA; provides Environment, Health & Safety (EHS), and Workforce Compliance software and services for a wide range of businesses. KPA solutions help clients identify, remedy, and prevent workplace safety and compliance problems across their entire enterprise.
- Launched *International Recruitment Project*. See the NAEDA Spotlight article on page 2 for more information on this program.
- Hosted the first North American Dealer Conference since the pandemic in Nashville, Tennessee, with almost 300 attendees from across North America.
- Redesigned and rebranded our magazines to *Equipment Dealer Magazine* (EDM).
- Grew advertising revenue in the magazine and NAEDA Media due to the expanded circulation.

Equipment Dealer Consulting continued to serve equipment dealers in 2022 by performing over 20 valuations for estate planning, gifting, acquisitions, and mergers. They fielded over 70+ hotline calls from members on sales tax, out of state sales, tax preparation and gifting questions. Acquired several new clients for audits, tax, or other services. EDC also spoke at the annual conference to provide expert commentary on M&A best practices.



Whether you're large or small EDC has the expertise and bandwidth to handle your accounting needs.

They bring extensive experience and professionalism to every service and customize their support to your individual needs and concerns. They continue to keep their finger on the pulse of these industries to provide you exceptional advice that will last for years to come.

CONT. ON PG 8



DEVELOPING PEOPLE TO GROW YOUR BUSINESS

Equipment Dealer Consulting specializes in accounting services for farm equipment, construction, industrial, outdoor power equipment, hardware and home centers, and building materials industries.

In any equipment dealership, operational excellence is all about continual improvement, efficiently meeting your business goals, and making sure your staff is engaged and delivering exceptional customer service.

Dealer Institute is a division of NAEDA, staffed with hand-picked top industry analysts and consultants with specific knowledge of the equipment industry across all dealership operations. We provide in-depth root cause analysis and customized solutions that grow your business and move your people toward success.

Here's what we've been doing in 2022:

Workforce Development

Our Workforce Development Survey showed some improvement in key developmental areas of need. It also confirmed long-term glaring issues with personal and professional development provided in our industry. Dealer executives confirmed industry issues, but also challenges associated with finding people, let alone the right ones, to fill multiple positions in their organizations.

- To help dealers support personal and professional development, Dealer Institute utilizes a robust virtual platform, in-person regional offerings, and developed a strong, successful schedule of courses, with over 800 participants in various programs.

Aftermarket Growth:

With aftermarket growth at the forefront of dealership growth, Aftermarket Leadership, Service Management Installations, and Parts and Service Counter

Sales Training have helped dealer organizations realize significant increases in efficiency and profitability.

- Over the last five years, the Service Management Installations have provided dealers \$7.3M in additional revenue to installed service departments.

Performance Groups

Our performance groups continue to set the standard in helping dealers expand their business and effectively meet the extraordinary challenges of today's market. Dealers who are involved in our Performance Groups contend that they are a life changing experience and have facilitated a platform for so many dealers to become industry leaders.

Onsite Consulting

With dealer organizations operating at more sophisticated levels, the need for assistance in leading organizations through internal and external transitions has increased. Through Dealer Institute's Onsite Consulting programs, we have helped dealers understand the reality of their operations and develop and implement short- and long-term initiatives to excel in today's market.

- In 2022, we had over 400 students through on-site training, focused specifically on their dealers needs.

Manufacturers

Dealer Institute works with manufacturers on three major fronts. The first is providing independent training and consulting initiatives directly to OEM dealer networks. The second is training OEM field personnel on dealer operational best practices, to enhance their ability to be a better industry partner. The third is navigating the complete merger and acquisition process, assisting dealers through one of the most complicated and stressful transactions experienced personally and professionally.

Additional highlights:

- Held 12 educational webinars for dealers through Farm-Equipment.com.
- Delivered six podcasts on industry issues.
- Launched *Repair Done Right* training for dealers. *Repair Done Right* is a NAEDA initiative to change the conversation by sharing what our industry does to support customer repair and increase uptime. Through dealer personnel training and customer education, *Repair Done Right* provides the facts that show our industry is committed to the success of our customers. This industry training has been customized for most major brands including John Deere, CaseIH, New Holland, and Case Construction. Other manufacturers may be added in the near future. As part of the industry commitment, we've provided a comprehensive training and downloadable marketing package to help educate not only your dealer organization but also your customer base on a *Repair Done Right*.



NAEDA has hand-picked experts who can help you analyze your dealership structure or just one department.

Our top industry analysts and consultants can counsel your management teams for better performance and a stronger return on investment.



NAEDA'S FOUNDATIONS

Operated by a group of volunteer dealers and association staff, the Foundation's missions are to:

- + Create education and workforce development programs
- + Establish and fund scholarship programs
- + Promote public awareness campaigns of the industry's career opportunities
- + Fund research that delivers significant industry benefits



EQUIPMENT DEALERS FOUNDATION

- Hosted board meeting for the EDF.
- Raised \$19,000 at the Summer Golf Classic.
- Three Clay Shoots raised \$19,700.
- EDF awarded 38 scholarships for a total disbursement of \$22,000.
- Donated \$10,000 to support NAEDA's OSUIT Technician Training Program.

- In an effort to further highlight and build awareness to promote career opportunities in our industry, a website was created specifically for the *Technicians For Tomorrow* awareness program. The website information and resources is for key student influencers such as teachers, counselors and parents to better understand our industry and the opportunities available to their students and children. Visit www.techniciansfortomorrow.org



CANADA EQUIPMENT DEALERS FOUNDATION

- Earned record setting sponsorship investments from industry partners for the North American Dealer Conference.
- Initiated building the *International Recruitment Program* to recruit service technicians from South Africa and other source countries.
- Successfully hosted three golf tournaments in June raising over \$25,000 for the *Canada Equipment Dealers Foundation*.
- The CEDF Board approved \$300,000 over a six-year period beginning in January 2023 to Saskatchewan Polytechnic to go towards the building of their new Saskatoon Campus, which will include a one-of-a kind technology and trades epicenter.
- Awarded 78 scholarships totalling \$78,000 in matching scholarship funds to dealership staff to further their education. **EDM**



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Workforce Development

It's interesting how many definitions exist around this topic in our industry.

by MICHAEL PIERCY

Workforce Development. Everyone reading this article has somewhat of a different take on what it means, and even though they are different, there's something right in all of them. The definition we have found that best describes workforce development is - a combination of social services, community support, job training and education that supports an individual for success in the workforce.

Another significant definition is that of Workforce Development Systems. Workforce Development Systems is defined as - a system that encompasses the organizations and activities that prepare people for employment, help workers advance in their careers, and ensure a skilled workforce.

The first definition, *workforce development*, is easy to consider and even agree with. The second, *workforce development systems*, is much more difficult for us to realize. Why? Two reasons. 1. We are more interested in ensuring someone has what they need to perform a duty than in developing their skills. 2. We don't have a systematic approach to developing our staff.

Why are these things important to my dealership? Because they are significant in the

separation of high-performing dealer organizations from low- to average-performing dealer organizations.

Consider this. When you look at our industry's overarching approach to workforce development, we run 15 to 20 years behind other leading industries. And most organizations that have difficulty in this area have a very reactive approach. They consider the investment a necessary evil and are checking a box to show completion, rather than developing people.

When I say reactive, I mean the need for development is addressed when something falls apart, or the lack of development in that skill set causes a major issue. The reaction is to throw something at the issue and hope it has a positive impact, or at least, contains it. The bigger issue is, instead of learning from the disappointment of that approach, many continue to place Band-Aids on gaping holes, hoping they can hold it together long enough to get them through it.

We have discussed for years how many dealer organizations have a love-hate relationship with employee development through training or consulting initiatives. Most of the time, it is because they have never discovered a system for implementation or developed a consistent standard organizationally. Dealers and dealership leaders then become firemen, chasing smoke in the organization and putting out fires wherever they arise instead of



We have discussed for years how many dealer organizations have a love-hate relationship with employee development through training or consulting initiatives. **Most of the time, it is because they have never discovered a system for implementation or developed a consistent standard organizationally.**

addressing the root cause and mitigating as many of the random pop-up issues as possible.

Development is viewed as a necessary evil because it HAS to be done on some levels. Most low-to-average dealer organizations look at employee investment as something they HAVE to do, so it's not as much about improving employees' skill sets as it is satisfying a requirement, which covers checking the box. But by not developing an employee's skill set, you are throwing water on a random fire.

The combination of these issues exposes the reason why many struggle to maintain a high-quality staff or attract high-quality talent. Obviously, these pieces aren't the end-all-be-all, especially when considering some of the geographical areas our dealers service, however they DO bring to the surface the most common underlying attitude from dealers on employee development and performance issues.

By contrast, there is a paradigm shift in high-performing dealerships from reactive thinking. High-performing dealers have learned to be proactive and to invest in their employees and realize those two things together help guide their organization to success. Higher-performing dealer organizations and their approach to workforce development execute two critical pieces. One, proactively identifying developmental needs, and two, providing avenues for employees to improve their skill sets. They offer a multifaceted approach which often includes in-house,

manufacturer and third-party providers for employees to seek out and fulfill their need to grow.

Most have also created definitive paths for employees to get from where they are to where they want to be. They create a culture where employees feel like the dealer organization is investing in their overall development, which creates greater loyalty and often results in higher performance from the employee base, which becomes a constant that pulls the organization toward greater success.

We need to be as conscious of our employees' personal development as we are in their organizational development. Recognizing personal development is vital to the success of any organization's plan for employee satisfaction and recruiting and retaining high quality talent.

Here are a couple more thoughts I would share. One of the questions we often address is about a small organization's ability to provide employee development adequately. Some of the most progressive dealers in workforce development are small to mid-sized organizations. Size shouldn't be a determining factor in whether or not you build out a workforce development system. Large or

Some of the most progressive dealers in workforce development are small to mid-sized organizations. Size shouldn't be a determining factor in whether or not you build out a workforce development system.

Large or small, you can do it, and you should make it a priority.



MICHAEL PIERCY is the vice president of dealer development for NAEDA.

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. Piercy joined the association in 2015 to help 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.

small, you can do it, and you should make it a priority. You must take the step, and if you don't know how, find someone who can point you in the right direction.

If you are in an area where quality talent is hard to find, and the best you have are average employees, you must do all you can to help them reach their fullest potential. The goal should be to elevate every employee to their highest level. If you can do that, you will see success. Retaining talent seems to get harder every year and attracting the right people sometimes seems almost impossible. However, one could argue it is not the people or talent pool who are average. Instead, it is the career pathing and personal development provided through our dealer organizations.

With consolidation, growth, retirement, the evolution of the business, new customer demands, and a variety of other things, having the right people, doing the right job, is vital to our success. It is more than having the right person doing the right job. It's also making sure the right person has access to the proper training and development opportunities to do the job right. NAEDA conducted an industry Workforce Development study a few months ago, which tells where we are as an industry regarding industry needs, dealer investment in training, and training sources.

While the dollars spent on training are still significant in most dealerships, the survey confirmed a large majority of training dollars are spent on technical training like product training, technician requirements and meeting manufacturer standards. We know these are necessary, but they don't facilitate the complete need of our employees' personal and professional development or the dealership's growth.



SO, WHAT DO WE DO? Here are a few things you can do to improve your dealer organization's workforce development.

1. EMPLOYEE ENGAGEMENT SURVEY

Find out how engaged your employees are in your organization and the people issues that are reducing efficiency, productivity, and profitability.

2. RECRUITING, RETAINING AND ONBOARDING ANALYSIS

Survey all employees for feedback on their experience moving through those channels as a new employee and a tenured employee.

3. CREATE A WORKFORCE DEVELOPMENT SYSTEM

A. IDENTIFY YOUR OBJECTIVES

B. ANALYZE YOUR WORKFORCE

- i. Skill gaps
- ii. Workforce resources

C. DEVELOP A PLAN

- i. Recruiting
- ii. Onboarding
- iii. Retaining
- iv. Employee development
- v. Succession

D. IMPLEMENT ACROSS ALL CHANNELS OF YOUR ORGANIZATION

E. DEVELOP AN ACCOUNTABILITY SYSTEM TO ENSURE ITS FOLLOWED

- i. Monitor
- ii. Evaluate
- iii. Revise

4. GET HELP

Using a consulting service to help you evaluate will come with a fee, but what is it costing you to continue to do what you are doing? **EDM**

Used Equipment Pricing: Is it Finally Cooling Off?

by DAVID DAVIDSON

These Strange Times

If you're an ag equipment dealer in North America you're already keenly aware of the extraordinary current market conditions we're living in. A labor strike at a major manufacturer, inflation, decreasing brand loyalty, chip shortages, supply chain disruptions in parts and whole goods are all important factors affecting every participant in our business. From the farmer to the CEOs of the largest equipment manufacturers, and everyone in between, there's PLENTY of room for speculation in each of these aspects. But rather than speculate, this piece will present some factual data on used equipment selling prices across the continent and it's offered here for your consideration as you navigate your business through these peculiar times.

There are some general trends over the last two years marking a consistent rise in the index value of three significant equipment categories. We'll get into that in a minute, but first, what is the "Index Value?"

What is the Index Value?

There is a technical description below* but generally the index value allows us to see changes in the selling price of a normalized piece of equipment. Wait, what do you mean by "normalized"? Glad you asked! As a professional in the ag equipment business, you know that options and usage on a used machine can make a difference of tens of thousands of dollars in its selling price.

When analyzing overall marketplace trends, ignoring the effect of options and usage on equipment's sold prices can lead to false conclusions. Normalization and the resulting index value is what helps us account for variations in options and usage to get a clearer picture of genuine trends in the sold values of used ag equipment. If equipment is being sold with less usage hours, it's natural to expect the selling price to be higher than the same make, model and year of a piece with higher usage. Similarly, if it is sold equipped with every option available, it should command a much higher value than a lesser-equipped "base" model. Region-

al differences in crop and soil type will also affect used prices.

Let's look at some portions of an appraisal of

a 2020 John Deere 8R 280 to illustrate further.

Referring to the sample appraisal on the left, note how the low usage hours in **RED**

8R 280 John Deere Tractor 2020

IronGuides®

Guide Issue: Winter 2022
Region: Southeast US
Appraisal Date: 1/12/2023
Record ID No.: 4402588
Orig. Curr.: USD
Exchange Curr.: --
Cash Value: \$364,608

APPRAISAL

Usage Adjustments

Selected Options Total

My Options Total

Reconditioning/Work Order

Eng Hours: 250 (IRON Avg. 1,212):

\$21,164

\$68,024

\$0

\$0

IRON Avg. Record.: 2,350 - Actual Recon.: 2,350 =

Selected Options Subtotal

\$68,024

- Fenders Front Pivoting 1,377

- MFWD 1500 Series 6,334

✓ MFWD ILS w/Brakes 17,902

- MFWD w/Ind Link Susp 15,974

- Tires Front Duals 8,538

- Tires IF320/80R42 3,305

- Tires IF420/85R34 3,580

- Fenders Ext. Rear 1,101

- NO Duals (5,508)

- Tires 390/90R54 Duals 3,029

- Tires 480/80R50 Duals 4,682

- Tires 520/85R42 Duals 2,478

- Tires 620/70R46 Duals 6,059

✓ Tires IF710/70R42 Duals 14,872

- 5 eHyd Outlets 1,927

✓ 6 eHyd Outlets 3,855

- Dual Hyd Pump - 85GPM 2,754

- 4600 CommandCenter Prem Act 3 1,799

- Gen4 Command Center Automation Activat 2,781

- Gen4 w/Extended Monitor 982

✓ Intelligent Power Mgmt 3,305

- RTK 450 Radio 1,000

- RTK 900 Radio 600

- StarFire 6000 RTK 621

- StarFire 6000 SF1 (2,323)

- StarFire 6000 SF3 (687)

✓ Cab Premium 3,305

- Cab Suspension 3,305

- Cab Ultimate Pkg 5,783

- Command Pro 3,029

- Premium Visibility Pkg 3,580

- Seat Active 2,754

- Ultimate Visibility Pkg 6,610

- PTO 540/1000 1,927

✓ PTO Front 1000rpm 7,160

- 3 Point Hitch 20000# lift 2,203

✓ 3pt FrontHitch w/Coupler 7,436

- Less 3pt Hitch (6,059)

- Trans 16/5 Powershift (5,508)

- Trans IVT 40K 4,682

✓ Trans IVT 50K 4,682

- 12 Front Wts 1,652

- 1800#Rear Weight 1,927

✓ 22 Front Wts 2,478

✓ 2800#s Rear Weight 3,029

- Brakes Hyd Trailer 826

- Dual Air Trailer Brakes 6,334

Values

Apply Wholesale & Advertised Margins

IronGuides®	Wholesale	Trade Rough	Trade Premium	Resale Cash	Advertised
Iron Base Value	\$239,160	\$239,160	\$253,790	\$275,420	\$286,440
Usage Adjustment	16,931	16,931	16,931	21,164	23,280
Options	54,419	54,419	54,419	68,024	74,826
Reconditioning / Work Order	—	0	0	—	—
Adjusted Total	\$310,510	\$310,510	\$325,140	\$364,608	\$384,546

If you were to compare the sold price of a machine like this to the sold price of a base model with above-average engine hours, you could expect to see up to a 50% change in its sold price. Eliminating this variability in the same type, make, model and year of equipment is what "normalizing" does.

On average, 3,000 sold equipment reports were received per week in 2022. Every report is individually reviewed and analyzed by a team of ag equipment experts. Only reports with completed usage and options are kept. The rest are thrown out.

(only 250) increased the appraised value by \$21,164 and all the options in **BLUE** selected for this tractor added another \$68,024 for a total increase to the base appraisal's cash value of \$89,188. The index values you see in the charts first adjust for a machine's age, usage and seasonality by normalizing thousands of sold reports from dealer and auction sources.

Next, the aggregate value is compiled. Then, the value is compared to the previous month as a percentage difference up or down, across broad categories of equipment. In the charts you see here, this is what we call the "Avg Monthly Index" or the index value.

With this understanding of normalization and what we mean by the index value, let's look into some trends in some broad categories of used equipment sold prices. In this piece, we're segmenting in three categories: Combines, Tractors over 100HP, and Tractors under 100HP.

Over the last two years, there has been a significant rise in the index value of these three significant equipment categories.

Most would agree that the steep inclines of these index values over the last one to two years are not sustainable. As dealers negotiate their new allocations and segment their customers, selling and pre-selling used trade-ins has become the new norm. As equipment supply comes back, we'll likely see these index values come down to lower levels, hopefully gradually and not all at once. Dealers are rightfully cautious to avoid being stuck with inventory when these lofty values come down.

The most recent indication of a potential cooling off came in September 2022 (Graph A). At that time, we were hearing reports from dealers of increased new supply in



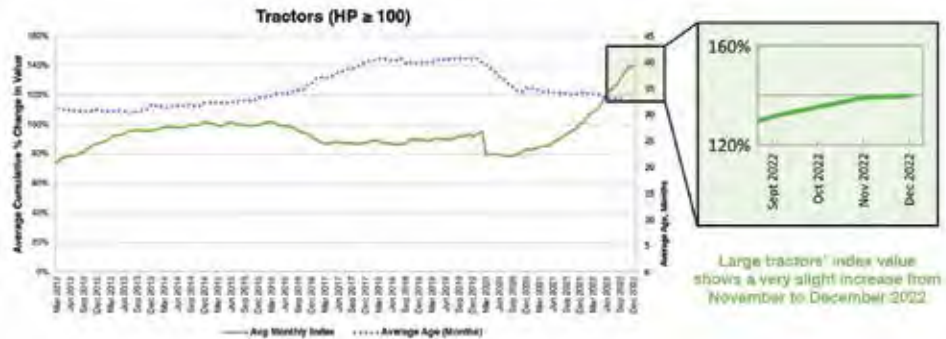
DAVID DAVIDSON is the Marketing Director at Iron Solutions.

DAVID DAVIDSON is the Marketing Director at Iron Solutions. With twenty years of experience in CRM and ten years in the ag equipment space he brings a unique perspective to data trends in used equipment sales and utilization of CRM's that serve ag equipment dealers. Having written on these topics for NAEDA, SuccessfulFarming.com, and Iron Solutions, David aims to uncover and share insights that can help readers better understand trends in used ag equipment prices and better prepare for uncertainties in the agricultural sector.

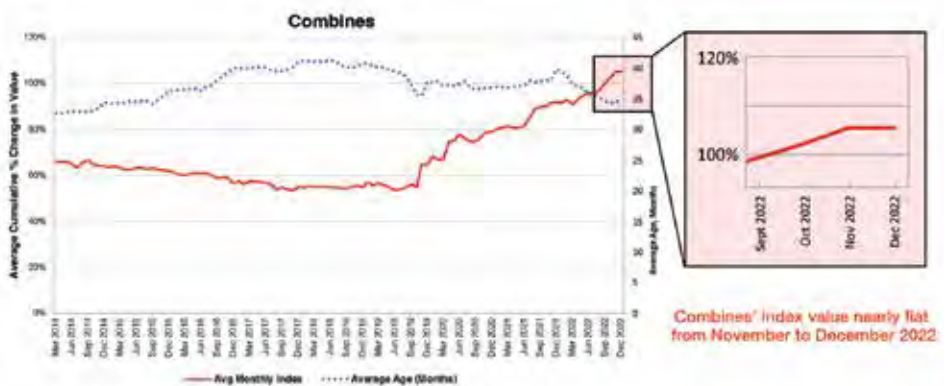
GRAPH A



GRAPH B



GRAPH C



the small tractors category which likely contributed to the downturn from August highs. Back in the Fall we theorized that the decline in the small tractor category's index value in September might be a bellwether for what is to come in the other two categories as long-awaited new whole goods orders began trickling in.

After this peak in August and a brief head fake to the upward direction in November, the yellow line, representing the small tractors' index value, falls back to 63.1%. If we were to throw out the November value, this line would be perfectly flat going back to September.

The availability of new inventory is the catalyst for the trade cycle and used sales that fol-

low. The used trade-in inventory and resulting sales likely contributed to the retractions from these peaks observed in the yellow index value line in the small tractors category.

This pattern of new equipment availability, the resulting trade cycle, and small declines in the index value is one that could be seen across each of the three equipment categories.

By January 2023, flat would become a theme across all three categories (Graph B). Here in the large tractor category, you can see the green line, although not flat, reveals the slightest increase (0.07 percentage points). This is the slightest increase seen since May 2021, over 20 months ago.

CONT. ON PG 14

CONT. FROM PG 13

Lastly, we can see a similar flatness in the combines' index value (Graph C). After reaching a value of 100% for the first time in September 2022, the composite combine index value, represented by the red line, is near flat from the previous month, moving up by the slightest amount of 0.1 percentage point.

Looking through the history in these index value lines, you can see plenty of ups and

downs, temporary peaks and dips, all-time highs and lows, and sometimes years of relative stability. At the time of this writing, January 2023, it would appear that the flatness revealed in Q4 2022 could signal the beginning of a used equipment pricing downturn. However, reporting the true historical data is the objective in these few pages and forward speculation is anyone's guess.

Data in this analysis comes from the same data source used in the popular IronGuides product, considered the industry standard for used ag equipment valuation. IronMonthly provides customers with this data to slice across makes, equipment types and detail down to the model level. For high level reporting, like the charts shown here, you can subscribe for free to the Iron Solutions Newsletter at <https://iron-solutions.com/used-equipment-news/>. **EDM**

*The Iron Monthly Index is a value that represents the changes in the selling price of an average piece of equipment, after it has been adjusted for Age, Usage and Seasonality. To calculate the average adjusted selling price in a month, we determine what represents an average unit for that given month. We do this by identifying all the reported sales transactions for this type, make, model that are less than 5 years old reported to us in the past 12 months. From this data set we calculate the average age in months. We use Nov. 1 of the (model year - 1) as the born-on date for the calculation of age. Ex. if the unit is identified as a 2015 model, it was born on Nov. 1, 2014. Once the average age is calculated, we determine what the expected usage is for that age. The usage is the average usage that we publish in the Iron Guide for a unit of that age. Usage is typically measured in Engine Hours but for Combines it represents Separator hours. For each sold report identified, we adjust the reported sold price so that it is representative of the average unit sold in the current month. Our proprietary predictive model tells us how much we need to adjust the reported sold value for each hour difference from the average usage as well as for each month of age if this unit differs from the average age. We also adjust for the month sold to account for seasonality. Once all the reports have had the reported sold price adjusted, the average is calculated and this becomes the Iron Index Monthly value for that type, make and model. Finally, we compare that value to the previous months' value and display the change in value as a percentage difference.



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INDUSTRY NEWS

AGCO Names Cody Erman 2022 North American Technician of the Year

Reprinted with permission from FARM EQUIPMENT NEWS



AGCO Corporation, a global leader in the design, manufacture and distribution of agricultural machinery and precision ag technology, named Cody Erman Technician of the Year on March 3 in Hesston, Kansas.

The award recognizes North American AGCO technicians for their diagnostic and maintenance abilities, dedication to continuous learning, and customer service skills. Erman, of Hanlon Ag Centre in Lethbridge, Alberta, Canada, was awarded the 2022 title and a \$5,000 grand prize after a three-day, hands-on competition against five other finalists nominated by AGCO dealerships across the US and Canada.

"Congratulations to Cody Erman and all our finalists for a tremendous inaugural Technician of the Year competition," said Ash Alt, Manager of Technical Training, North America. "We founded this event to celebrate the dedicated technicians who help keep our farmers up and running. Each of our finalists exem-

plify the skills and values that Technician of the Year celebrates, and our farmers and dealers are fortunate to have these professionals' services."

AGCO's vision is to be farmers' most trusted partner for industry-leading, smart farming solutions. Our brands' leading technology requires the skills of highly trained professionals to maximize uptime and productivity. AGCO works closely with its dealership network and regional educational institutions to identify, encourage, and equip talented technicians. The Technician of the Year competition and a new associate degree program at Parkland College in Champaign, Illinois, are recent examples of these focused efforts.

"I'm honored to receive this award, and I also congratulate the other finalists," said Erman. "It was an honor just to be nominated and getting to know the others and engaging in some fun competition with them was a thrill. I'm excited to take the award back home and share this story because I wouldn't be here without my colleagues and our customers!"

Participants in the competition engaged

We are very fortunate to have such great technicians like Cody at our dealership. Cody's work ethic, leadership and knowledge brings an exceptional high standard to our service department.

- Keith Shirakawa, GM, Hanlon Ag Centre

in challenging events that tested their critical thinking, product knowledge, and deep mechanical and technical expertise. The contestants were presented with six "real-world" diagnostic scenarios and were measured on their ability to accurately diagnose the issue, make the necessary repair, and provide an exceptional, farmer-first customer experience. The 2023 event focused on Fendt® wheeled tractors; organizers plan to expand future events to include AGCO's other brands and product types. Nominations for the 2023 competition will open in October and will be submitted by AGCO dealerships across North America. **EDM**

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Benefits: What are they Worth?

by KATELYN SAWYER, AgCareers.com



A positive work culture fueled by benefits and valued by employees can set your dealership apart from your competitors when it comes to recruiting and maintaining your workforce.

When considering how your company is working to attract or retain talent, compensation is usually the first topic to come to mind. While salary is an important factor in maintaining employee satisfaction and attracting future staff, it's imperative that you also consider the impact benefits has on your total compensation package.

According to the recently released 2022 US Candidate and Employee Benefits Survey, 63% of job candidates and employees considered benefits important or very important regarding their necessity for job satisfaction. Here are some key findings from the overall report that employers should consider when evaluating their own benefits structure and how it works in their favor when curating a strong workforce.

Healthcare remains the priority.

Over 94% of employers surveyed indicated that they offered health insurance to their employees. Despite a few different options for health plans being reported, the most common plan offered by employers (and the most popular plan choice among employees) was a Preferred Provider Organization health plan. Dental and vision insurance continue to remain frequently provided and highly desired health benefits.

Work-life balance continues to influence time off.

As the importance and value of work-life balance increases, so has the average amount of time off available for employees. Over 50% of surveyed employers reported that they offer a PTO (Paid Time Off) program, and the av-

erage amount of time available for employees to use in this program style has increased since 2020. Programs that designate sick and vacation time for employees was also commonly offered by employers. The number of sick days provided to newly hired employees had a notable average increase of 3 days between 2020 and 2022. Paid time off programs provide significant benefits when attracting and retaining employees since it is a great way to foster work-life balance as well as a positive work culture within your company.

PTO isn't the only type of leave to increase.

Different than PTO or sick/vacation days, employee leave programs provide employees the ability to be absent from work for an extended period of time in the event of a qualifying reason (bereavement, maternity, paternity leave etc.) The number of companies that reported offering paid maternity leave increased from 42.86% in 2020 to 49.12% in 2022. Paternity leave is also continuing to increase, which can be an important benefit for employees looking to grow their families. Ensuring that this form of leave is available to your employees also works towards fostering that positive work culture and work-life balance that benefits bring to a company.

Work allowances provide additional on the job perks.

The four main work allowances reported by employers in the 2022 Benefits Survey included vehicle, mobile phone, internet, and relocation allowances. Companies that provided a vehicle, mobile phone or internet allowance as a part of their company's benefit program reported that all three of these allowances increased from 2020. While the overall number of companies reporting that they offer relocation benefits was slightly down from 2020, the companies that did offer relocation packages to salaried/exempt staff nearly doubled their average rate of relocation compensation. Providing employees allowances helps them to do their job more effectively and efficiently, benefiting employees and employers.

Benefit trends are ever evolving.

Ultimately, benefits are a valuable and influential tool in satisfying employees and meeting the challenges of today's marketplace. A positive work culture fueled by benefits and valued by employees can set your dealership apart from your competitors when it comes to recruiting and maintaining your workforce. **EDM**

AG
Careers.com

To read more about the 2022 Benefits Survey Results and Analysis, visit www.agcareers.com/reports.cfm



KATELYN SAWYER is a member of the Talent Solutions Team at AgCareers, specializing in helping clients understand compensation and salary trends and writing about trending HR topics specific to the ag and food industries.

KATELYN SAWYER wasn't born into the agriculture industry, but got here as soon as she could. Graduating from North Carolina State University with a degree in Animal Science in 2019, she spent most of her undergraduate career at the university's Swine Educational Unit farrowing barn where she found a passion for pigs. Prior to arriving at AgCareers.com in the fall of 2022, Katelyn taught middle school agriculture and worked for the North Carolina Pork Council. As a member of the Talent Solutions Team at AgCareers, Katelyn specializes in helping clients understand compensation and salary trends through the Compensation Benchmark Review and writes about trending HR topics specific to the agriculture and food industries.



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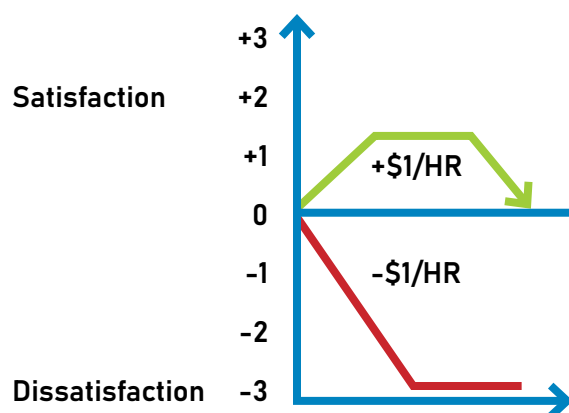
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Can Money Buy Employee Loyalty?

by DR. LARRY COLE

You ultimately must answer that question for your dealership. But I'm asking you to read this article before you do.

Let's begin with examining the following figure showing that money can actually create more dissatisfaction than satisfaction.



It is paramount that salary must be competitive for the market and that is represented by the zero (0) point. The graph illustrates that being underpaid by \$1 per hour produces more dissatisfaction (-3) than the satisfaction level produced (+1) upon receiving a \$1 per hour pay increase above the competitive salary schedule.

At one time, research showed that the positive impact upon receiving a pay increase lasted about seven days and quickly returned to zero. I don't have current data on this subject, but – keep reading.

It's a given that everyone needs money and employees want and expect to be paid a competitive salary in their respective market place to maintain their style of living. It's also important to note that acquiring money is very motivational to for some people. Yours truly was one of those motivated people as I emerged from a financially impoverished family. Eventually I learned that a career serving others is most important and money will find you.

The good news is that the majority of employees, particularly the younger generation, want something more than money. First, employees want to be respected for the “brain” that you employed and showed they are valued. Asking for the employees input, listening to understand it, and using it whenever possible is the critical triage to improve company loyalty.

Second, employees want to be a part of a dealership with a clearly de-



Employees want to be respected for the “brain” that you employed and showed they are valued. Asking for the employees input, listening to understand it, and using it whenever possible is the critical triage to improve company loyalty.

finer path forward. This fact speaks directly to why I urge dealerships to establish and implement a company vision and mission. It is human nature to “want” to be part of “something” that is larger than the individual. There is a degree of psychological security offered when this occurs. Yes, there are individuals who prefer to strike out on their own as I did when I started my company. These hearty souls are in the minority and the last research I've read show that only 10% of such businesses succeed. Yes, that is a sad statistic.

Third, employees want both to be challenged by their job responsibilities and develop a career plan for their employment. Achieving this end means supervisors must be attuned to work with their employees to develop such a plan. Such effort requires having career development conversations with each employee. The fact is many supervisors find such conversations uncomfortable and default to the attitude that the employee will figure that on their own “as I did!” Yes, many of the people I've asked, *what do you want to be when you grow up* tell me, *I don't know!* But that should not deter a supervisor with working with these employees anyway, because people want a meaningful life and having a career, as opposed to a “job”, is part of that life style.

Now review the three points and answer this question – what does it cost to integrate these three characteristics into your dealership? My guess is — not much when you consider the ROI for having an engaged, productive employee. You might be interested to read *On Fire At Work* by Eric Chester. He is just one of many leadership gurus who write about high performing companies that integrate these into their workplace culture. **EDM**



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



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Reactive, Proactive, or Predictive: Which One Describes Your Dealership?

by WAYNE BROZEK



I truly believe that most of our dealerships operate in the *reactive* and somewhat in the *proactive* areas and only a few very progressive dealers are actually working on processes to work in the *predictive* arena. Some of you may be even wondering what I mean by these different categories. Let me give you a brief description of each and what I feel they represent.

REACTIVE

I believe this represents the largest group of dealers. We wait for a customer demand then our teams spring into action to help with the request. It has been like that for the past 100 years or more. For example, a customer has a part failure and comes into our dealerships and requests the part from us. We either fill the demand immediately by pulling the part off the shelf or we order a part from our supplier, either way we are reacting to the need. This is just one example of a parts department being reactive, but it happens in both sales and service as well. I am sure you can think of several examples for each of those other departments.

PROACTIVE

Since I shared a parts department example already, let's stick with parts. When we place "Pre-Season" orders that would be one example of being proactive. We are thinking ahead and making sure we have certain parts on the shelves prior to the season. We are stocking up ahead of what is normally a busy time.

Some of you may read this and think, "we are already starting down this path" and to you I would say, great job! Others of you may read this and think, "this is never going to be possible in my dealership" and to you I would say, "never say never".

PREDICTIVE

We could set up on-farm parts cabinets and fill it with parts that we know are wear items for our producers on equipment that they have in their operations. Most of our large ag equipment is telematic enabled, but what are we getting out of the system? Perhaps someone is monitoring for codes that the equipment is throwing and assisting the producers with those trouble codes and that is great and that is being predictive. But what are we doing to be predictive? I think our dealer management systems have a huge opportunity here. They have the data from our work orders to help their dealers become more predictive on what items we should be stocking and when.

Our business systems should ask us for year/make/model for parts tickets over the counter and YES, I know that most of our parts employees will shake when they read that and say, "Doesn't Wayne know we are already too busy, and we certainly don't have time to enter that data on a parts sales ticket?" The answer is, yes, I get it. You are busy, however I feel like the upside for having the data would be worth the additional minute or two it would take to get the data and input that data on a parts over the counter sales invoice. Most of the time you already had to have that data just to look the part up in the first place, so all I am asking is that we now record it on the invoice.

Once we have that data, the business system needs to begin compiling that data and looking for trends in that data about when a specific part is being sold on those units while also matching that data up with service repair orders. Once we begin tracking this data, we can begin to stock parts that neither the parts manager or the producer would think we need and when the need arrives, as the data would suggest, we should be able to pull the part off the shelf and not have to be reactive and order it. We have the technology - we just need to start putting it all together and using it to serve our customers differently than we have in the past.

Some of you may read this and think, "we are already starting down this path" and to you I would say, great job! Others of you may read this and think, "this is never going to be possible in my dealership" and to you I would say, "never say never".

As always, I would love to hear from you if you would like to discuss this further. I can be reached at wayne@wbglobalservices.com. Thanks for your time and we will chat again soon! **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.



MNP

Let us help you with the heavy lifting

You make sure your customers always have the right tool for the job. You deserve an advisor who will do the same for you.

Sean Kosior, CPA, CA, Dealership Provincial Lead (SK) | 306.790.7939 | sean.kosior@mnp.ca



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Key tips to ensure your storage lot is secure

by CHRIS LEAHEY, Federated Insurance

Storage lots can be used to store a variety of items, including vehicles, stock, and equipment. A properly designed storage lot uses several security measures that make theft difficult.

Below, we outline some key solutions that can be implemented to help secure your storage lot, but each business is unique and may need to use a combination of techniques to ensure their valuables are protected.

Physical barriers and landscaping

Physical barriers are used to prevent both vehicle access and the removal of equipment from an open lot. Types of barriers include concrete barriers and blocks. Landscaping can also be an effective tool.

For instance, to help prevent theft, perimeter ditches could be created, or large rocks could be strategically placed to prevent vehicle traffic. You can also move temporary barriers around as necessary to block entrances or to create a barrier along the side of an open lot.

Fencing

Fences are used to prevent pedestrian and vehicle traffic from entering a lot. Steel posts joined with cable or chain may provide adequate protection. Chain link is the most common fencing material, but other options include iron, masonry, and wood.

Unfortunately, chain link fences can be cut, and therefore added security may be required. Installing additional horizontal steel pipes between the posts makes it more difficult to remove items through a cut fence. To deter intruders from climbing over a fence, barb wire can be installed at the top of fencing.

Check with local authorities to see if barb wire is permitted. Depending on the location, barb wire may not be allowed.

Fence gates should be constructed to the same or higher standards as a fence and equipped with good quality professional series padlocks. If a chain is used to lock the gate, consider using a high-grade steel chain.

Lighting

Since good lighting can discourage intruders, positioning lighting to cover all areas of a storage lot can be very effective. Perimeter lighting can also be installed to help reduce dark areas where intruders can hide. Lights should operate from dusk to dawn.

Securing items

Items on an unfenced lot can be secured with a high-grade steel chain or high-quality steel cable, along with high quality professional series padlocks. The items can be secured together or to a solid object on a lot. Keep in mind that this may not be adequate for large high target theft items such as All-Terrain Vehicles (ATVs).



Each business is unique and may need to use a combination of techniques to ensure their valuables are protected.

Intrusion alarms

Install intrusion alarms, also known as burglar alarms, for additional security. Intrusion alarms are designed to detect intruders, sound local alarms, and notify a monitoring company.

Some common methods for alarming a fenced compound include:

- **Fence monitoring have alarm wires that are strung through a fence. An alarm is triggered if wires are cut.**
- **Photoelectric beam transmitters and receivers can be placed inside the perimeter of a fence. An alarm is triggered when a beam is broken.**
- **Motion sensors can be placed in the compound to trigger the alarm if an intruder is detected.**

If a lot is not fenced, individual items can be protected using a closed loop alarm system, which is an alarm cable strung through items for protection. When a cable is removed, the alarm is triggered. Some high target theft items may require both a fenced compound and a closed loop alarm system.

Security cameras

Security cameras, also known as video surveillance or closed-circuit television (CCTV), can be used to monitor and record activity on your property. Owners, security guards, or a

While it's important that you take the necessary precautions against theft at your storage lot, things can sometimes go wrong despite your best efforts. That's why having the appropriate insurance coverage is so important.

monitoring company can watch live activity or replay footage. The cameras can also notify employees if motion is detected. Video surveillance may deter intruders who do not want their faces and actions to be used for proof of crime.

Warning signage

Place large, visible signs on your premises to communicate with the general public. Examples of signage can include open/closed, hours of operation, under surveillance, private property, no trespassing, authorized personnel only, and danger – keep out.

Guard dogs

We do **not** recommend the use of guard dogs. Animal owners are legally responsible for the actions of their animal if they know the animal has vicious tendencies. In liability coverage terms, that means you acknowledge the hazard exists when employing guard dogs, and you are completely liable when a dog inflicts damage or injury to a victim.

Guard dogs require special precautions to ensure the public's safety and most security

concerns can be addressed by methods other than a guard dog.

Make sure your business is covered

While it's important that you take the necessary precautions against theft at your storage lot, things can sometimes go wrong despite your best efforts. That's why having the appropriate insurance coverage is so important. With the right insurance policy in place, you can rest easy knowing that your business is prepared for the unexpected. Learn more by visiting our business insurance page today at www.federated.ca/business-insurance/EDM



CHRIS LEAHEY is the Regional Association Manager at Federated Insurance.

CHRIS LEAHEY is the Regional Association Manager at Federated Insurance. Originally from a Florenceville, a small farming community in New Brunswick (home of McCain Foods) Chris came out west right after high school, making Alberta his home. He has a background in Law Enforcement, Security Management, Government and the Insurance Industry. Chris has been working with Federated Insurance since 2006.

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NADC 2024

A Game Changer

The Memorandum of Understanding between John Deere and American Farm Bureau Federation

by ERIC WAREHAM

As of this writing, we are only a few short weeks from signing the Memorandum of Understanding (MOU) between John Deere and the American Farm Bureau Federation (AFBF). It is early in the legislative cycle, and the effect remains to be seen. However, for anyone engaged in this issue over the last six years, the MOU is a newly introduced factor that will significantly change the existing situation. More simply put, it's a game changer.

The MOU was inked at the AFBF's annual meeting in Puerto Rico on January 8, 2023 and became effective that same date. Building on the voluntary Industry Commitment before it, the MOU laid out the agreement on what tools, diagnostics, software and documentation John Deere would make available to farmers for repair. The purpose of the MOU is clear, to reach a private sector commitment to achieve the widespread availability and access to items necessary for self-repair rather than legislative or regulatory measures. By that, they mean avoiding *Right to Repair* legislation, which is a benefit to all parties considering the unintended consequences that legislation would have.

The timing of the MOU is important. Several *Right to Repair* bills have already been pre-filed or introduced early in various state legislative sessions. This year marks the 7th in a row that such legislation has been introduced. Over that time, hundreds of bills across the country have been beaten back and defeated. In recent years, there has been a slough of *Right to Repair* bills specifically targeting farm and construction machinery. The trend

is that more and more states have been introducing *Right to Repair* legislation, and the bills have been taken more seriously and getting further in the legislative process. This year, it is very well possible that we will see some form of *Right to Repair* legislation introduced in every state.

Now, with the MOU in place, it seems the tide has turned against ill-advised and poorly formulated legislation. The response to the MOU has been overwhelmingly positive. The media has treated it as though John Deere finally pulled back the curtain and allowed farmers to fix their tractors for the first time in history. Those of us who know better do a quick eyeroll and allow the narrative to continue even though it lacks all accuracy. That's because perception is the reality these days, especially in politics, and as long as those stories remove the threat of dangerous legislation, we'll go along. And that seems to be what they are doing.

In every political issue, there are sign holders and stakeholders. Those who are stakeholders have a real interest in the outcome of an issue and want to sincerely work towards a policy that will benefit stakeholders. Sign holders are basically protesters and instigators who either have no interest at stake, or merely have ulterior motives for their involvement in the issue. There are certainly both groups in the *Right to Repair* debate. The American Farm Bureau Federation and affiliate state Farm Bureau chapters are firmly in the camp of stakeholders. The MOU is clear evidence of that.

With stakeholders agreeing to a private sector commitment that includes not supporting legislation, why would any *Right to Repair* bill exist? That is the burning question. There are sign holders watching their political issue drift away and will try clinging to it for relevance, but that doesn't seem like enough reason for legislation to go anywhere. There are also legislators who believe and will argue they are sim-



The timing of the MOU is important. Several *Right to Repair* bills have already been pre-filed or introduced early in various state legislative sessions. This year marks the 7th in a row that such legislation has been introduced. **EDM**

ply codifying what the MOU does, and who would argue with that? The answer is quite simple and also a rationale for a private agreement that is amenable and includes ongoing dialogue to ensure accountability. If a legislative mandate on this issue were passed 20-even 10 years ago, it would be outdated and not account for all the technological changes that have occurred since then. It is the nature of government intervention to always be behind innovation. When the government does intervene, it often creates skewed incentives that deter investment and bring about unintended consequences. That would undoubtedly be the case if *Right to Repair* legislation relating to farm equipment were to pass, as anyone with even a cursory knowledge of the industry understands.

We'll have our answer in a couple of months whether the MOU will finally put *Right to Repair* legislation to rest. The automotive industry reached a similar MOU nearly a decade ago and has thus far received a carve out from almost every piece of *Right to Repair* legislation. The same should occur for our industry. A reasonable person would be led to believe so, though only time will tell whether legislators agree that comprehensive private resolution to industry issues is preferable to misguided legislation.



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.

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.

How equipment is bought is changing. Are you adapting?



41%

Visit **multiple** dealer locations before buying



38%

Say their local dealer relationship **influences** purchase decisions



31%

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

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Alberta Springs Golf Club, Red Deer, AB

MANITOBA


Wednesday, June 28, 2023 • Tee-off at 10:00 am
Bridges Golf Club, Starbuck, MB

BRITISH COLUMBIA

Monday, August 21, 2023 • Tee-off at 10:30 am
Ledgeview Golf Club, Abbotsford, BC

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Seizing opportunities for process automation in dealerships

by PAUL WITHEROW & SEAN KOSIOR

When economic uncertainties arise and skilled labour becomes more difficult to find, your dealership may need to modernize some of its internal processes to stay competitive. Making mental connections between process improvement and efficiency will provide clarity as you decide how to allocate your resources.

When you think about industries that are ripe with opportunities for robotic process automation (RPA), dealerships may not be the first to come to mind. Some dealership owners and dealer principals may not even know what RPA entails.

The process is not as intimidating as it may sound; in reality it's less about robotics and artificial intelligence as it is about automation. RPA is low-code technology that allows your organization to replicate human activities and reduce the need for human intervention in everyday tasks.

How to start thinking about RPA

To understand the potential of RPA to help your dealership thrive, start by asking yourself questions such as:

- What are the repetitive, rules-based tasks that drain your dealership's time and resources?
- What tasks do your staff wish they didn't have to do manually, so their time could be freed up for more challenging and interesting work?
- Are you using any legacy systems that could be modernized?

Answering these questions will lead you to potential use cases for RPA. There are opportunities to automate tasks in almost every department of your dealership, back office or front-of-house — HR, finance, sales, service, and more.

As you look for opportunities to automate tasks, start in areas where your dealership has the maturity to handle technological change. To take on multiple projects at once is not always feasible, and focusing on departments with mature technology infrastructure and personnel will increase your chances of success.

PAUL WITHEROW, PMP, MBA, is a Partner and leads MNP Digital's Customer Platforms COE, which includes our Digital Experience, CRM, and Low Code Application Development solution teams. Drawing on more than 25 years of management, strategic advisory and systems integration experience, Paul leads strategic change initiatives and technology-enabled transformation, largely in the public sector. As such, he works closely with clients to create digital government experiences that engage citizens, streamline and automate case management processes, enable data-driven decision-making and ultimately make public services more efficient and effective. Paul earned a BA from the Royal Military College of Canada and an MBA from the University of Ottawa. He is a certified Project Management Professional (PMP) with the Project Management Institute, a Prince2 Registered Professional and Certified Scrum Master.

SEAN KOSIOR, CPA, CA, is a Partner in MNP's Regina office and is our Provincial Dealership Leader for Saskatchewan. Sean works closely with businesses of all sizes, but specializes in heavy equipment dealers. Sean delivers a full suite of assurance services and tailored solutions to help his clients reach new levels of success. He gets to know his clients and their businesses to provide them with the most effective advice and services tailored to their needs. He helps them stay successful, conducting audits and reviews and delivering corporate tax planning and business consultations. He takes pride in helping his clients discover efficiencies within their companies and maximize their opportunities. Sean earned a Bachelor of Business Administration (BBA) from the University of Regina in 2011. He is a Chartered Professional Accountant (CPA), qualifying as a Chartered Accountant (CA).



Opportunities for robotic process automation are abundant in the dealerships industry, and can be a valuable tool to boost efficiency and productivity.

Opportunities for automation in dealerships

Consider the following examples of potential tasks in your dealership that could be made more efficient through RPA:

SERVICE

When customers come in for maintenance, RPA can help you set up automated reminders for timeline-based service (e.g. when tires or brake pads will need to be replaced). You can build a profile for what the customer may need, and reach out to them, with less human involvement.

FINANCE


Your accounts receivable and accounts payable departments can leverage RPA to reduce time spent on manual and repetitive tasks.



PAUL WITHEROW, PMP, MBA, is a Partner and leads MNP Digital's Customer Platforms COE.



SEAN KOSIOR, CPA, CA, is a Partner in MNP's Regina office and is our Provincial Dealership Leader for Saskatchewan.



These could include invoice generation and management, three-way matching, reconciliation, data entry, and more. The software can even be adapted to enter data dynamically, with error handling, without needing supervision.

HUMAN RESOURCES

Like most organizations, a dealership is often asked to provide answers to repetitive employee queries, including details about their reimbursements, tax deductions, monthly pay slips, leave balance, etc. These processes often require human intervention and thus consume unnecessary time. AI-powered HR workflow automation can action these routine processes, thereby making the processes super-efficient and smooth.

Why invest in process automation?

Like any kind of investment, an investment in new technology and process automation should yield a tangible ROI for your dealership.

Ultimately, the purpose of RPA is to replace human labour. While automation can reduce your costs by enabling you to run your dealership with a leaner team, it can also empower your current team to spend more time on tasks they enjoy. This leads to improved retention and employee satisfaction, and in a tight labour market, it's difficult to overstate how valuable that investment is.

Your customers expect you to adapt as well. Automating some aspect of the purchase process to happen quicker or more smoothly, especially in a post-COVID economy, will not go unnoticed by your customers.

MNP can help

Finding opportunities for automation within your dealership, and then executing on them, can seem daunting. And you don't need to go through it alone. Our team of skilled advisors at MNP digital have the experience to map out your RPA journey, from the assessment phase through implementation and change management. **EDM**

To learn more, contact:

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EQUIPMENTdealer MAGAZINE

Online resources for successful dealers

Equipment Dealer Magazine is your one-stop shop for news updates from the association on policy, government regulations, manufacturer relations, dealership surveys, public awareness campaigns, CODB Study, North American Dealer Conference, and much more.

Check out the NAEDA Connect podcast series that explores all the hot topics affecting the equipment dealer industry. You'll find featured webinars, Industry Insights, as well as insightful videos and training opportunities from Dealer Institute.

Also enjoy access to digital content of NAEDA's flagship publication, *Equipment Dealer Magazine*, featuring some of the equipment industry's most notable experts in dealership management.



Your online NAEDA Connection www.equipmentdealermagazine.com

Enroll In The New NAEDA Protect Program

by NAEDA STAFF

We're excited to announce a new partnership that we feel will help your business! NAEDA has partnered with Specialty Equipment Insurance Services (SEIS) to create NAEDA Protect.

NAEDA Protect is designed to provide your customers with an extended warranty and used equipment warranty program; one that is viewed as the best in the industry!

You and your customers will benefit from SEIS' extensive experience in our industry. They understand our customer base. They also understand what is important to dealers when it comes to warranty reimbursement and the timely processing of claims. We also will benefit from SEIS' long-term relationships with some of our key manufacturers.

To get started, we encourage you to complete the short enrollment process via <https://www.naeda-seis-program-enroll.com/>. This will bring you to our information page with instructions on how to enroll. Once you're there, click on the "enroll" button and submit your enrollment once complete.

By enrolling today, you will have immediate access to providing your customers with equipment protection plans not limited to a single OEM. After you complete and submit the enrollment, you will receive a follow-up call from one of SEIS' Sales Executives to get you on your way.

With NAEDA Protect, and through this partnership with SEIS, you will be able to provide your customers with a "best-in-class" program and service. This new service is another one of the many benefits of belonging to NAEDA, and we encourage you to take advantage of this new member program. **EDM**



"Our dealers work tirelessly to maintain customer relationships, and SEIS's Protection Plan offering is exactly what they need to protect their customers with a best-in-class fixed cost solution to avoid the tremendous burden of unforeseen repair costs."

— Kim Rominger, NAEDA CEO

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- ✓ Pay MSRP on Parts
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Services

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Company

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- ✓ 48-Hour Turnaround Time on Claims
- ✓ Industry Experts
- ✓ Dealers Assigned Personal Sales and Underwriting Representative
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Systems

- ✓ 24/7 Online Quoting/Registration Portal
- ✓ 24/7 Online Claims Processing Portal
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- ✓ Ad-Hoc Reporting Available

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NAEDA Announces Launch of its New Members-Only Dealer Engagement Platform, NAEDA Community

by NAEDA STAFF

The North American Equipment Dealers Association is excited to announce the launch of its new members-only dealer engagement platform, NAEDA Community. This social and communications platform will provide a central place for dealers to connect, collaborate, learn, and share.

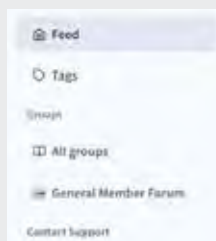
NAEDA was formed in 2022 with the recent merger of the Equipment Dealers Association, the Midwest-South Eastern Equipment Dealers Association, the United Equipment Dealers Association and the Western Equipment Dealers Association. With this merger now firmly in place, NAEDA is looking to enhance its communications efforts with its 4000+ dealer members across North America.

"We are thrilled to be launching an online community exclusively for NAEDA dealers where they can engage with dealers across North America and their Association," stated Kim Rominger, NAEDA CEO. "We are confident this exciting communications tool will drive engagement, help us promote our programs and services and improve the member experience with our Association."

NAEDA dealers can stay in engaged with hot industry topics, association news, events, workforce development opportunities, and more. Dealers can start discussions with fellow dealers by simply creating a post. Sending a private direct message to connect with individual members or sharing a link with the community to start a conversation are key functions. Through the platform, dealers can also register for NAEDA events such as the NAEDA Conference, training sessions or fundraising events supporting the Equipment Dealers Foundation. Managing notifications and profile information to tailor the community experience is provided in a user-friendly format.

Visit NAEDA Community at www.naedacommunity.com. Invitations have been sent out via email for dealers to join. Dealers are encouraged to share the NAEDA community with the rest of their organization so they can have the opportunity to sign up and stay connected.

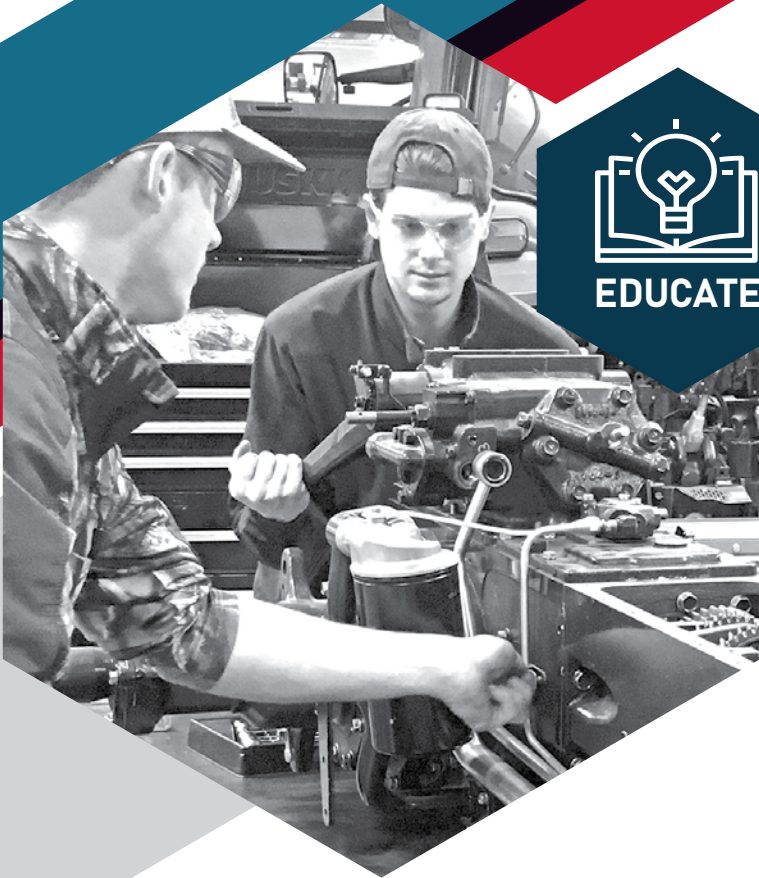
"This platform provides several ways for dealers to connect, collaborate, and share what is going on in their business and the industry in general," added Rominger. "We are confident that this will enhance our dealer's industry and association experience." **EDM**



"We are thrilled to be launching an online community exclusively for NAEDA dealers where they can engage with dealers across North America and their Association".

— Kim Rominger, NAEDA CEO





**KNOWLEDGE,
TRUST, GROWTH
& COMMITMENT.**

**The future of
education matters.**

OUR GOAL - to provide scholarships for the benefit of dealers, employees and the equipment industry.

Students are the future of our industry's success - and NAEDA is committed to help members get one step closer to filling vacancies with the Canada Equipment Dealers Foundation (CEDF). Scholarships are awarded annually to students and member employees interested in pursuing a degree program relative to the equipment industry. From ag economics and business management to technician training, we're committed to building a prosperous future for the equipment industry.

Tax Benefits for Your Dealership

Tax breaks for charitable giving aren't limited to individuals, your business can benefit as well. Be a part of the future by including CEDF in your charitable contributions.

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**PARTNER WITH
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NAEDA Welcomes New Staff

by NAEDA STAFF



Conner Garcia
JUNIOR MARKETING
ASSOCIATE

Conner joined the association August 1, 2022, as Junior Marketing Associate. He assists in supporting our marketing needs not only for NAEDA, but Association Management which manages six other associations and the Western Farm Show.

Conner provides his design expertise to various projects for NAEDA and Association Management. "What I enjoy about working for NAEDA and Association Management is I get to work on various projects providing my creative intuition on every task at hand. I am eager to take on new challenges and continue to season my professional skillset."

BIO | Born and raised in Kansas City, Conner received his BFA in Graphic Design from Park University in Parkville, Missouri. Conner currently lives in the downtown plaza area with his two cats and dog. He is a die-hard Chiefs fan and enjoys spending his free time with family and friends.



Amy Mullady
DI ADMINISTRATIVE
ASSISTANT

Amy is the Administrative Assistant to the Dealer Institute for NAEDA. Amy has an extensive background in administrative and organizational experience, a lot of which was spent assisting in running a non-profit foundation for multiple hospitals in central Illinois.

Amy joined DI in September 2022. She says, "What I love about working for Dealer Institute is the passion that comes with helping dealerships succeed. Our team is committed to helping them stay ahead of the curve by providing access to the latest tools and best practices in dealership management. There is a quote by Warren Bennis that says '*Success in management requires learning as fast as the world is changing.*' I believe that goes for success in anything - training is such a valuable tool for employee development and growth. I truly enjoy being a part of a team that helps foster that."

BIO | In her free time Amy is a big fan of all things NFL football, gardening, archery, going to the gym with her husband, Doug, of 14 years and running around with their three children: Hudson (11), Jameson (10), and Jackson (4).



Amy Brandt, CPA
ACCOUNTANT

Amy joined the EDC team in November of 2022 as a certified public accountant to assist in the growing tax preparation demands.

Amy has over six years of experience in tax preparation. Before joining the EDC team, Amy was a partner of a firm for three years that focused on tax preparation for businesses, individuals, trusts and non-profits. Her experience is in a variety of industries from real estate and construction to retail and restaurants. She also has experience in tax planning with various client industries.

BIO | Amy graduated from the University of Phoenix with her Master of Science in Accountancy in 2018 and obtained her CPA in 2020.

CERTIFICATIONS
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ACTIVITIES & AFFILIATIONS
American Institute of Certified Public Accountants

EDM



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Grandpa's Farm Colouring Book

To date, NAEDA dealer members have received over 300,000 "Grandpa's Farm" Colouring Books to distribute to their farmer customers to promote the value of a technician to a farmer's operations. The colouring books are free, all you pay is shipping – contact our office to place your order. [EDM](#)



HERE'S WHAT YOU SOLD

Equipment Retail Sales In Units



DATA PROVIDED BY THE ASSOCIATION OF EQUIPMENT MANUFACTURERS

Canada - FEBRUARY 2023 Ag Tractor and Combine Report	FEBRUARY			Y-T-D FEBRUARY			FEBRUARY 2023
	2022	2021	%CHG	2022	2021	%CHG	BEGINNING INVENTORY
2WD < 40 HP	866	1,145	-24.4	1,994	2,262	-11.8	11,350
2WD < 100 HP	406	349	16.3	863	758	13.9	3,654
2WD 100+ HP	234	167	40.1	483	377	28.1	1,543
TOTAL 2WD FARM TRACTORS	1,506	1,661	-9.3	3,340	3,397	-1.7	16,547
TOTAL 4WD FARM TRACTORS	40	22	81.8	89	50	78.0	93
TOTAL FARM TRACTORS	1,546	1,683	-8.1	3,429	3,447	-0.5	16,640
SELF-PROPELLED COMBINES	104	30	246.7	241	79	205.1	328

EQUIPMENTdealer magazine

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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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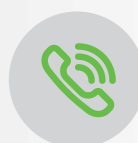
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