CANADA EDITION | VOLUME 3, NO. 4 | WINTER 2024

EQUIPMENTdealer magazine

RESOURCES FOR SUCCESSFUL DEALERS

EDM SPOTLIGHT

CANADA EQUIPMENT DEALERS FOUNDATION

NAEDA'S CANADA EQUIPMENT DEALERS FOUNDATION

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FEATURES

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RESOURCES FOR SUCCESSFUL DEALERS

ON OUR COVER NAEDA's Canada Equipment Dealers Foundation - Building Awareness, Promoting Opportunities, and Providing Resources for the Equipment Industry

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EDMspotlight

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A Silent Business Killer

by KIM ROMINGER

Are you infected? There is an infectious business disease out there that is impacting businesses of all types and sizes. It is causing lost business, business interruptions, and, in the very worst cases, business failures.

It is always easy to contemplate dealing with an underperforming employee or supplier when things slow down. **This is the beginning of the infection, and it can grow from here, infecting other employees or parts of your business you didn't anticipate.**

One of the best inoculations is constantly reviewing operations, staff, vendors, and suppliers to ensure they are all performing in a manner that benefits the business.

— Kim Rominger | CEO, NAEDA

No vaccine prevents this infection, but there are steps you can take to diagnose it and corrective action you can take to minimize its impact on your business now and in the future.

The infection is COMPLACENCY. One definition of this business disease is, "a feeling of quiet pleasure or security, often while unaware of some potential danger, defect, or the like; self-satisfaction or smug satisfaction with an existing situation, condition, etc." It can occur during good times as well as bad but most often begins when business is doing well, and business owners are caught up in the expanding and increasing sales or other projects that come with a growing business environment. But, it can also occur in slow or rough times when owners continue to do the same things and expect different results.

What steps can you take to ward off this business killer? One of the best inoculations is constantly reviewing operations, staff, vendors, and suppliers to ensure they are all performing in a manner that benefits the business. It is always easy to contemplate dealing with an underperforming employee or supplier when things slow down. This is the beginning of the infection, and it can grow from here, infecting other employees or parts of your business you didn't anticipate. In his recent article for Inc.™ magazine, Matthew Swyers of The Trademark Company, outlined four key steps to assist in avoiding complacency:

1. **PRACTICE REASONABLE PARANOIA**
   Someone is always coming for you. Your competition is always figuring out a better way to do what you do. So, practice reasonable paranoia. Don't be blind to the fact that your competition will target you once established and try to take your customers. Practicing reasonable paranoia will keep your business fresh and in front of the competition.
2. **LOOK IN THE REARVIEW MIRROR**
   When you are in the lead, it is often difficult to see who is behind you. So what? Look anyways. Who is your closest competitor… your closest five competitors… your closest 10? What are they doing now, and what are they planning? What do they do better than you?
3. **YOU CAN ALWAYS DO BETTER**
   A product, a service, a policy, or a procedure can always be improved. No one is perfect, and when or if you get to the point where you feel things are 100% perfect, then you are not looking hard enough. Staying out in front is challenging yourself and your business and not reacting only to competition.
4. **LISTEN FOR FRESH IDEAS**
   If you think you know it all, you will fall victim to the complacency infection. Always be looking for new ideas from competitors, employees, your North American Equipment Dealers Association, and fellow business owners in the same and other industries. You never know where or when the next great idea will come. Take advantage of opportunities at supplier meetings or Association meetings to ask questions and discuss problems and issues with other business owners. Surround yourself with good people and associates, and always be looking down the road to keep the pipeline filled with new and fresh people to add to your business. New ideas and opportunities are always there… just listen.

Find new resources

NAEDA has assistance in many areas of your business. You can find information on manufacturer contracts, state and provincial dealer statutes, merger/acquisition information and assistance, legal advice, legislative information and assistance, business valuations, certified audits, 401(k) audits, dealer/employee training, and many business programs and products you use daily in your dealership. There is so much available from NAEDA that will assist you in your dealership.

As I mentioned earlier, this complacency infection is a business killer. Don't find yourself a victim, and always remember to THINK NAEDA FIRST! EDM

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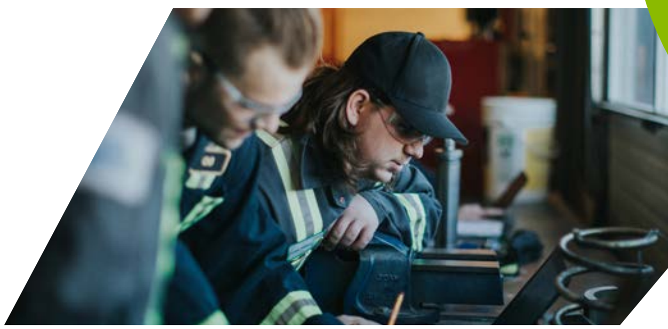
NAEDA's Canada Equipment Dealers Foundation – Building Awareness, Promoting Opportunities, and Providing Resources for the Equipment Industry

by JOANNE OLSON



The Canada Equipment Dealers Foundation (CEDF) plays a pivotal role in supporting the professional development of technicians through training and scholarship programs.

Since its establishment in 1998, the Foundation has raised over $3 million for technical training at Canadian colleges, significantly contributing to the industry's ongoing challenge of finding qualified personnel.

The Foundation's roots originated from a conversation during a meeting of the former Canada West Equipment Dealers Association (CWEDA), where a board member highlighted the industry's struggle to find qualified mechanics, thus leading to the formation of the CEDF. This initiative aimed to tackle a growing concern within the equipment industry—the need for specialized technician training.

Keeping Pace with Technical Advancements

As technology rapidly evolves in the equipment industry, technicians must continuously upgrade their skills. Additional training is also essential for individuals hired from foreign countries, who transition to Canada to work as technicians. The CEDF scholarship program has supported over 2,200 technicians, parts technicians, and salespeople, allowing them to focus on their education without added financial stress, therefore opening doors for future career growth.

Service Technician Skills/Knowledge Test

To help dealers assess the abilities of current and potential employees, the Service Technician Skills/Knowledge Test is a valuable tool. This online assessment covers various topics including: General Shop Knowledge, Tools and Safety, Engine Basics, Engine Troubleshooting/Tune-Up, Power Trains/Drivelines, Electrical Principles, Electrical Circuits and Schematics, Hydraulics, Diesel Engines, and, Air Conditioning Systems.

Dealers have found this test to be both an efficient and cost-effective tool for evaluating current and potential employees. It helps recognize high-performing technicians and is offered in multiple languages via hard copy to accommodate diverse backgrounds, including French, German, Spanish, Ukrainian, Polish, Afrikaans, Soto and Zulu.

Administered online, the test can be taken at a schedule and location that best meets the individuals needs. Enrollment is a simple process and is available at: https://www.naeda.com/service-technician-test/. Results are readily available to team managers and provide detailed insights into a participant's expertise and skills gaps. The test is free for NAEDA members.

Since its inception, the Foundation has provided over $1.3 million to dealership employees, helping them stay current with evolving technology—a key factor in maintaining a competitive edge in the industry.

JOANNE OLSON is managing editor of publications for the North American Equipment Dealers Association, and manages the Canadian office in Calgary, Alberta.

CEDF scholarships are designed to encourage and support the next generation of skilled professionals who will be essential in maintaining and advancing the agricultural equipment sector.

The CEDF's Impact on Dealers and Employees

Beyond individual scholarships, the CEDF's investment in dealership employee training fosters loyalty and long-term success for dealers. The Foundation has raised funds at annual events with the goal of creating a $1 million endowment fund to support future initiatives. Since its inception, the Foundation has provided over $1.3 million to dealership employees, helping them stay current with evolving technology—a key factor in maintaining a competitive edge in the industry.

Annual CEDF Golf Tournaments

The CEDF hosts three annual golf tournaments - Alberta, Manitoba and Saskatchewan - to raise funds for the CEDF and the scholarship program. These events generate approximately $30,000 annually, supporting the development of dealership employees. These tournaments offer dealers a chance to show appreciation to their employees with a day on the links, while contributing to the Foundation's mission.

These annual tournaments wouldn't be successful without our valued sponsors. Their support of the association, CEDF, NAEDA, and its dealer/members cannot be overstated.

Mark these dates for the 2025 CEDF Golf Tournaments, and stay tuned for more information this spring:

- Thursday, June 12th – Bridges Golf Course, Starbuck, Manitoba
- Tuesday, June 17th – Alberta Springs Golf Course, Red Deer, Alberta
- Tuesday, June 24th – Harbor Golf Club, Elbow, Saskatchewan

Grandpa's Farm Colouring Book

Another project funded by the CEDF is Grandpa's Farm Colouring Book. To date, NAEDA dealer members have received over 300,000 colouring books to distribute to their farmer customers to promote the value of a technician to a farmer's operations. This is a great addition to have on hand at the dealership for young visitors, or during dealer days. The colouring books are free to NAEDA members, all you pay is shipping!

Supporting the Future of the Equipment Industry

The CEDF scholarship is not just a resource for employees, but also a strategic advantage for dealers. The CEDF scholarship program provides a platform for dealers to invest in their employees' training through the CEDF's matching scholarship program for dealer's employees. This not only ensures that a dealer's business remains competitive, but also contributes to the overall growth and success of the equipment industry.

For many dealership employees, the CEDF scholarship program has made a significant difference in their careers, offering financial support and the opportunity for continuous professional development.

Every Donation Counts

To sustain the Foundation's efforts, donations are always welcome. We encourage you to support the CEDF and ensure that future technicians continue to receive the training they need. Contributions to the Foundation can be made in various ways, including through private-label scholarships, life insurance programs, or general donations. All donations are eligible for tax receipts, and every contribution helps sustain the equipment industry's future.

For more information on donating to the CEDF, visit the CEDF website. EDM

CANADA EQUIPMENT DEALERS FOUNDATION

www.canadaequipfoundation.org

Canada's Retail Payment Activities Act:

DO YOU NEED TO REGISTER?

by SUHUYINI ABUDULAI and MATTHEW CONNORS, BLG

Canada's Retail Payment Activities Act ("RPAA") has broad application as it does not apply to entities by type, but rather to certain business activity performed by a business in connection with the movement of funds.

Subject to prescribed exemptions, if an entity meets the definition of a "payment service provider" (**"PSP"**) under the RPAA, the entity must, among other obligations, register with the Bank of Canada (the **"Bank"**).

A business is considered a PSP under the RPAA if the business offers any one of the five following payment functions and does not benefit from an exemption under the RPAA:

- Providing and maintaining a payment account
- Initiating payment(s)
- Authorizing and transmitting electronic funds transfers (**"EFTs"**), or facilitating instructions related to an EFT
- Holding funds on behalf of end users
- Providing clearing or settlement services

Among other exemptions, the RPAA does not apply to prescribed entities, such as federally regulated financial institutions and SWIFT, and certain activities including payment functions between a PSP and an affiliated entity, securities-related transactions, and retail payment activities performed as a service or business activity that is incidental to another service or business activity that is not a payment function. The Bank has published guidance on the scope of the RPAA and its exclusions.

Money services businesses

An indicator to consider when determining the application of the RPAA is whether the business remits or transfer funds and, as a result, is a registered money services business (**"MSB"**). MSBs are generally considered to be PSPs, though it will not always be the case that because a business is an MSB that is a PSP (and vice-versa). MSBs are entities that, inter alia, remit or transmit funds.

Among other obligations under federal anti-money laundering and anti-terrorist financing legislation, MSBs must register with the Financial Transactions and Reports Analysis Centre of Canada (**"FINTRAC"**). The Bank and FINTRAC will share information on PSPs and MSBs in the context of the Bank's supervisory functions under the RPAA.

Registration

The Bank will maintain a registry of registered PSPs including the PSP's registration status, business contact information and payment functions performed. The Bank has discretion to refuse an application or revoke a registration. PSPs were required to submit registration applications to the Bank by November 15, 2024.

Is registration required?

- A business is likely a PSP if the business is involved in any aspect of the electronic payment chain as a primary part of its business model — in other words, the business would not exist if the business does not provide such electronic payments.
- When considering the application of the RPAA, the following elements may be helpful in determining whether the business activity meets the definition of any of the identified payment functions:
- Considering whether the business involved is involved electronic payments? If the business accepts cash-only payments, the RPAA is not relevant.
- A "retail payment activity" is generally defined in the RPAA as a payment function performed in relation to an EFT made in Canadian currency. If any aspect of the business activity involves the movement of fiat currency between persons (individuals or entities) then RPAA will not apply to businesses that deal exclusively in crypto and do not move fiat currency. However, if the business holds a customer's Canadian dollars for the customer to purchase crypto, then the business activity may fall within the definition of a retail payment activity.
- A place of business in Canada is another trigger for the application of the RPAA. If the business entity is located outside of Canada, but "directs" retail payment activity services to persons in Canada, then the foreign business may be required to register under the RPAA. The Bank has gone as far to state that a business that operates in multiple countries and is well known in Canada may need to register, even if the business does not directly market to Canadians or otherwise have a place of business in Canada.

Given the broad nature of its application, business entities operating in Canada should familiarize themselves with the requirements of the Retail Payment Activities Act.

Exemptions

The Bank has proposed case scenarios on the RPAA exemptions in published guidance. Case scenarios include the following:

- Exemption for "designated systems" — payment systems that are exempt because they are critical to Canada's economy and already regulated under a different law, such as Interac e-Transfer and VisaNet. This exemption is only for the companies that provide those designated systems: Visa for VisaNet transactions, for example, and Interac for Interac

e-Transfers. If a business is a PSP that merely relies on Interac or credit cards for payments, the business is not exempt from the application of the RPAA solely because of its reliance on these payment methods.

- An agent exemption is provided to entities who facilitate payments on behalf of another company and receive a commission for providing such payment service. An agent is exempt so long as the business the agent is providing the payment services to is registered as a PSP. However, if the agent offers its own payment services outside of this business relationship, the agent must register with the Bank (in respect of the payment services the agent is providing in connection with its own business activity).
- The "incidental" exemption, where payment functions that are performed in a way that is "incidental" to another service or business activity will exclude the PSP from the RPAA. To determine whether the incidental exclusion applies, it's important to consider the particular circumstances—for example, the features of the products and services, the relationship with customers and other third-party PSPs, advertising and marketing, and how revenue is earned are relevant when determining if this exclusion applies. A careful review of the business activity is required as this exclusion is somewhat subjective.

Additional Obligations

Additional obligations of PSPs under the RPAA include the following, which come into force in September 2025.

Risk management framework and incident response

PSPs must establish, implement, and maintain a risk management and incident response framework to identify and mitigate operational risks, such as cyber attacks and respond to incidents. PSPs will be required to establish objectives related to the preservation of the integrity, confidentiality and availability of their retail payment activities and systems and will also be required to identify operational risks and mitigate and protect against them, set out measures to detect incidents, respond to and recover from incidents.

Safeguarding end-user funds

PSPs that hold end-user funds must establish, implement and maintain a written safeguarding-of-funds framework, in accordance with the requirements of the RPAA and its regulations. Accounts used to hold end-user funds must be maintained either by in trust at prudentially regulated financial institutions (e.g., banks), or a PSP can utilize an insurance or guarantee option to safeguard end-user funds, which insurance or guarantee must be from a prudentially regulated financial institution that is not an affiliate of the PSP.

Reporting

PSPs have extensive reporting and notification requirements, including submitting annual reports and providing the Bank with notification of prescribed incidents (e.g., an unplanned event that results in a breakdown of any retail payment activity performed by the PSP). Individuals or entities materially affected by an incident will also have to be directly contacted.

Conclusion

Given the broad nature of its application, business entities operating in Canada should familiarize themselves with the requirements of the RPAA as the traditional view of "retail payments" and "payment services providers" applying to prescribed entities commonly understood to provide such products or services is not relevant when it comes to the application of RPAA. Where a business is performing any one of the five payment functions identified above and cannot rely on an exemption, or guidance from the Bank concerning its interpretation of the application of the RPAA regime, the RPAA may apply to its business activity.

If you would like to know more about the RPAA or you have any questions regarding the impact of the RPAA framework on your business activities, please reach out to any of the authors. EDM

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MATTHEW CONNORS,
Counsel, BLG

MATTHEW CONNORS, Counsel at BLG, advises Canadian and foreign financial institutions and Fintechs on all aspects of regulatory compliance in Canada, including with respect to banking, payments, sanctions, anti-money laundering, anti-terrorist financing, and digital assets. Matthew spent a number of years at the Bank of Canada and the Department of Finance Canada, where he held increasingly senior roles working on complex policy and regulatory matters in the financial services space.

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A GLIMPSE INTO JUST A PORTION OF OUR 2025 SESSION TOPICS...

Manufacturer Panel on the State of New and Used Equipment

A panel of manufacturers will discuss the current landscape of both new and used equipment sales, sharing insights into the challenges they face in moving equipment during market fluctuations and the strategies they are employing to help dealers manage their inventories.

Used Equipment Trends and Forecast

A deep dive into the current trends in used equipment sales and a forecast for the upcoming months or years.

Managing Through Downturns

Learn to navigate economic downturns with strategies for maintaining stability, reducing costs without compromising service, and finding new revenue streams.

When Equipment Sales are Down, Where to Focus Your Efforts to Drive Revenue

When equipment sales slow, the aftermarket—parts, service, and accessories—becomes vital. This session explores strategies to grow service departments and increase parts sales to maintain revenue.

How to Use UCC Data to Move Equipment

This session will explore how dealerships can leverage UCC (Uniform Commercial Code) data to identify and approach potential customers for moving equipment.

Developing an Optimal Auction Strategy for Maximum Success

This session will provide guidance on creating auction strategies that maximize returns while minimizing aged inventory.

SPECIAL EVENT | Party On The Fairway

Join us for an exclusive event at ChampionsGate Eagles Edge, an immersive experience with 16 state-of-the-art hitting bays featuring Toptracer technology. Enjoy food, drinks, networking, and other engaging games including, pool, cornhole, beer pong, and more. Dress to impress in your best golf attire, give us your best shot and win great prizes!

ADDITIONAL TOPICS...

Government Affairs

An update on key legislative and regulatory developments affecting the equipment industry.

Women in Industry Panel

A panel discussion featuring women leaders in the equipment industry, highlighting the importance of diversity and inclusion.

Benchmarking Success: Key Insights and Strategies from the 2024 OPE Cost of Doing Business Study

Discover how your dealership compares to industry benchmarks and uncover actionable strategies to improve profitability with insights from the 2024 OPE Cost of Doing Business Study.

Insights from Outdoor Power Equipment Industry Leaders (OPE manufacturer panel)

An engaging panel featuring top executives from leading outdoor power equipment manufacturers as they discuss the latest trends, challenges, and opportunities shaping the industry.

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HOSTAGE NEGOTIATION:

A Barrier to Organizational Growth

by MICHAEL PIERCY

In many organizations, talented employees often feel trapped and "held hostage" by individuals whose words and actions create a toxic atmosphere.

I've always been fascinated by hostage negotiation scenes in crime dramas. There's something uniquely captivating about a negotiator finding just the right words to bring a high-stakes situation to a peaceful end.

But if we look deeper, the real story lies in the toll taken on the hostages—people who, through no fault of their own, are caught in an ordeal that strains their resilience, mental well-being, and trust in the world around them.

This isn't just a plot for television. In many organizations, talented employees often feel trapped and "held hostage" by individuals whose words and actions create a toxic atmosphere. And, just like in real hostage situations, organizational leaders negotiate repeatedly with these disruptive individuals, hoping to limit their damage. But at what cost?

The Organizational "Hostage Crisis": A Threat to Growth and Stability

In an organization, individuals whose behavior disrupts, manipulates, or intimidates hold considerable power over their coworkers. These "workplace terrorists" may not physically take hostages, but their actions foster a culture of fear, hinder open collaboration, and erode trust within teams. Organizations risk sacrificing their broader goals, productivity, and employee well-being to appease or placate these individuals.

When a company focuses excessively on managing a few disruptive personalities, the organization itself becomes hostage to these individuals' influence. Team members may become demoralized, disengaged, or even start looking for opportunities elsewhere—all while their leaders are busy negotiating with the very people creating the problem.

The Collateral Damage of Toxic Behavior

In any hostage scenario, the well-being of those held captive takes a toll. The same holds true in a workplace dominated by disruptive individuals. Employees subjected to a toxic colleague's outbursts, criticisms, or passive-aggressive behavior often feel unsafe, undervalued, and, ultimately, mistrustful of the organization that allows such behavior to continue.

When trust erodes in this way, it impacts the broader organizational culture and productivity:

- **Performance and Engagement Decline**
  When individuals are "held hostage" by negative behavior, they spend mental and emotional energy managing stress rather than focusing on their tasks. This often results in decreased productivity, creativity, and engagement.
- **Mental Health Takes a Hit**
  Constant exposure to a hostile environment, whether due to bullying, undermining, or favoritism, can lead to heightened stress, anxiety, and even burnout. Over time, this impacts the affected employees and their coworkers who see their colleagues suffering.
- **Trust in Leadership Wanes**
  When employees see disruptive individuals allowed to continue unchecked, they may lose faith in organizational leadership, questioning the company's commitment to its stated values.

Moving Beyond Negotiation: Empowering Leaders to Act Decisively

Just as a skilled negotiator works to bring a hostage situation to a safe and controlled end, organizational leaders must strive to end the cycles of appeasement and excuses that enable toxic behavior. Leaders must prioritize the well-being of the collective team and stop negotiating with those whose actions create a hostile environment.

MICHAEL PIERCY is the Senior Vice President of Manufacturer and Dealer Relations for NAEDA.

MICHAEL PIERCY is the Senior Vice President of Manufacturer and Dealer Relations for NAEDA. Piercy joined the association in 2015 to help build the Dealer Institute as a complete solution for industry training and consulting needs. With over 20 years of experience in leadership, training and strategic development, Piercy brings a wealth of expertise and dealer-first perspective to his new role, leading NAEDA's efforts to strengthen the partnership between equipment dealers and manufacturers across North America.

To create a thriving, resilient organization, consider these steps to address toxic behavior:

- **Set Clear Expectations and Boundaries**
  Just as negotiators clearly define conditions in a hostage situation, leaders should set and enforce strict standards for behavior within the organization. This may involve more structured policies or consistent consequences for disruptive actions.
- **Foster a Safe Reporting Culture**
  Employees should feel comfortable coming forward with concerns. Leaders who actively encourage open communication are committed to addressing toxic behavior, build trust and empower their teams.
- **Empathize but Enforce**
  While it's important to listen and understand underlying reasons for certain behaviors, the organization's priority must remain the well-being of the collective. Disruptive individuals should be held accountable and offered support or coaching when appropriate, but the cost of retaining them must not outweigh the benefit to the organization.
- **Lead with Integrity**
  Leaders who embody the organization's values set a powerful example. Employees will trust a leader who walks the talk, taking decisive action when needed to ensure a positive workplace.

When employees no longer feel like hostages, they can work together toward shared goals, fostering a stronger, healthier, and ultimately more successful organization.

Shifting the Focus from Negotiation to Progress

No organization should spend its valuable time negotiating with internal saboteurs whose behaviors hinder collective success. By focusing on accountability, fostering a supportive culture, and upholding organizational values, leaders can turn the attention back to growth and innovation.

In the end, just as a hostage negotiator seeks to free those in peril, leaders have a duty to free their teams from the constraints of toxic influences. When employees no longer feel like hostages, they can work together toward shared goals, fostering a stronger, healthier, and ultimately more successful organization. EDM

Michael Piercy Named Senior Vice President of Manufacturer and Dealer Relations at NAEDA

by NAEDA STAFF

"Dealers are at the heart of everything we do at NAEDA. In this new role, my goal is to advocate for their interests while maintaining and enhancing the vital relationships we have with manufacturers."

— Michael Piercy | Senior Vice President of Manufacturer and Dealer Relations

The North American Equipment Dealers Association (NAEDA) is proud to announce the promotion of Michael Piercy to Senior Vice President of Manufacturer and Dealer Relations.

With a decade of dedicated service to NAEDA and over 20 years of experience in leadership, training, and strategic development, Piercy brings a wealth of expertise and a dealer-first perspective to this critical role.

In his new role, Piercy will lead NAEDA's efforts to strengthen the partnership between equipment dealers and manufacturers across North America. By fostering collaboration and mutual understanding, he aims to ensure manufacturers align with the evolving needs of dealers while maintaining strong, productive relationships that advance the agricultural, construction, industrial, and outdoor power equipment industries.

"NAEDA exists to represent and serve the interests of our dealers, and Michael's extensive background in dealer development makes him the ideal leader for this role. He understands the challenges our dealers face and has a proven ability to engage with farm, construction, industrial, and outdoor power equipment manufacturers constructively, building solutions that benefit the entire industry," said NAEDA President and CEO, Kim Rominger.

Piercy's tenure with NAEDA has been marked by a steadfast commitment to dealer success. As Vice President of Dealer Development, he led the growth of the Dealer Institute (DI), building it into an essential resource for dealers seeking training, consulting, and strategic guidance. His work with DI not only helped individual dealerships strengthen their operations but also created pathways for dealers to navigate significant transitions such as mergers, acquisitions, and succession planning.

Piercy also brings a deep understanding of manufacturer relations, having worked closely with numerous manufacturers to deliver training programs and consulting services tailored to their dealer networks. This unique experience positions him to advocate effectively for dealers, ensuring manufacturers remain attuned to their needs while fostering collaboration to address common challenges.

"Dealers are at the heart of everything we do at NAEDA," Piercy said. "In this new role, my goal is to advocate for their interests while maintaining and enhancing the vital relationships we have with manufacturers. It's about building bridges, finding common ground that supports dealers' growth and profitability while fostering a collaborative, forward-thinking partnership with manufacturers."

Piercy's leadership comes at a pivotal time as dealers and manufacturers navigate an increasingly dynamic marketplace. By focusing on communication, alignment, and shared goals, he aims to create solutions that drive long-term success for NAEDA members.

Tom Healy Appointed Vice President and Director of Dealer Development at NAEDA

by NAEDA STAFF

The North American Equipment Dealers Association (NAEDA) is pleased to announce the appointment of Tom Healy as Vice President and Director of Dealer Development.

In this pivotal role, Healy will spearhead initiatives to enhance the growth and success of equipment dealers across North America, providing critical support and guidance to the association's dealer members.

Healy brings with him a wealth of experience in the equipment dealership industry, having worked in leadership positions with both equipment dealers and NAEDA that emphasize strategic development, dealer relations, dealership operations, and organizational growth. His exten-

"Our dealers are the backbone of the equipment sector, and I am committed to ensuring they have the support and resources needed to succeed in this dynamic landscape."

— Tom Healy | Vice President and Director of Dealer Development

Founded in 1900, the North American Equipment Dealers Association (NAEDA), is a non-profit trade organization representing retail dealers extensively engaged in the sale and service of agricultural, construction, industrial, forestry, outdoor power, lawn and garden, and/or turf equipment. NAEDA provides essential value to its members by enhancing the dealer-manufacturer relationship and advocating for a positive legislative and regulatory environment. NAEDA is headquartered in Kansas City, MO and its Canadian office is located in Calgary, AB. NAEDA is affiliated with regional associations located throughout the United States and Canada.

sive background in dealer network expansion, coupled with his deep understanding of the challenges and opportunities facing the industry, and dealership/manufacturer relationships uniquely positions him to lead NAEDA's dealer development efforts.

"Tom's proven track record in dealer development and his commitment to advancing the interests of equipment dealers make him an excellent fit for this role," said Kim Rominger, President and CEO of NAEDA. "We are confident that his leadership will further strengthen the services we offer our members and ensure that NAEDA remains at the forefront of supporting equipment dealers in North America."

As Vice President and Director of Dealer Development, Healy will be responsible for driving the development and execution of NAEDA's dealer development strategy, working closely with members to ensure they have the tools and resources needed to thrive in an increasingly competitive marketplace. He will also play a key role in fostering collaboration within the industry, creating opportunities for dealers to share best practices and grow their businesses.

"I am honored to accept this new role in NAEDA and look forward to working with our members to help them navigate the challenges of a rapidly evolving industry," said Healy. "Our dealers are the backbone of the equipment sector, and I am committed to ensuring they have the support and resources needed to succeed in this dynamic landscape."

Healy's appointment marks an exciting new chapter for NAEDA as the association continues to champion the interests of equipment dealers and advocate for policies that foster long-term growth and sustainability within the industry.

North American Equipment Dealership Association Announces Retirement of Key Executive Gary Manke

by NAEDA STAFF

"I have had the opportunity to work with and beside our members who are some of the most genuine people you will ever meet. Thank you members for making my career a rewarding experience in this industry."

— Gary Manke | Former Senior Vice President of Manufacturer Relations

The North American Equipment Dealers Association (NAEDA) proudly announced retirement plans for Gary Manke, who served NAEDA and its predecessor associations in leadership positions for decades, offering key support to NAEDA's dealer members.

Gary Manke is retiring after a career with NAEDA spanning over 49 years. During his tenure, Gary played an instrumental role in shaping the future of the Midwest SouthEastern Equipment Dealers Association as its Executive Vice President/CEO. Most recently, Gary served NAEDA as its Senior Vice President of Manufacturer Relations. In this role, Manke was able to successfully continue his long-standing commitment to advocating for dealer interests, and driving industry-wide initiatives that promoted growth, efficiency, and sustainability. His ability to foster collaboration among manufacturers, dealers, and policymakers has earned him the respect and admiration of colleagues and industry stakeholders.

"Gary Manke's leadership has been a defining force at NAEDA for many years," said Kim Rominger, CEO of NAEDA. "His strategic vision, dedication to excellence, and genuine passion for the industry and for assisting dealers have had an immeasurable impact on our association and the broader equipment dealership community. We are incredibly grateful for his contributions and wish him all the best in his well-earned retirement."

As Manke prepares to step into the next chapter of his life, he leaves behind a legacy of accomplishments that will continue to shape NAEDA's mission for years to come. "I have had the opportunity to work with and beside our members who are some of the most genuine people you will ever meet. Thank you members for making my career a rewarding experience in this industry." His retirement marks the end of an era, but his influence will remain a guiding light for the Association and the equipment dealership sector as a whole. Manke will also continue to assist NAEDA as a consultant on an as-needed basis as NAEDA transitions his responsibilities. EDM

Welcome NEDA Staff to the NAEDA Team

by NAEDA STAFF

Dave Close,
VICE PRESIDENT,
NORTHEAST REGION

Dave Close joined the association in 1988 as a computer support/installer for the Challenger Business Systems. Since then, Dave's role at the association has been shaped in many forms to meet the needs of the organization and its members in the nine-state region of the Northeast. He served as a field representative for the NY Equipment Dealers Association until 1996, when NYEDA merged with the Penn Jersey and New England Association to form NEDA, LLC.

In 2003, NEDA, LLC became incorporated to NEDA, Inc. There he served as Operations Manager from 2000 to 2022. In 2022, his role changed to Executive Vice President/CEO until December 2024 when NEDA merged with NAEDA. Dave now serves as NAEDA's Vice President, Northeast Region, and will continue to serve as the main contact for all members in the Northeast. Dave will oversee all operations and staff in the Northeast office located in Liverpool, NY.

When not helping members of NAEDA, Dave enjoys playing softball, hunting, and enjoying time with his wife Kim, three children, and two grandchildren.

Kelli Neider,
ADMINISTRATIVE
ASSISTANT

Kelli was born in Syracuse, NY and raised in Liverpool, NY where she graduated from Liverpool High School in 1988. Kelli worked in the restaurant business for 12 years before joining the Northeast Equipment Dealers Association in 2000 as their administrative assistant.

Kelli joined the North American Equipment Dealers Association upon the merger of NAEDA and NEDA. Kelli looks forward to continuing to support equipment dealers in the Northeast region with their needs as part of the NAEDA team.

Kelli resides in Lakeland, NY and in her spare time enjoys spending time with family.

EDC Welcomes New Team Member

by NAEDA STAFF

Mike Murteza, CPA
EQUIPMENT DEALER
CONSULTING

Mike joined the EDC team in December 2024 as a Senior Audit Associate to assist in the growing audit practice demands. Mike is heavily involved in the audits of our equipment dealers and with the audits of our clients 401(K) plans.

Mike began his career at KPMG St. Louis. For two years Mike focused on performing audits on a myriad of clients ranging from those in the healthcare industry to governmental entities. Mike graduated from the University of Kansas with a Master of Accounting degree in the spring of 2022 and became a certified public accountant in the fall of 2023.

Certifications
- Certified Public Accountant

Activities & Affiliations
- American Institute of Certified Public Accountants
- Missouri Society of CPAs

INDUSTRY INSIGHTS

Exploring the Hidden Internet

The internet can be broken down into three layers - surface, deep and dark - so what exactly, is the DARK WEB?

The **SURFACE WEB** contains content that is easily accessible from everyday websites and browsers. The **DEEP WEB** is home to private and secure portals, like your bank and healthcare accounts. The **DARK WEB** however, is a series of websites that hide their identities and locations and are not accessible from standard internet browsers. Used for both legal and illegal purposes, the dark web has become infamous for identity theft and similar cybercrimes.

The dark web is used to buy and sell drugs, weapons, pornography, paid assassinations, sex trafficking and your personally identifiable information obtained via data breaches such as credit/debit card data, usernames, passwords, etc. **The dark web is the #1 marketplace where stolen identities are bought and traded.** If you were the victim of a data breach, your exposed data would likely be sold here.

What To Do If Your Information Is On The Dark Web

If you learn that your information is on the dark web, there are several things you should do immediately to protect your privacy and identity.

Change Your Passwords

For every account with compromised login credentials, you should update your passwords to be strong and unique – It's strongly recommended that they consist of at least 16 characters and a combination of uppercase and lowercase letters, numbers and symbols. Using a password manager which features a built-in password generator creates stronger passwords. It's also good to choose a Password Manager that also securely stores them in an encrypted digital vault. IDSHIELD provides this service as part of their membership benefits.

Enable Multi-Factor Authentication (MFA)

After making the passwords on compromised accounts stronger, you should also enable Multi-Factor Authentication (MFA) where available to add another layer of security to your accounts. MFA requires you to provide an extra form of authentication to access your account beyond your username and password. Some examples include a PIN, a code from an authenticator app, an answer to a security question or your biometric information. It's important to enable MFA on any accounts that support it because even if your username and password are compromised, a cybercriminal would be unable to log in with your login credentials since they won't have your MFA.

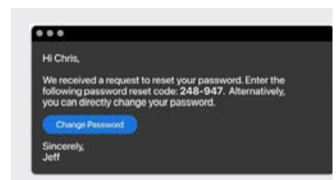
Scan Your Devices For Malware

Malware is malicious software that can infect your device if you fall for a phishing scam or download free games, apps or movies from third-party sources. Once malware is installed on your device without your knowledge, a cybercriminal can spy on your online activity and steal data from your device. After learning that your information is on the dark web, it's best to run antivirus software on your devices to determine if malware caused your information to become compromised.

Place A Security Freeze On Your Credit Report

A security freeze, also known as a credit freeze, stops creditors from accessing your credit report, preventing them from approving any new loans or lines of credit in your name. This is a necessary step for you to take if your private information was found on the dark web because a cybercriminal may commit identity theft and fraud while impersonating you. To place a security freeze, you need to contact each of the three credit bureaus separately: Experian, TransUnion and Equifax. If you are a member of IDSHIELD our licensed investigators will assist you with this process.

Keep An Eye Out For Suspicious Activity



If your information appears on the dark web, you should stay alert and monitor your online accounts for unusual activity. Some kinds of suspicious activity to watch out for include unusual and frequent login attempts, unfamiliar transactions on your bank statements and Multi-Factor Authorization code requests you didn't initiate. For example, if you keep receiving emails from an online account with a One-Time Password (OTP) code that you didn't request, a cybercriminal may be attempting to log in to your account. If you continue to notice suspicious activity occurring in your accounts, it means that a cybercriminal either has access or is trying to gain access to them.

Stay Protected Against Identity Theft & The Dark Web

Although there is no way to remove your information once it appears on the dark web, following the steps above will help keep your accounts and identity protected. Another way to assure your information is protected is by enrolling in an Identity Theft protection plan like IDSHIELD.

IDSHIELD monitors your personally identifiable information online, including the dark web, provides monitoring services for your accounts and other information, provides you with a password manager, sends alerts if your information is found so you so you can act quickly and provides Consultation and Restoration Services through our Licensed Investigators if you do become a victim! EDM

IDShield

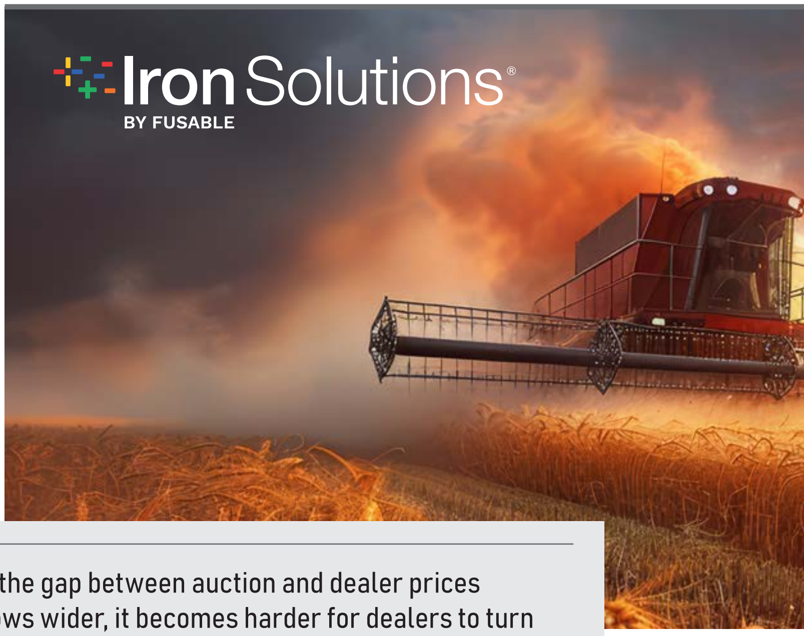
For coverage information or questions on how to make the LegalShield & IDShield Protection available for your employees contact:

LESLIE UDY | LegalShield / IDShield
Executive Director | Group Benefits / Identity Theft Risk Specialist
PHONE (801) 830-3629 | EMAIL leslieudy.legalshield@gmail.com

Harvest Special:

Are We Nearing the Bottom of the Used Equipment Market?

by JON WOMMACK, IRON SOLUTIONS



As the gap between auction and dealer prices grows wider, it becomes harder for dealers to turn a profit without feeling the squeeze. **This widening gap is more than just a blip on the radar—it's like watching storm clouds roll in.**

The crop's been planted, the fields are full, and now everyone's wondering: when's this market going to give us a yield?

It's no secret that the used equipment market has been a tough row to hoe, but we may just be nearing the bottom of this long market correction. At least, that's what the data suggests, and when the data speaks, it's like a good farm dog—you better listen.

According to Iron Solutions analysts, dealer cash percentages on advertised prices are signaling that we might be plowing our way to more stable ground. In fact, with over 52,000 data points representing more than $11 billion in machinery, we've unearthed some trends worth paying attention to.

Jon Wommack, Managing Guides Editor, recently joined Casey Seymour and Kyle O'Toole on the Moving Iron Podcast to discuss the current state of the used equipment market. As Casey put it: "The only bad decision was no deal at all."

So, let's break out the data and see what's unfolding.

The Big Shift – One and Two-Year-Old Machines Take Over

If you want to see what's really growing in the used equipment market, look at the one and two-year-old machines sprouting up everywhere.

Dealers have been finding creative ways to move these machines as they adjust to changes in inventory and pricing. With equipment values riding high for so long, some dealers are now facing a tough harvest—trying to get the best yield from their inventory.

Iron Solutions analysis shows that the average advertised price for Class 8 combines in Q3 of 2024 was around $500,000, but they're actually selling for about $445,000. That's an 11% difference. These trendlines are like a seasoned farmer reading the weather—when prices start dropping like that, it's time to take notice.

Auction Values vs. Dealer Prices – The Growing Gap

The auction market is like a neighboring farm—what they do affects your yield. And right now, there's a big gap between auction values and dealer asking prices. "We need to get a lot more strategic about where we own our equipment," stated Casey Seymour in the latest Moving Iron Podcast.

As the gap between auction and dealer prices grows wider, it becomes harder for dealers to turn a profit without feeling the squeeze. This widening gap is more than just a blip on the radar—it's like watching storm clouds roll in.

Iron Solutions data backs up what we are seeing on the retail side. Class 6 and Class 7 machines, in particular, are feeling the pressure. Dealers are likely being forced to adjust their pricing to keep up with auction values.

If you're farming without a plan, you're bound to miss the harvest. The same goes for equipment dealers—without data-driven decision-making, you're risking a poor crop.

Data-Driven Decisions: The Only Way Forward

If you're farming without a plan, you're bound to miss the harvest. The same goes for equipment dealers—without data-driven decision-making, you're risking a poor crop.

In the latest podcast, Jon touched on the importance of the IronGuides now containing new year value models which are giving dealers a better handle on trades and pricing.

"This is the first fall guide we have ever had the new year model," stated Seymour. The introduction of new tools for evaluating equipment is like getting the latest tractor model—more efficient, more precise, and better equipped to handle the challenges ahead.

Iron Solutions has significantly bolstered its offerings, recently enhancing the auction data available in its Comparables tool. Over the past few weeks, approximately 30,000 new pieces of auction data have been integrated, addressing user feedback and fulfilling the promise to improve the data pipeline. This upgrade ensures that the auction, retail, and advertised data in the Iron Guides platform is

With Iron Guides, you have access to precise equipment valuations at all times. That means you can stay up-to-date on exactly how much the equipment on your lot is worth and know when it's time to push for a sale, or send it to auction.

New Comparables Feature in IronGuides

- After completing an appraisal, click "Check Comparables". This will take you to the new comparables charts.
- You will see Dealer, Auction and Advertised comparables.
- Choose your filters such as engine hours, date range, region and model years to get as granular as you need.

MachineFinder Pro, your used equipment management and marketing dealer system is a rich, versatile platform for all things used. With MFPro Go you have:

- Access to your entire inventory (including current assessments) for review or simple adaptation.
- Tools for creating new machines for inventory or evaluation.
- A powerful sales tool for client facing/in-the-field machine review.

not only more comprehensive but also updated daily, providing users with the most current market insights every 24 hours. The continuous refinement of this tool underscores Iron Solutions' commitment to delivering a more robust and precise dataset to its users.

In addition to the expanded auction data, Iron Solutions recently created an API for John Deere dealers. This API integrates the Comparables tool within Machine Finder Pro, making it easier for sales teams to access valuable market information.

Kyle O'Toole, Director of Used Equipment for C&B Operations, noted the impact:

> *"It's been great for our sales team…It's just an all-in-one source, obviously available through Machine Finder Pro, which our salespeople are in every day. Having that tool integrated into a product that our sales team isn't having to go out and search or spend extra hours on data to find has been super helpful for our team."*

This integration allows sales teams to streamline their workflow by eliminating the need for multiple data sources.

The updated Comparables tool not only simplifies data access but also provides unparalleled flexibility in market analysis. Users can explore market trends across regions with just a few clicks, whether looking at auction activity from coast to coast or comparing data across agricultural zones, such as cattle country versus crop-growing areas. The tool's ability to reconfigure results on the fly empowers dealers to make informed decisions in real time, whether they operate on the U.S.-Canadian border or across diverse agricultural markets.

Iron Solutions analysis shows combine values are nearly back to the same market levels we saw in 2020, and this might be the key to knowing when the correction will end. With proactive inventory visibility, dealers can anticipate shifts in the market before they find themselves with too much unsold equipment on their lot.

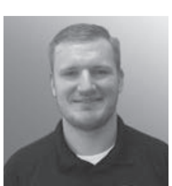
Is This the Bottom?

If there's one thing a farmer knows, it's that you don't call the crop until you've walked the fields. We're close, but is this the bottom of the used equipment market?

Only time will tell. But based on the data, it looks like we're getting there. Dealers who are relying on data-driven strategies, staying mindful of auction values, and adjusting their pricing will be the ones to come out on top.

Proactive inventory visibility is essential for sales success. So, here's the takeaway: keep watching those trendlines, stay informed, and make use of every digital tool at your disposal. The next few months are going to be crucial in shaping the future of the used equipment market, and the smartest dealers will be ready to harvest the results.

As we like to say in farming, the best fertilizer for your land is your own two feet walking it. And right now, the same goes for your business. EDM



JON WOMMACK is the Managing IronGuides Editor for Iron Solutions.

JON WOMMACK is the Managing IronGuides Editor for Iron Solutions. He began his career in a John Deere dealership as a parts intern and worked his way up to becoming a large equipment and GPS salesman. For the past 7 years, Jon has overseen all IronGuides product processes and managed the collection and processing of its sales transaction data. Jon is a native of Rives, Missouri and graduated from the College of Agriculture at Arkansas State University with a degree in Agricultural Business Economics and Plant Science in 2014. When not talking to ag dealers and lenders about their views on market conditions, you can find Jon in the seat of a tractor or combine. You may also find him grilling up a few prime cuts for family and friends.

How Many Lines Is Too Many?

by ARTHUR WARD

Regardless of who is responsible for the whole goods inventory at your dealership, they all struggle with the same question. How many different lines should I carry?

Manufacturers have gaps in their product lines that dealers need to source elsewhere to meet customer needs. I am not saying we need to be all things to everyone, but we need to ensure we have the products that make sense.

The question is even more complicated in the current environment of mainline manufacturers driving dealer purity. I can appreciate why mainline manufacturers want to put pressure on their dealers to limit their product offering to only their products, but in most cases, it is not feasible. Manufacturers have gaps in their product lines that dealers need to source elsewhere to meet customer needs. I am not saying we need to be all things to everyone, but we need to ensure we have the products that make sense.

There are many factors to consider when deciding what whole good product lines you are going to carry. Some of them are obvious, while others are more complicated. Quite often, the most important factors are overlooked or ignored, depending on the process you use to evaluate these opportunities. The first step is to HAVE A PROCESS! Here are some things to think about.

The first thing to understand when evaluating a potential product is to determine the market potential. This is a crucial step that should not be overlooked. The number one pitfall is letting the sales team decide on the products we sell. Just because a customer went to a farm show or found a product online that they want to buy does not mean we have to sell it to them. It means we may need to look at the opportunity and see if it makes sense to sell. How many can we sell? Can the sales team identify enough prospects to evaluate the potential further? If the answer is no, simply tell the customer we cannot sell the product because we are not able to adequately support it. If the answer is yes, we roll up our sleeves and take a deeper look.

Once you have determined you have a market, the next step is to take a look at the supplier. Most shortline manufacturers are eager to sign up dealers to sell their products. A large number are becoming increasingly sophisticated and support their products and dealers very well. Some out there still want to sign up for every dealer in town but do not have formalized processes to support their dealers. If the manufacturer falls into the latter category, be very careful. I suggest not getting involved. If they fall into the first category, keep going.

There are many factors to consider when deciding what whole good product lines you are going to carry. Some of them are obvious, while others are more complicated. Quite often, the most important factors are overlooked or ignored, depending on the process you use to evaluate these opportunities. **The first step is to HAVE A PROCESS!**

The next step is to understand what their whole goods expectations are of you as the dealer. Do they have minimum stocking levels for whole goods? Meaning, how much of my working capital do I have to tie up in inventory? Do their stocking expectations align with my market potential? Does it fit with my inventory strategy? What are their payment terms? Do we have to pay when we order? Do they have finance terms or cash discounts for stocking dealers? Are we expected to take trades? Do they have interest-free terms on trades taken? Can they consistently supply our needs? What is the factory lead time? Do they have sales training and support for the sales team? Do they support clinics for end users and operator training?

Another thing to consider is how many products does this manufacturer supply? If the manufacturer has multiple products that may fit your market, it may make sense to consider them before a manufacturer that only supplies one or two. This gives you access to several products without having to add more suppliers than you need to. More suppliers mean more relationships to manage, more processes to understand, and more chances for things to go wrong. It may be necessary to have more suppliers if you have a diverse market or have niche segments. This is why knowing your market and your customers' needs is important.

If the terms of the whole goods make sense, the next question is warranty and service support. What is their warranty? Do they cover parts and labor? How do they

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ARTHUR WARD, Wholegoods and Sales Specialist and Trainer with NAEDA's Dealer Institute.

ARTHUR WARD is a trainer with NAEDA's Dealer Institute. Prior to joining DI as a wholegoods and sales specialist and trainer, Arthur held leadership roles within Pattison Agriculture and its legacy dealerships in Canada, and he is currently the Chief Integration Officer for Aberhart Group. He looks forward to helping dealers succeed by improving whole goods and sales operations.

Solving the Talent Gap:
How AI Tools Support and Retain Dealer Teams

by RÉMI SCHMALTZ, CEO, Brilliant Harvest

Retaining skilled staff while managing increased demand is a huge challenge.

Dealer teams are stretched, particularly during peak seasons, and they already struggle with a shortage of skilled personnel. Not to mention the ever-rising need for exceptional customer service.

Enter AI-driven customer experience, a transformative aid designed to bridge the talent gap in dealerships, enhance employee satisfaction, and ensure that staff can focus on high-value, strategic tasks.

The Talent Problem in Dealerships: A Growing Concern

Agriculture equipment dealerships face unique staffing issues. In recent years, the demand for knowledgeable staff has far outpaced the supply, leaving dealerships understaffed or relying heavily on junior team members who lack the deep knowledge required to serve customers effectively. This shortage is especially felt during peak seasons when the need for efficient service and technical support surges as farmers rush to prepare for planting or harvest.

It is increasingly difficult to fill roles with candidates with the specialized knowledge required to handle complex inquiries. This talent gap leads to overworked employees and delays in service, affecting customer satisfaction. For a business that relies heavily on strong customer relationships, this can be a serious issue. This is where AI tools provide a modern solution, serving as a "team member" that can assist in meeting demand, providing information, and improving the overall customer experience.

How AI Lightens the Load on Dealership Staff

AI-powered support systems help alleviate the burden on dealership staff by handling repetitive, information-driven inquiries and tasks. For instance, AI chatbots and support systems can manage the initial interactions with customers, answer frequently asked questions, and provide helpful information on routine topics, such as maintenance schedules and troubleshooting steps. This allows dealership staff to focus on the more complex issues that require human expertise, providing them with breathing room during busy periods, reducing turnover.

It is increasingly difficult to fill roles with candidates with the specialized knowledge required to handle complex inquiries. **This talent gap leads to overworked employees and delays in service, affecting customer satisfaction.** For a business that relies heavily on strong customer relationships, this can be a serious issue.

Furthermore, AI tools can be equipped with data on the latest products, specifications, and common technical issues, offering customers quick and accurate answers. This not only speeds up sales and service but also ensures that customers feel valued and supported, even when there are staffing constraints.

Supporting Seasonality and Fluctuating Demand with AI

Agriculture dealerships experience significant seasonal fluctuations, with peak times requiring quick, efficient service. AI-driven solutions, designed to operate around the clock, can be scaled to meet these demands, offering dealerships an affordable way to manage seasonal spikes in customer inquiries. By automating responses to common questions, dealerships can maintain high service standards for every client without having to bring on additional temporary staff, who likely lack the necessary expertise and training.

Dealers excel at supporting their top customers but often struggle to offer high-quality service to smaller accounts, which limits growth opportunities with these customers. AI-powered automation can deliver consistent responses to common inquiries across all customer segments, ensuring that even long-tail clients receive exceptional service.

AI-powered tools also ensure that when customers reach out with complex, high-stakes issues, they are connected to an experienced staff member quickly. During high-demand times, this kind of triage system can mean the difference between retaining loyal customers and risking their trust due to slow response times or inconsistent service quality.

Retaining Skilled Employees with AI Support

One of the key benefits of AI-driven tools in addressing the talent gap is their potential to improve employee satisfaction and retention. By taking over routine tasks, AI reduces employee burnout, which is common in under-resourced environments. Staff members no longer feel overwhelmed by repetitive questions and can instead focus on the high-value interactions that make a real difference to the dealership and to customers.

Moreover, employees are often more motivated when they can use their skills to tackle interesting challenges rather than handle administrative tasks. AI tools free them to do what they do best: provide expert guidance,

AI tools provide a modern solution, serving as a "team member" that can assist in meeting demand, providing information, and improving the overall customer experience.

build customer relationships, and contribute strategically to the dealership's success. Over time, this reduction in burnout and increase in job satisfaction leads to better employee retention-a critical advantage given the current labour shortage.

Upskilling with AI as a Partner in Learning

AI-powered solutions don't just provide immediate assistance; they also have the potential to help dealership employees build their expertise. By using AI as a "virtual trainer," staff can access detailed product information, learn from customer interactions, and become better equipped to handle a broader range of questions and issues. Over time, employees develop greater confidence and technical knowledge, effectively closing the skill gap from within.

For example, some AI tools provide real-time guidance to staff during customer interactions, suggesting relevant information or troubleshooting steps based on historical data. This on-the-job support speeds up the learning curve for newer employees and helps them serve customers more effectively.

Enhancing Customer Loyalty Through Efficient Post-Sale Support

Post-sale service is one of the most critical aspects of customer retention for equipment dealerships. Farmers depend on reliable support to keep their equipment running smoothly, especially during crucial seasons. By using AI to provide consistent, round-the-clock assistance, dealerships ensure that customers feel supported and valued long after their purchase, regardless of their purchase size. This builds loyalty, as customers are more likely to stick with a dealership that offers dependable, ongoing support.

Furthermore, AI-powered systems can keep track of customer interactions, allowing dealerships to deliver a personalized experience. For instance, AI can log service histories and use them to suggest relevant maintenance checks or product upgrades, showing customers that their needs are understood and anticipated. Personalized interactions like these can be powerful drivers of customer loyalty.

Cost Efficiency and ROI: A Financial Incentive for Dealerships

The initial cost of AI tools quickly translates into measurable returns, delivering value across dealership operations. AI-driven customer support systems can reduce the need for additional seasonal hires and employee turnover, lowering overall staffing costs. Additionally, the increase in customer satisfaction and retention directly contributes to higher revenue. By providing an AI-powered customer experience, dealerships effectively future-proof their business, setting up a scalable solution that grows with demand.

The cost efficiency of AI also allows dealerships to use their resources more strategically. Instead of spending time and budget on recruiting and training temporary or inexperienced staff, they can invest in developing their core team and refining their customer experience. In the long term, this translates into a stronger brand reputation and a more loyal customer base.

Looking Forward: AI as a Staple in the Future of Dealership Operations

AI tools are no longer just an optional add-on; they are becoming essential to dealership operations. As the industry continues to face labour shortages and fluctuating demands, AIhelp desks offer a stable, scalable solution that empowers dealerships to thrive, even in challenging circumstances. By bridging the talent gap, enhancing employee satisfaction, and improving customer loyalty, AI is setting the foundation for a future where ag equipment dealerships can operate more efficiently, flexibly, and profitably.

For ag equipment dealerships, investing in AI is not just about meeting today's needs; it's about preparing for tomorrow's opportunities. With its potential to elevate the customer experience, streamline operations, and support staff, AI is proving to be an invaluable tool for dealers who want to stay ahead in a rapidly changing industry. EDM

RÉMI SCHMALTZ, CEO and Founder of Brilliant Harvest.

RÉMI SCHMALTZ has farming in his blood. His family has been in agribusiness for over 100 years, including farming, ag retail, and an equipment dealership. He created Brilliant Harvest, an AI-powered Helpdesk made to empower equipment dealer teams across the entire customer experience (CX), from purchase to repair.

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The dealership leadership team needs to have a standard procedure for evaluating new products or suppliers. This is not just a recommendation but a crucial step in ensuring the success and profitability of your business. **In today's market, where we are dealing with high-value purchases, a standardized process is more important than ever.**

approve and process warranty claims? How fast do they pay warranty claims? What is their warranty labor rate? Do they pay your posted shop rate? Do they have service training, or do they have a tech support line? Do they have service manuals or other support for technicians? Do we have the service capacity to support the product effectively and profitably?

Finally, how do they support your parts department? Do they have suggested stocking lists for their products? Do they have minimum stocking levels for parts? Do they have any expectations of display space or showroom exposure? Do they have any discount programs for preseason orders? Do they have seasonal parts return programs? How frequently can you put in stock orders? Do they advertise their MSRP on parts? What are their policies for parts returns and special orders? How do they handle freight charges? What is their warranty on parts sold over the counter? Parts sold through the shop? How do we get paid for parts replaced under warranty? Do they have parts manuals or an online portal?

Once a product or supplier has passed all of these criteria, it is still important to build a proforma to truly understand the potential profitability and risks. If it meets your expectations, then giddy up.

There are also a few other things to consider when looking at a new supplier. Do they have any marketing support, such as a co-op program or other financial support for advertising? What kind of onboarding process do they have for new dealers or new dealer employees once you are a dealer?

The dealership leadership team needs to have a standard procedure for evaluating new products or suppliers. This is not just a recommendation but a crucial step in ensuring the success and profitability of your business. In today's market, where we are dealing with high-value purchases, a standardized process is more important than ever. We aren't just talking about $10,000 augers or $15,000 hay rakes anymore. We are talking about $1,000,000 seeders, $250,000 combine headers, $200,000 grain carts, and $125,000 augers. These expensive machines that involve taking trades and providing customer support are indicative of these high-dollar purchases.

At the end of the day, these products can provide huge opportunities for profitability and customer acquisitions. When done properly, they can play a large role in the success of your business. When mismanaged or without a proper process, they can be a huge cash vacuum. In today's world, the margin between the two is razor-thin. EDM

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NAEDA NORTH AMERICAN EQUIPMENT DEALERS ASSOCIATION

HR Language Barriers:
Switching to Candidate Speak

by BONNIE JOHNSON, AgCareers.com

It's estimated that more than half of people around the world can speak more than one language. However, that doesn't include HR-speak or company-specific jargon.

Are you talking in your own private HR language at work? Do only you and your immediate coworkers or closest associates understand your linguistics? Candidates sometimes feel they are trying to decipher a foreign language when reading a job posting/description or interviewing with a potential employer. Here are some tips to remember when writing and speaking to candidates to avoid using too much HR language.

Are you talking in your own private HR language at work? Speaking the language of the job seeker improves the candidate experience and, thus, recruitment, hiring, and retention.

HR Lingo

Recruiters and hiring managers should carefully avoid HR-speak when communicating with candidates and new hires. ATS, EEOC, ESOP, AAP, ERG, EVP… human resource acronyms that not all candidates know off the top of their head. In addition, familiar terms discussed in HR, such as onboarding, company culture, performance assessments, and at-will employment, might be just as alien to the general candidate.

Company Jargon

Organizations must also be aware of using too many internal or company-specific words and acronyms when communicating with candidates. Information needs to be clear and understandable to someone OUTSIDE your organization. Eliminate jargon and abbreviations specific to your company. Numbers can be incredibly confusing to outsiders: where does a new trainee begin, Associate I, II, or III? Which is the higher-level role? For instance, "Senior Quality Assurance Manager" is more easily understandable to an outside candidate than "Quality IV, Mgr."

Call in the Experts

We've been emphasizing the need for language simplification in recruitment. However, some situations require specifics, which helps bring in the experts. Ag employers report that technical roles are the most difficult to recruit for. These recruiting circumstances necessitate involvement from current employees who are well-versed in the technological or role-specific vernacular, truly understand what the position entails, and can "talk the talk" to a potential new colleague.

Speaking the language of the job seeker improves the candidate experience and, thus, recruitment, hiring, and retention. Candidates tell us the job description properly aligning with the real job is the most influential factor in creating a positive candidate experience. Avoid jargon and HR terms so you're clearly communicating with job seekers. EDM

BONNIE JOHNSON has more than twenty years of professional marketing experience, including nine years with AgCareers.com. As a marketing specialist, she supports the AgCareers.com team and brand through marketing and communications efforts. This includes internal and external communications, email marketing, company branding, market research, and data analysis. Please send questions and/or comments to bonnie.johnson@agcareers.com.

BONNIE JOHNSON is a professional marketing specialist. She supports the AgCareers.com team and brand through her extensive marketing and communications experience.

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COMMERCIAL INSURANCE:

What's the difference between liability and property coverage?

by CHRIS LEAHEY, Regional Association Manager, Federated Insurance

Finding the right commercial insurance can sometimes be difficult. Depending on your business there can be many coverages to consider when deciding on a comprehensive insurance package.

Below, we outline a few of the differences between commercial property insurance and general liability insurance to help make the process a little easier.

What is commercial property insurance?

Commercial property insurance is designed to protect businesses against physical damage and losses that can include thefts, vandalism, fires, floods, severe storms, and some natural disasters.

This type of commercial insurance can help mitigate potential losses when your business experiences damage to property, such as buildings, furniture, equipment, tools, supplies, technology, and inventory.

It's important to remember that commercial property insurance generally doesn't cover company-owned vehicles or their contents. Businesses that use vehicles for their business operations may want to consider commercial auto insurance.

What are the benefits of commercial property insurance?

From replacing tools after a theft to repairing your commercial property after a storm, this type of commercial insurance has several benefits. These can include:

- **RECOVERY FOLLOWING A LOSS**
  The longer your operations are sidelined or slowed, the worse the experience can become. The right commercial property insurance policy can help get your business back up and running quickly. By limiting your business' downtime, you also protect your reputation with your customers.
- **REPAIR COSTS**
  If your company suffers from a covered loss, your policy is designed to help with necessary repair costs. For instance, if the door to your commercial space is vandalized, stopping customers from entering the building, your policy may be able to help with that.
- **REPLACEMENT COSTS**
  If your business suffers a loss that's too extensive for repairs, commercial property insurance can help with the replacement of the damaged property. For example, if you own a restaurant and a flood destroys the appliances in your kitchen, your policy may help by replacing the damaged property with new equipment.
- **BUSINESS INTERRUPTION COVERAGE**
  If you suffer a covered loss, your business will likely have to shut down for some time or reduce operations. Business interruption insurance may help with income that's disrupted or reduced, so you can keep up with bills, payroll, and other expenses until you're back on your feet.
- **UNEXPECTED LOSSES**
  Despite all your preparations, you can't always control what happens to your business. Natural disasters, like fires, winter storms, hail, and flooding, can cause sudden property damage. It's important to be protected if these unforeseen events arise.

> To sum it up, commercial property insurance can protect a business' physical assets from a number of risks, while commercial liability insurance can help mitigate the costs arising from third-party liability claims.

What are the types of commercial liability insurance?

Liability insurance can protect your company in the event of third-party claims where your business operations, your company vehicles, or one of your employees caused harm to them or their property.

There are several types of commercial insurance for liabilities, including:

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CHRIS LEAHEY is the Regional Association Manager at Federated Insurance.

CHRIS LEAHEY is the Regional Association Manager for Federated Insurance. He has worked in the insurance industry for 18 years. For more information, please contact Chris at 780-932-3195 or chris.leahey@federated.ca

CANADA EQUIPMENT DEALERS FOUNDATION

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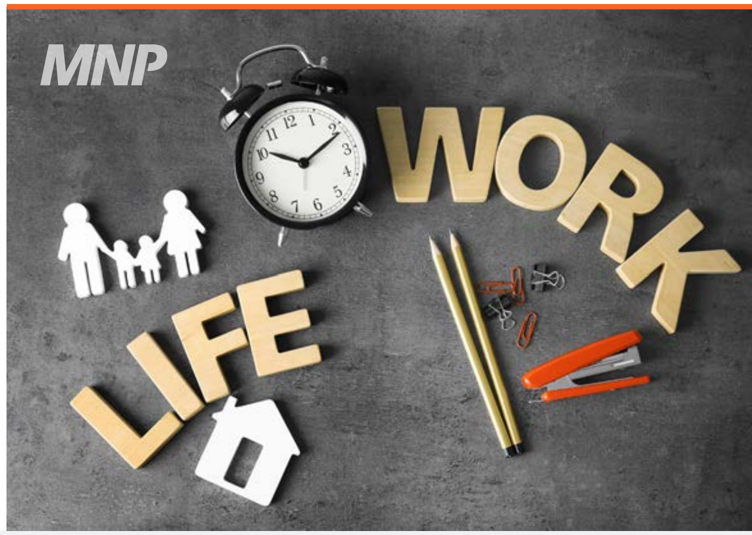

TACKLING TURNOVER IN DEALERSHIPS:

Strategies to improve recruitment and retention

by CHRIS SCHAUFELE, MNP

Many Canadian dealers have found themselves plagued with the same problem: high employee turnover.

Here's the thing: the next generation of our workforce wants more flexibility in their work arrangements. They crave balance between their work and personal lives, which makes dealer roles like sales reps and service technicians less appealing.

Let's explore why your employees are leaving and examine some practical strategies you can use to improve your recruitment and retention, particularly for Gen Z workers.

Why is turnover high?

Let's start by addressing why dealers are seeing a high employee turnover. First, there's the environment itself.

Dealer employees — particularly Gen Zs and Millennials — report long hours and weekend shifts, commission-based pay structures, and poorly defined career paths as major drivers for their exits. Meanwhile the exits of Gen X and Baby Boomer employees were most often related to retirement. Gen Z turnover is three times that of Gen X and Baby Boomers.

Here's the thing: the next generation of our workforce wants more flexibility in their work arrangements. They crave balance between their work and personal lives, which makes dealer roles like sales reps and service technicians less appealing.

These jobs often require employees to be on-site, making hybrid or remote work nearly impossible. Unlike desk-based roles, positions like technicians and sales consultants demand hands-on interaction with customers and equipment. As a result, dealers struggle to offer the type of flexibility workers now expect from their employers.

Additionally, many employees — especially your next generation of workers — expressed difficulty in envisioning a clear career path within the dealer. They struggle to see how their current roles connect to future opportunities. They want more than just a paycheque, they want career mobility, learning opportunities, and a sense of purpose in their work.

Create a flexible and attractive workplace

So, how can dealers adjust? One solution is to rethink scheduling.

While it may not be possible to offer remote work to all your roles, there are creative ways to introduce flexibility. For instance, dealers may want to consider offering split shifts or shorter bursts of work. Much like the restaurant industry will split shifts during peak hours, your dealer can implement similar strategies, allowing your team to have more control over their schedules.

In addition to flexible hours, providing mental health and wellness programs can make a considerable impact on retention. Offering resources for mental health support not only shows that your dealer values its employees, but it helps to reduce burnout.

And let's not forget continuous learning. One of the biggest mistakes a dealer can make is assuming their people only want to climb up the ladder. Today's workforce is interested in upskilling — like learning new skills, upgrading the ones they already have, and / or exploring different aspects of the business.

Providing your workforce with opportunities for professional development, whether it's through mentorship or cross-department training, not only helps to keep them engaged — it gives them a reason to stay.

Build clear career paths

Career progression is key when it comes to keeping your best talent. Without a clear path forward, employees — especially Gen Z — are quick to move on to other opportunities.

Your dealership should focus on creating structured career paths, offering employees a clear view of what the next steps could look like. This doesn't have to be a complicated endeavour. You can start by providing a clear job description that includes potential paths forward or discussing career goals during performance reviews with your existing team members. Employees should know exactly what skills and experiences they need to advance within the organization.

Career paths aren't only about promotions. They're also about giving your workforce opportunities to move laterally within the business. For example, a service techni-

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CHRIS SCHAUFELE is MNP's National dealership service leader and a Business Advisor with the Firm's Assurance and Accounting group in Surrey. With more than 15 years of experience working with equipment and automobile dealers, Chris oversees a dedicated team of professionals and the Firm's delivery of dealership services across Canada. Chris helps dealers and leasing companies, as well as business owners in other industries, ensuring they have the information they require to make strong business decisions. He delivers a full suite of assurance services, helps with tax planning and compliance and advises on a broad range of business issues. His expertise in accounting and assurance standards and keen understanding of the industry allow him to identify opportunities to help his clients succeed.

cian might be interested in transitioning to a sales consultant role, or a sales consultant might want to explore a customer service position. Offering these types of opportunities can make a considerable difference in retention rates.

Strengthen employee engagement

It's not just about the work being done. Employee engagement is another critical piece of the retention puzzle. One easy — and often overlooked — strategy for improving engagement is conducting "stay interviews."

Unlike exit interviews, which only happen after someone has decided to leave, stay interviews focus on the employees who are still with your team. These discussions give your employees a chance to share why they stay, what they love about their job, and what could be improved.

These conversations are incredibly valuable because they help you address small issues before they become a reason for leaving. Stay interviews also leave your workers feeling heard and appreciated, which can go a long way in improving retention.

Leadership also plays a huge role in employee satisfaction. Empathetic leadership — leaders who truly understand and care about their employees' needs — can make all the difference. Dealer leaders should prioritize self-awareness and develop the skills needed to support their teams, both professionally and personally.

Leadership also plays a huge role in employee satisfaction. Empathetic leadership — leaders who truly understand and care about their employees' needs — can make all the difference.

Lastly, mentorship programs can be a game changer. By pairing newer employees with more experienced staff, you create an environment where knowledge sharing becomes part of the culture. Mentorship doesn't have to be formalized either, it can happen naturally through coffee chats, ride-alongs, or team-building events. These relationships help employees feel connected to their work and to each other.

Enhance employment branding

In today's job market, a strong employment brand can be just as important as offering competitive pay. Job seekers now expect to know what it's like to work at a company before they even apply. However, many dealers focus almost exclusively on selling products and services, neglecting to showcase what it means to work at your operation.

Take a look at your website. Does it clearly explain what it's like to work there? Does it highlight employee benefits, company culture, and values? If not, it may be time to change that. If possible, make sure your website includes testimonials from current employees, highlights any community involvement, and provides a clear path for applicants to ask questions about what it's like to work at your dealership.

The first steps to reducing turnover

Reducing turnover and improving retention starts with a few simple changes. An easy first step would be starting to schedule stay interviews to understand why your current employees stick around. From there, look for opportunities to offer more flexible scheduling and invest in wellness programs. Take the time to develop clear career paths so employees can see their future with your dealership. EDM

Can Interpersonal Skills Be Taught?

by DR. LARRY COLE

Remember, experiencing discomfort while changing behavior is a sign that you are making progress. You will soon "be more comfortable with being uncomfortable." **This fact will be your partner throughout your career.**

Yes, we can learn more effective interpersonal skills despite the fact I've had supervisors tell me that it can't be done.

With such a fixed mindset, these supervisors just placed a nail in their coffin about developing their own interpersonal skills as well as those they supervise.

Yes, learning and/or teaching interpersonal skills is more challenging than learning technical skills, so the objective of this article is to summarize the behavioral change process that all of us employ, whether we realize it or not.

I've been conducting 360° evaluations for a client since 2017. We recently completed a trend analysis and noted that seeking and using feedback to improve individual performance emerged as a developmental area every year since then. Thus, I'm using it as an example to illustrate the change process, as I also know this is a challenge within dealerships. Note that these seven steps constitute a flow chart process, and steps 1 – 5 must be completed before the change begins in step six.

1. Accept Responsibility

You are who you are today because of the way you think. So, if you're struggling with securing and using input to improve your performance, you have to accept the responsibility for your current mindset, and only you can change it.

2. Recognize the Need to Secure and Use Performance Feedback

Recognizing the need to change is as simple as completing a list of the disadvantages/advantages associated with not securing performance feedback. Examples are listed below:

Disadvantages

- Performance will remain as it is.
- Career advancement will be stalled.
- Remaining as is, is okay with me.
- May even lose my job when not interested in improving performance.
- Other employees may have to work harder to overcome my poorer performance.

Advantages

- Avoid the discomfort of learning I'm not doing as well as I thought.
- Avoid the pain of change.
- I enjoy my comfort zone.

Whether you complete this exercise or not, you must think about the severity of the disadvantages leading to the decision; **remaining as is — is not an option**. This is the first energy source that drives personal change.

3. Desired Behavior

The desired behavior is at least once a quarter; you schedule securing input from people with whom you work. That means asking them, *"What can I do to improve my working relationship with you?"* Once you've finalized the change you're going to make, share it with those who offered their input.

4. Willing to Change

Willingness to change is based on the excitement of securing and using performance feedback from those with whom you work. There are always disadvantages associated with changing behavior, so the point is the energy associated with the advantages must exceed that energy associated with the disadvantages.

Completing another brainstorming session to list the ratio of advantages/disadvantages of completing Step 3 can be helpful. You want the advantages to have a strong magnetic pull so that you decide, *"I **must** start securing and using the feedback to improve my performance."*

I've listed a few disadvantages and advantages associated with changing.

Disadvantages

- I must stay focused to use the behaviors listed in Step 3.
- Change is hard work.
- Change is going to take time.

Advantages

- I am using the potential that resides in my body.
- Potentially advancing my career within the Dealership.
- Advancing the possibility that others will enjoy working with me.
- I am helping myself, the team, and the Dealership to be even more successful.
- Providing a positive example to the people who work with me.

Again, whether you complete this structured exercise or not, the advantages associated with securing and using feedback must provide a strong magnetic pull to keep you focused on changing. This is the second energy source for change. ***Of the two energy sources, the pull from these advantages is critical to keep you focused on changing.***

5. Personal Image

You must see yourself in your mind's eye doing the behaviors listed in Step 3. You only do what you see yourself doing. For example, I don't

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There may be times when the "pain" of change exceeds the excitement associated with making the change. Should that happen, you may be tempted to quit. **Remember, the temptation to quit is a sign that you are, in fact, changing.**

see myself voluntarily picking up a snake… it won't happen!

6. Practice

Use every day as a focused practice day. There are a series of behaviors to practice associated with Step 3. **First**, begin the day with the mindset that today is the day you are going to seek performance feedback. **Second**, decide what changes you need to make. **Third**, today, you are putting the feedback to work. **Fourth**, ask your coworkers for real-time feedback to hold you accountable to practice the desired changes. **Fifth**, remember that habit strength is in direct proportion to the number of times you practice the new behavior on a daily basis.

A case in point, as an introvert I practiced saying "good morning" to strangers when I was in college, and today, Wal-Mart is a great place to practice. Now, my wife wishes I would quit practicing. I embarrassed her with a crazy mistake, but that is a story for another time. I considered it a learning opportunity!

7. Feedback

There are two sources of feedback: 1) yourself and 2) from others. First, at the end of the day, answer this question, *did I do my best today to…?* You can even give yourself a grade and record it in your calendar so you can observe the progress you are making. Second, encourage your supervisor and coworkers to provide real-time feedback to hold you accountable and note the progress being made.

Working with Change Resistance

There may be times when the "pain" of change exceeds the excitement associated with making the change. Should that happen, you may be tempted to quit. Remember, the temptation to quit is a sign that you are, in fact, changing. You can re-ignite your desire to secure and use the feedback offered to improve your performance by revisiting the "two whys", i.e., your content for Steps 2 and 4. Additionally, review the documented progress you've made. Remind yourself you've already asked coworkers for feedback— so you know you can do it. Just keep practicing. Or, as it has been said, *fake it until you make it.* Remember, experiencing discomfort while changing behavior is a sign that you are making progress. You will soon *"be more comfortable with being uncomfortable."* This fact will be your partner throughout your career.

Even though I illustrated the seven steps of change by securing and using feedback to improve personal performance, these dynamics underwrite the successful changes you make throughout your lifetime. EDM

RISK INSIGHTS

CONT. FROM PAGE 26

COMMERCIAL GENERAL LIABILITY INSURANCE

Commercial general liability insurance protects businesses from a variety of liability claims and is important for most businesses to have. This insurance may help with the following:

- Claims arising from an injury that occurred on your premises or due to your business operations
- Replacing or repairing a third party's property if they claim your business operations damaged it
- Legal costs if they arise

COMMERCIAL AUTO INSURANCE

Commercial auto insurance is designed to protect businesses from third-party liability claims arising from an accident with a company vehicle. These liability claims can pertain to physical injuries or property damage.

Commercial auto insurance can also cover the cost of repairing or replacing the company-owned vehicle and its contents in the event of an accident, vandalism, or theft.

PROFESSIONAL LIABILITY INSURANCE

Also known as errors and omissions insurance, this type of commercial coverage can help protect professionals who offer services or advice for a fee. This can include professionals like photographers, creative consultants, healthcare professionals, and other people who provide services based on their expertise.

Professional liability insurance may help cover costs arising from provided services or advice that resulted in harm or financial loss.

PRODUCT LIABILITY INSURANCE

Although some commercial general liability insurance policies include product liability coverage, businesses should always confirm if it's included. This type of commercial insurance can help cover costs associated with lawsuits that claim harm or financial loss caused by a business' products.

POLLUTION OR ENVIRONMENTAL INSURANCE

Hazardous substance spills and environmental remediation can be very expensive. Businesses that produce, use, or transport products or substances that could be harmful to the environment can benefit from having pollution liability coverage.

Ensure you're protected

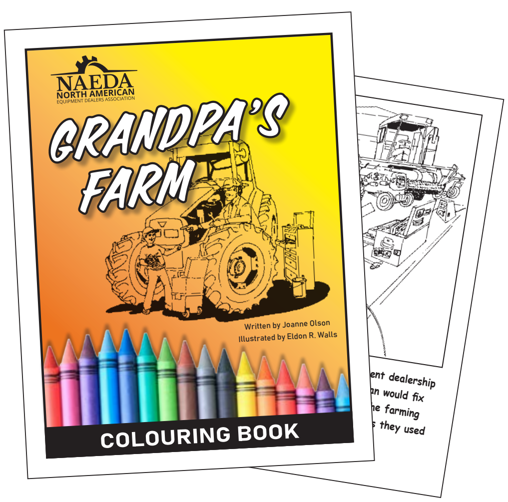
To sum it up, commercial property insurance can protect a business' physical assets from a number of risks, while commercial liability insurance can help mitigate the costs arising from third-party liability claims. More information can be found at our blog.

Federated Insurance offers industry-specific solutions and policy customization that may give you more tailored and comprehensive coverage. For assistance in finding the right insurance for your business, get a quote today. EDM

HERE'S WHAT YOU SOLD Equipment Retail Sales In Units

AEM
DATA PROVIDED BY THE ASSOCIATION OF EQUIPMENT MANUFACTURERS

Canada - NOVEMBER 2024 Ag Tractor and Combine Report	NOVEMBER			Y-T-D NOVEMBER			NOVEMBER 2024
	2024	2023	%CHG	2024	2023	%CHG	BEGINNING INVENTORY
2WD < 40 HP	1,032	1,309	-21.2	12,455	15,240	-18.3	9,743
2WD < 100 HP	497	642	-22.6	4,540	5,843	-22.3	4,276
2WD 100+ HP	205	199	3.0	3,159	3,522	-10.3	2,290
Total 2WD Farm Tractors	**1,734**	**2,150**	**-19.3**	**20,154**	**24,605**	**-18.1**	**16,309**
Total 4WD Farm Tractors	**80**	**84**	**-4.8**	**1,036**	**932**	**11.2**	**179**
Total Farm Tractors	**1,814**	**2,234**	**-18.8**	**21,190**	**25,537**	**-17.0**	**16,488**
Self-Prop Combines	**40**	**66**	**-39.4**	**1,673**	**1,907**	**-12.3**	**254**



Grandpa's Farm Colouring Book

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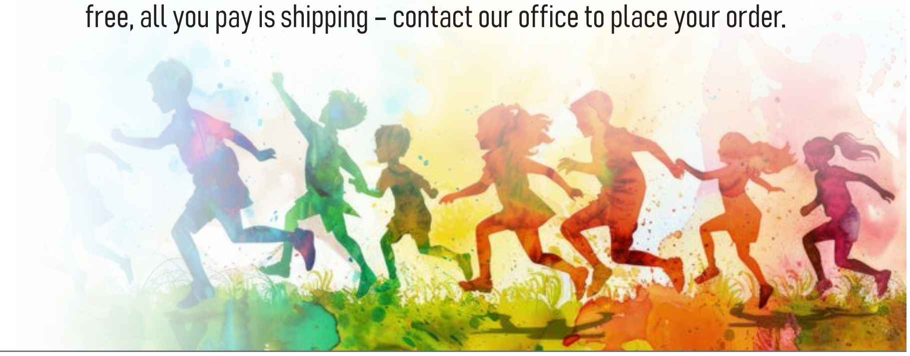

EQUIPMENTdealer magazine
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We hope you have found this issue of *Equipment Dealer Magazine* both informative and educational. We welcome your feedback and invite you to submit any ideas you have for upcoming issues. Feel free to contact us at info@naeda.com.

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ADVERTISER INDEX

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