CANADA EDITION | VOLUME 4, NO. 1 | SPRING 2025

EQUIPMENT dealer magazine

RESOURCES FOR SUCCESSFUL DEALERS

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ON OUR COVER Agricultural and energy trade between our two countries must be the bulwark undergirding the case for avoiding a trade war.

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EDMspotlight

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Recruiting The Next Generations

by KIM ROMINGER

By adapting to the specific needs and preferences of Gen Z and Gen X, a farm equipment dealership can create a compelling recruitment campaign that resonates with both generations.

— Kim Rominger | CEO, NAEDA

There is a crisis in finding qualified employees in dealerships today. Our dealership workforce is aging, and members of new generations MUST be recruited to continue our dealerships into the future.

The challenge is not only finding this army of new employees but having a place they desire to come and work every day. These new generations are very different than our current employee workforce and new tactics and incentives will need to be developed in the dealerships going forward. Below are just some considerations for our members in having success in attracting our newer generations.

To recruit Gen X and Gen Z individuals for roles in farm equipment dealerships, it's essential to recognize the differences in values, communication preferences, and career aspirations between these generations. Here's a strategic approach tailored for each group:

Gen Z Recruitment Strategies (Born 1997-2012)

Gen Z is digital-native, values work-life balance, and seeks purpose in their work. They are often attracted to roles that offer growth opportunities, technological innovation, and align with their values.

EMPHASIZE TECHNOLOGY AND INNOVATION

- **Highlight Digital Tools & Equipment:** Showcase how the dealership integrates technology like precision farming, telematics, and automation. Gen Z is more likely to be drawn to jobs involving cutting-edge tech.
- **Social Media Presence:** Use platforms such as TikTok, Instagram, and YouTube to create engaging, educational content that highlights dealership culture, innovation, and career opportunities.
- **Interactive Job Ads:** Use video job postings, behind-the-scenes content, or virtual tours of the dealership to give a realistic preview of the work environment.

FOCUS ON CAREER GROWTH AND LEARNING

- **Offer Learning and Development Programs:** Gen Z values career advancement, so offering mentorship, online training, and certifications in relevant areas (like equipment repair, sales, or digital marketing) can be attractive.
- **Clear Career Pathways:** Show how a job in the dealership can lead to advancement and long-term growth in areas such as sales, management, or technical specialties.

To recruit Gen X and Gen Z individuals for roles in farm equipment dealerships, it's essential to recognize the differences in values, communication preferences, and career aspirations between these generations.

WORK-LIFE BALANCE & FLEXIBILITY

- **Promote Flexibility:** Offer hybrid work options where feasible, or emphasize schedules that allow for work-life balance. Even in farm equipment sales or service, flexible hours or job-sharing can be appealing.
- **Employee Wellness:** Showcase benefits like wellness programs, mental health support, and community-building events.

COMPANY VALUES & PURPOSE

- **Social Responsibility:** Emphasize your dealership's commitment to sustainability, community involvement, or agriculture's role in addressing global food security. Gen Z is particularly concerned about environmental impact.
- **Transparency:** Be clear about the company's values, culture, and what makes your dealership a great place to work.

Gen X Recruitment Strategies (Born 1965-1980)

Gen X is known for being pragmatic, independent, and highly value work-life balance. They are at a stage in life where stability and family-friendly work environments are key.

LEVERAGE EXPERIENCE & EXPERTISE

- **Highlight Leadership Opportunities:** Gen X individuals may be interested in management or senior positions. Showcase opportunities for them to apply their experience and mentor younger employees.
- **Flexibility & Stability:** Offer flexible scheduling options or hybrid working arrangements for non-customer-facing roles, especially in administrative or marketing departments.

JOB SECURITY & BENEFITS

- **Attractive Benefits Package:** Highlight healthcare, retirement plans, and other financial incentives. Gen X often values stability and the ability to secure their future.
- **Career Longevity:** Emphasize how your dealership offers long-term career prospects, job security, and opportunities for later-stage career growth.

GEN Z is digital-native, values work-life balance, and seeks purpose in their work.

GEN X is known for being pragmatic, independent, and highly value work-life balance.

INCLUSIVE CULTURE

- **Respect for Experience:** Make it clear that you value the experience and skills that Gen X workers bring to the table, particularly in sales, management, or technical service roles.
- **Collaborative Work Environment:** Emphasize a supportive and collaborative environment where their contributions and leadership are valued.

UTILIZE TRADITIONAL CHANNELS WITH A MODERN TWIST

- **Job Boards & Networking:** Use platforms like LinkedIn, Indeed, and even industry-specific boards to reach Gen X. However, also consider tapping into local trade schools or community college alumni networks for more specialized skill sets.

Both Generations: A Unified Approach

EMPLOYEE TESTIMONIALS & SUCCESS STORIES

- Share success stories from current employees across both generations to show the diversity and growth within the dealership. Let them speak about the values, opportunities, and what keeps them motivated.

COMMUNITY ENGAGEMENT & LOCAL OUTREACH

- Engage with local schools, technical colleges, and agricultural universities to offer internships or co-op programs. Building relationships early can help attract both Gen Z and Gen X workers to the dealership.
- Sponsor local agricultural events or participate in job fairs to build brand awareness within the community.

HYBRID WORK ENVIRONMENTS

- Consider roles where employees can blend in-person and remote work, such as customer service, marketing, or even sales roles with a strong digital component.

By adapting to the specific needs and preferences of Gen Z and Gen X, a farm equipment dealership can create a compelling recruitment campaign that resonates with both generations. I wish you good luck in your recruiting efforts! EDM

TRUMP, TRADE AND TARIFFS

by BRAD WALL

"In trying to help workers in ailing industries, we must be careful that the cure is not worse than the disease, like the infamous Smoot-Hawley tariffs that deepened and prolonged the Great Depression".

— Ronald Reagan, 1986

"I always say tariffs are the most beautiful word to me in the dictionary".

— Donald Trump, 2025

(He did clarify that God, religion, and love were actually the first three, and then tariffs).

While Trump's foreign policy preference for 'peace through strength' takes a page out of the Reagan administration, his economic policy diverges significantly. This is particularly evident in his approach to tariffs, a concept Reagan famously cautioned against.

Reagan would warn against protectionism and its preferred conveyance - the tariff. At his direction, the U.S. entered into free trade negotiations with Canada, then led by Prime Minister Brian Mulroney. The resulting Canada-U.S. Free Trade Agreement was ratified by both countries in 1987.

When you consider investment statistics and, perhaps most importantly, job creation numbers, a strong case can be made for the benefits of this particular trade agreement. A study by the venerable think tank - the Fraser Institute, 10 years after the Canada-U.S. Free Trade Agreement was signed, makes a compelling case that both countries have benefited. It highlights, among other things, the 800,000 plus new jobs added in Canada, the 14 million new jobs added in the U.S. between 1988-1996, and the material decline in the unemployment rate in both countries over the same period.

In the U.S., the Republican Party has historically been the reliable advocate for free and fair trade and the source of warnings against excessive use of tariffs and protectionism. As Reagan notes in the quotation above - a consensus of historians and economists agree that the tariff-laden Smoot-Hawley Act extended and exacerbated the Great Depression. That era of Republicans still saw value in retaliatory tariffs against countries that were clearly 'dumping' exports into the US in a way that unfairly disadvantaged American businesses. Trump's trade policy seems to be more about tariff first and ask questions later.

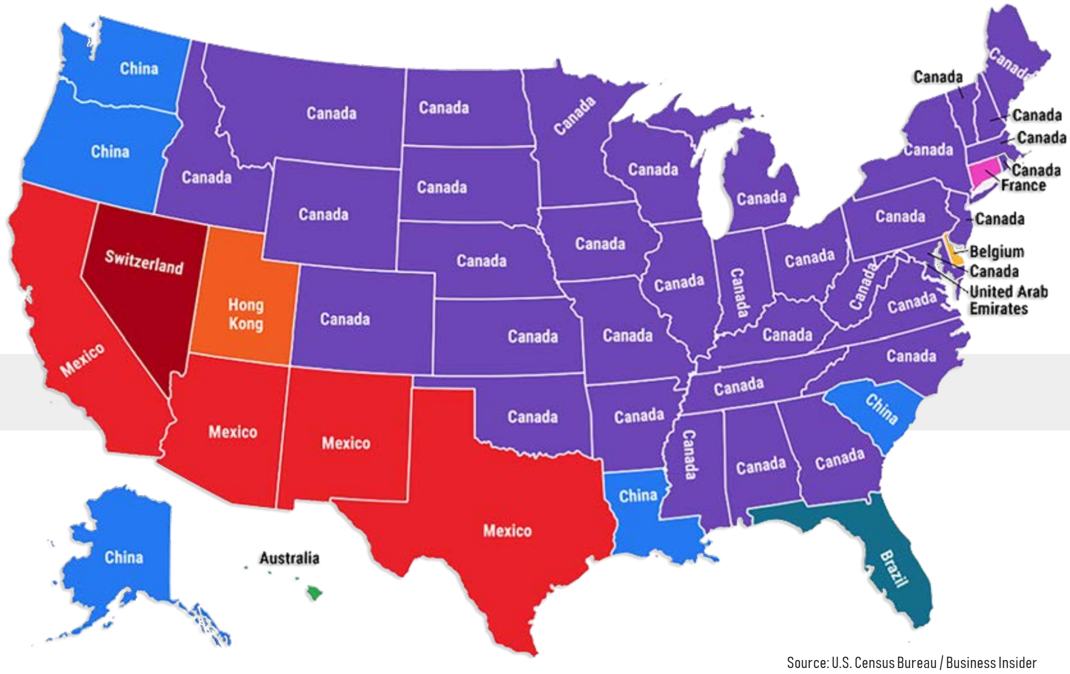
In addition to the imposition of 25% tariffs against all Canadian and Mexican exports to the U.S. (10% for Canadian oil and gas, uranium and hydro) - unless both countries address U.S. border concerns - Commerce Secretary nominee Howard Lutnick has confirmed that Trump has requested a comprehensive review of all U.S. trade relationships, including the USMCA. (A renegotiated agreement that replaced NAFTA during the first Trump administration). It is important to note here that it is not just the issue of illegal immigration and fentanyl that Trump cites as the reason for the tariff - it is what he calls a Canadian balance of trade surplus. But when you take Canadian oil out of the picture, it is the U.S. that has had a trade surplus with Canada for the last 16 years straight. The U.S. gets that oil at a discounted price - lower than WTI. It adds jobs and investment refining and value-adding to that oil.

The Canada-U.S. trade relationship is a huge issue for NAEDA and its customers on both sides of the border.

The agricultural trade between our two countries is more of a value chain relationship than a transactional one. Canadian farmers buy American-made farm equipment with which they grow crops that are often exported to the U.S. - where American business and their workers add value to those crops, sell them domestically, and export them around the world including back to Canada. This interconnectedness underscores the importance of our trade relationship.

EACH STATE'S BIGGEST EXPORT TRADING PARTNER

Agricultural and energy trade between our two countries must be the bulwark undergirding the case for avoiding a trade war. **And Canada must use its natural allies in the nearly 20 states that sell more into Canada than is exported from up north.**



Source: U.S. Census Bureau / Business Insider

It's easy to see that the 25% Trump tariff and a subsequent retaliatory 25% tariff from Canada will significantly disrupt the value chain relationship between the two countries, leading to inflationary pressures and economic dislocation in both countries - a possible 50% change in the cost structure to certain key value chains.

Agricultural and energy trade between our two countries must be the bulwark undergirding the case for avoiding a trade war.

And Canada must use its natural allies in the nearly 20 states that sell more into Canada than is exported from up north.

Trump's request that both Mexico and Canada deal effectively with border security concerns is reasonable, and his threat of tariffs tied to that issue is understandable.

But the economic results, the history of the Canada-U.S. free trade relationship, and the fact that so many states and U.S. businesses depend on exporting to Canada - support the notion that Reagan's opposition to cross the board tariffs was the right policy. EDM

IN 2023, CANADA EXPORTED LESS TO THE FOLLOWING STATES THAN IT IMPORTED FROM THEM:

	CANADA EXPORTS TO U.S.	CANADA IMPORTS FROM U.S.	TRADE BALANCE (EXPORTS LESS IMPORTS)
North Dakota	$4,231,220,776	$9,365,241,748	**-$5,134,020,972**
Indiana	$16,710,031,685	$20,325,162,484	**-$3,615,130,799**
North Carolina	$6,688,557,047	$9,551,422,070	**-$2,862,865,023**
Ohio	$25,234,946,342	$27,837,014,576	**-$2,602,068,234**
Kentucky	$8,418,767,845	$10,869,263,451	**-$2,450,495,606**
Wisconsin	$8,988,138,448	$10,863,157,267	**-$1,875,018,819**
Missouri	$6,141,861,050	$7,743,746,172	**-$1,601,885,122**
Louisiana	$4,350,247,561	$5,926,837,221	**-$1,576,589,660**
Iowa	$5,821,348,767	$6,562,516,813	**-$741,168,046**
Puerto Rico	$765,597,109	$1,403,248,824	**-$637,651,715**
Kansas	$2,900,471,818	$3,360,890,952	**-$460,419,134**
Alabama	$4,858,473,283	$5,309,609,965	**-$451,136,682**
South Dakota	$970,484,222	$1,309,594,848	**-$339,110,626**
West Virginia	$2,804,958,708	$3,091,083,833	**-$286,125,125**
Arkansas	$1,592,759,725	$1,872,964,153	**-$280,204,428**
South Carolina	$5,037,482,272	$5,206,119,295	**-$168,637,023**
Tennessee	$9,836,808,991	$9,938,050,921	**-$101,241,930**
Nebraska	$2,056,047,535	$2,135,262,494	**-$79,214,959**
Idaho	$1,917,752,656	$1,979,318,094	**-$61,565,438**

BRAD WALL was the 14th Premier of Saskatchewan, and is an advisor to the North American Equipment Dealers Association.

BRAD WALL was the 14th Premier of Saskatchewan. He is the Principal of Flying W Consulting, a partner in the CW Cattle Co. Ltd., and serves on various private, public, and non-profit boards. In addition, Mr. Wall is also a valued advisor to the North American Equipment Dealers Association.

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THE U.S. TARIFF EFFECT:
Managing Temporary Layoffs and Navigating Alternatives for Canadian Employers

by ROXANNE CLOUTIER-PEACE and KABRINA PÉRON, BLG

The Trump Administration's decision surrounding the potential imposition of new tariffs in the near future has introduced significant uncertainty for Canadian businesses.

While much of the focus has been on trade and economic policy, these measures also have critical implications for employment and labour law issues.

For many employers, particularly in manufacturing, agricultural, steel, aluminum and other export-dependent industries, it can be expected that tariffs will increase costs, disrupt supply chains and create financial pressures that may necessitate workforce adjustments. Employers may also face challenges related to collective bargaining, contract renegotiations, and compliance with employment standards legislation. In addition, employers often enter into contracts based on fixed costs or, at least, costs which will vary slightly, but certainly not to the tune of 25 per cent.

Temporary Layoffs

Employers may anticipate resorting to temporary layoffs as a short-term solution to manage financial strain while maintaining flexibility for future recovery.

In most Canadian provinces governed by *common law*, employers do not have an automatic right to impose temporary layoffs unless it is expressly provided for in an employment contract, a collective bargaining agreement, or established as an industry practice. Without such provisions, a temporary layoff could be considered a constructive dismissal, triggering severance obligations.

While Québec operates under a different legal framework, claims of constructive dismissal can also be made by employees who are temporarily laid off.

Additionally, provincial employment standards legislation limits the duration of temporary layoffs, beyond which employees' employment is deemed terminated, requiring payment in lieu of notice or severance pay.

Moreover, certain provincial employment standards statutes impose additional obligations in mass termination situations. For example, in Québec, these requirements may be triggered if at least ten (10) employees in the same establishment are terminated or laid off for six (6) months or more within a two (2) consecutive month period. In B.C., these requirements are triggered if more than fifty (50) employees are terminated within a two (2) month timeframe.

While employers may want to act quickly, careful consideration should be given before workforce adjustments are implemented and should involve an evaluation of the actual economic impact of the tariffs.

Force Majeure and Key Takeaways Following the Covid-19 Pandemic

Canadian case law has consistently confirmed that the Covid-19 pandemic did not relieve employers of their obligations under employment standards legislation, including the obligation to provide individual or collective termination notice, severance pay, or indemnity in lieu of notice.

Considering these decisions, employers will have to be careful not to use the evolving economic climate as an excuse to not respect minimum employment standards entitlements (notably in a context where a layoff becomes permanent). Employers should also consider conducting thorough risk assessments as short-term cost-saving measures that do not ensure legislative compliance could

> **For many employers, particularly in manufacturing, agricultural, steel, aluminum and other export-dependent industries, it can be expected that tariffs will increase costs, disrupt supply chains and create financial pressures that may necessitate workforce adjustments.**

lead to heftier long-term costs that disrupt management's costing models.

Given these legal nuances, employers should carefully assess their obligations before implementing temporary layoffs. If tariffs are implemented and economic pressures mount, businesses may eventually need to convert temporary layoffs into permanent workforce reductions.

As such, employers will be forced to consider this possibility and potential alternatives from the outset in order to minimize legal and financial exposure and business disruption. Such alternative measures could include reshaping current work conditions, which entails its own set of legal considerations necessary to avoid negative exposure.

In any case, given the uncertainty as to the full application of these measures, it would be premature to proceed with workforce reductions given that employers may not have the necessary data to accurately assess the financial impacts on their operations and costs at this stage. Early and ongoing monitoring, analysis and contingency planning are therefore key for employers to mitigate risks.

Communication with Employees

Considering the evolving information and announcements regarding the delayed imposition of tariffs, employees will undoubtedly

have concerns, questions and apprehensions regarding the future of their employment. In this difficult context, the importance of timely and effective communications with employees cannot be overlooked. Indeed, it is our view that more will be gained by employers who are transparent with their employees and take the time to explain to them how these changes impact the business and the employees. Therefore, we share some best practices in this context of change and uncertainty:

Evaluate before implementing

Reassure employees that the company will carefully gather and evaluate all information before implementing any decision, thereby ensuring well-informed decisions.

Avoid speculation and focus on confirmed facts and decisions

Given the fast evolution of the U.S. Government's announcements and the reactions on the part of Canadian governments at various levels, we highly recommend keeping close tabs on the latest updates to communicate accurate information to all parties.

Suppositions should be avoided in this context to avoid causing undue stress. Acting on rumours and unconfirmed social media must be avoided until the reported information is validated.

More will be gained by employers who are transparent with their employees and take the time to explain to them how changes may impact the business and the employees.

Emphasize collaboration and employee engagement

In a context where ensuring productivity will be as important as ever, remind employees that their collaboration and dedication will be crucial in navigating upcoming challenges.

Therefore, try to create a pattern of encouraging input and sharing information either through fixed meetings with your employees or a system of questions and answers which employees raise. Listen and respond to employees' concerns. It is important that employees feel their perspective is valued and considered.

Keeping You Informed

As we receive updates on the Trump Administration's decisions regarding the implementation of tariffs and the reactions of the federal and provincial governments of Canada, BLG will continue to monitor how employers can be proactive and exercise vigilance in the management of their workforce. We believe this will help you keep employees informed and help them understand what is happening and how it may affect them.

We will, therefore, address key considerations surrounding various topics in future articles such as:

- Suggesting systems which facilitate the planning and management of modified work arrangements and conditions to ensure adaptability and flexibility.
- Anticipating evolving labour relations, including considerations surrounding changes in working conditions in a unionized context, bargaining strategies, dispute resolution measures, and mitigating risks of labour disputes. More specifically, we will address how embracing transparency and an open dialogue with the union can strengthen trust in the employer's decisions.
- Adapting to increased labour mobility within Canada. This will require the assistance and cooperation of provincial governments. In fact, the ability of employees to work in other provinces is likely to be expanded on and policies which support isolationism will likely be avoided and replaced.
- Best practices in workplace health and safety and risk mitigation in the context of additional strains on a reduced workforce. While appropriate communication channels may help address employee concerns directly, employers should anticipate and plan for an increase in health and safety risk factors that may be brought on by increased workloads or changing roles. EDM

Thank you to the following contributors and editors: Shelley-Mae Mitchell, Justine Laurier, Danny Kaufer and Stuart Aronovitch.

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The Evolution of the Ag Salesperson

by ARTHUR WARD

> To find the next generation of salespeople, we must be willing to look in untraditional places and try strategies we aren't used to trying. **The changing landscape of our industry demands new approaches.**

When I started in the ag retail industry in the early 90s, if you went into your local machinery dealership, regardless of the brands they represented, there was the regular cast of characters we all knew and loved.

If you are old like me and fall into one of these categories, please take the descriptions with levity, as they are generalizations and are not meant to point out anyone in particular.

There was the retired farmer that sold the farm and always wanted to be a sales guy.

He figured it couldn't be that hard. He always got along with the neighbors, so it should be like shooting fish in a barrel. He was usually the grinder of the group (meaning grinding the sales manager), and he always wanted to go in with the lowest possible price on everything because he knew (so he thought) what the customers could afford or what they were willing to pay. These were not always based on reality and were more often than not based on his opinion, right or wrong. Quite often, it was in the high middle of the pack for volume but usually had the lowest margins and the highest after-sales costs.

There was the boss's kid, usually straight out of college or business school.

His old man wanted him to learn the business from the ground up, which often meant selling equipment. They grew up in the industry but didn't necessarily know anything about the business. They usually tried to set the world on fire and prove to Dad or Mom that they were worthy of taking over sooner rather than later. They didn't always play nice with others unless mandated from upstairs, and that could cause challenges with their teammates. In their defense, they usually weren't welcomed with open arms by the rest of the team and were expected to prove themselves before they got much love. The key to their success was ensuring they understood whom they reported to, and they couldn't run upstairs and complain if they didn't get the answer they wanted.

There was the long-tenured technician whose body was worn out but wasn't old enough to retire and the service manager job was unavailable, and if it was available, he didn't want it.

The customers thought he walked on water and would do whatever he told them to do. Usually, they carried their road box in the back of the sales truck in case something needed to be adjusted or tweaked, but they never went back into the shop again. They could diagnose almost anything back then by walking around a machine when it was running and listening for "those sounds." Typically, it was the highest volume and highest margin getter. They could sell just about anything if they believed in the value of the product.

One of the most successful salespeople I ever had on my team was a technician who made the move to sales in his early 30s. He had a fantastic relationship with customers. He had been on most of their farms at one point or another in a service truck and had fixed their problems while giving them advice on things to watch out for, maintenance reminders, etc. It didn't hurt that he was a humble, likeable guy with a deep knowledge of the equipment. He had years and years of sustained success, even in tough times.

There was the parts guy who thought sales would be way easier because salespeople were never on call, and they were probably playing golf or fishing all day anyway.

He has since figured out it wasn't as easy as he thought and that sales guys are actually always on call because they don't get to hand off the on-call phone like he did in the parts department. His current mission is to get back on the parts counter as soon as possible.

I am sure some of you are chuckling to yourself as one or more of these descriptions drum up memories, fond or otherwise, of someone you remember. Some of you may be cursing under your breath because YOU are the one you think of as one of those above fantastic four.

Fast forward to today.

The job has changed. The expectations have changed. Customers have changed. Out of necessity, salespeople have changed. Those that didn't embrace the change, have gone extinct. The ones that evolved have become very successful and invaluable to their organizations.

One of the biggest challenges to finding salespeople today is the growing gap between society and agriculture. Finding farm kids that have left the farm and want to work in the agricultural industry is getting harder and harder to find. Attracting people with an understanding of agriculture and the seasonal demands is only going to get tougher. There may be areas that are exceptions to this, but this is the case for most. Our industry has an incredible story to tell about small-town living and above-average earning potential; we just haven't been very good at getting that message out.

There will always be a place for the technician who can't pull wrenches anymore, for the boss's kid, and for the parts person that wants to give sales a try. To find the next generation of salespeople, we must be willing to look in untraditional places and try strategies we aren't used to trying. The changing landscape of our industry demands new approaches. EDM

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.

The Fundamentals of Estate Planning

Creating a legally binding Will can help plan your future, give peace of mind and protect your loved ones!

by LESLIE UDY

Basically, an estate plan is a set of legal documents specifying in writing what happens to your estate when you pass away or can no longer care for yourself.

Who needs an estate plan? The answer is – everyone! Estate planning is essential for individuals and families of all ages and income levels and it's about more than your "stuff".

Creating a Will ensures your estate and overall finances are handled in a responsible manner and your wishes are kept! You work hard for your money. You love your family. Both of those merit taking the time to get your Will done.

The biggest mistake to avoid is doing nothing. So let's break it down…

What is an estate plan?

Basically, an estate plan is a set of legal documents specifying in writing what happens to your estate when you pass away or can no longer care for yourself.

Let's first cover what an Estate is, in this case your estate.

- An Estate is the collection of all your personal belongings including your home, car, cash, bank accounts, investments, dividends, real estate and other personal property such as antiques, collectibles and family possessions. In essence, absolutely everything you own.
- Estate planning is to ensure your wishes are carried out. It helps avoid conflicts and legal disputes among your living family or heirs. It assists to minimize taxes and other costs and also helps to avoid losing your assets to the government through probate.
- Estate planning is not just about distributing your assets after death. An estate plan specifies your healthcare wishes if you cannot make your own decisions. It tells your loved ones and caretakers what to do regarding health care, long-term care, managing your finances and taking care of your children and/or pets, among other situations.

What happens when you don't create an estate plan? Probate!

In the unfortunate event that you die without an estate plan, your estate will go through the probate process.

Probate is the legal process by which a court oversees the distribution of your assets to ensure that your debts are paid after you pass away. The court appoints an administrator/executor – to identify and inventory your assets. Without clear instructions on distributing assets, your assets may go to unintended beneficiaries or be sold at auction to pay your debts.

> **Not creating an estate plan can lead to additional stress, costs and complications for family members during an already difficult time.** It's important to take the time to create an estate plan to ensure that your assets are distributed according to your wishes and to minimize potential conflicts among family members.

Types of Estate Planning Documents

Last Will / Testament

Your Will is a legal document that outlines how your assets will be distributed after your death. It also names a guardian for minor children and an executor to manage your estate.

A Will only goes into effect upon an individual's death, and it must go through the probate process to distribute the estate to its beneficiaries.

> **What is the difference between a Will and Trust?**
>
> Mainly, a Will only takes effect after your death, while a trust can take effect during your lifetime. In addition, a trust offers more flexibility and control over how assets are distributed, while a Will must follow the probate process. and is subject to court oversight.

Durable Power of Attorney

A power of attorney (POA) is a legal document that grants someone else the legal right to make financial, legal, or health care decisions on your behalf.

The most common type of POA is the durable power of attorney, which remains in effect when you're unable to make decisions. This type of POA is also considered a Financial POA since it specifies financial decisions.

> **Can you revoke a Power of Attorney?**
>
> Yes, you can revoke a power of attorney at any time as long as you can still make decisions for yourself. The simplest way to do it is to create a new power of attorney document and name a new person; this will revoke all previous POAs.

Healthcare Power of Attorney

A healthcare POA lets you choose someone to make medical decisions on your behalf if you cannot make them for yourself.

The person you choose will work with your doctors to ensure you get the care you want. It's important to pick someone you trust and who understands your wishes for medical treatment. You can choose what kind of decisions your healthcare proxy can make and when their authority begins and ends.

Creating a Will ensures your estate and overall finances are handled in a responsible manner and your wishes are kept. You work hard for your money. You love your family. Both of those merit taking the time to get your Will done.

Living Will / Directive to Physicians

A Living Will, also known as an advance directive allows you to express your wishes about end-of-life medical treatment if you become unable to communicate them yourself. It typically deals with end-of-life issues, such as what medical treatments you prefer if you're in a terminal condition or a persistent vegetative state.

It includes your preference for CPR, NDR (do not resuscitate), life support, organ donation after death, pain management and other types of care. A Living Will helps ensure your wishes are known and respected by your healthcare providers and family members.

Revocable / Irrevocable Trust

You should consult with your Lawyer for advice on whether or not you may need a trust as part of your Estate Plan.

The purpose of a trust is that it allows you to transfer ownership of your assets into a trust while still maintaining control over them during your lifetime.

A trust is a legal arrangement in which a trustee manages assets on behalf of the beneficiaries named in the trust.

Usually, the person writing the trust (grantor) is the trustee, keeping control of the property of the trust until death. Then, the successor trustee takes charge – the person named by the grantor – and distributes the trust's assets according to the grantor's wishes.

What is the difference between a revocable and irrevocable trust?

A revocable living trust can be amended or revoked at any time during your lifetime, providing flexibility. This is the most common type of trust seen in estate planning.

An Irrevocable trust is set and can't be altered.

Did you know you can name your trust as your life insurance beneficiary?

What are the steps of preparing an Estate Plan?

STEP 1 | Make a list of all of your assets and debt / liabilities

For example: Real estate, vehicles, bank accounts, 401(k)s, investment accounts, business interests, life insurance policies, cryptocurrency and cash reserves, high-value assets such as jewelry, rare coins, and heirlooms or sentimental personal property. Ensure that you gather paperwork/documentation to support ownership, such as deeds, titles, etc.

STEP 2 | Prepare a legally valid Last Will / Testament

Since this question is linked to your specific situation and goals, we highly recommend you work with an experienced estate planning lawyer to ensure that your Will is legally valid and accurately reflects your wishes. A lawyer can give you the best options that meet your needs and also guide you on tax implications and other estate planning issues.

STEP 3 | Design a Durable Power of Attorney

Choose an Agent who will carry out your wishes and is trustworthy and capable to manage your financial and legal affairs. You may want a successor in the event your primary agent is unavailable to carry out their duties. Then decide what specific powers you want to grant your agent in the legal document.

STEP 4 | Create a Healthcare Proxy

This is the same process as choosing your agent for your durable POA. It may be difficult, but you must discuss your wishes with your agent to be sure you receive the types of medical treatments you desire and to preclude those that you do not. This also helps to alleviate any potential guilt or uncertainty they may feel if they need to make difficult decisions.

STEP 5 | Design a Living Will

A Living Will is necessary for describing your wishes for end-of-life medical care. This may include instructions for when to prolong your life through life support devices or other life-sustaining treatments. Consider what quality of life means to you, what medical interventions you would or would not want in certain situations and what your priorities are for your healthcare.

Keep in mind that creating this document avoids burdening your families as much as possible. It's important to share the Living Will with your loved ones and your designated healthcare proxy so that they're aware of your wishes and can advocate for you if necessary.

STEP 6 | Store All Your Documents in a Safe Place

It's essential to store your documents in a safe place and make sure that your executor, agent and healthcare proxy know where to find them.

The estate planning process can be overwhelming and involves complex legal processes. This is why we encourage working with a lawyer that has experience with estate planning to ensure that your Will is legally valid. EDM

For more Information on coverage and how to make this benefit available for employees, contact:

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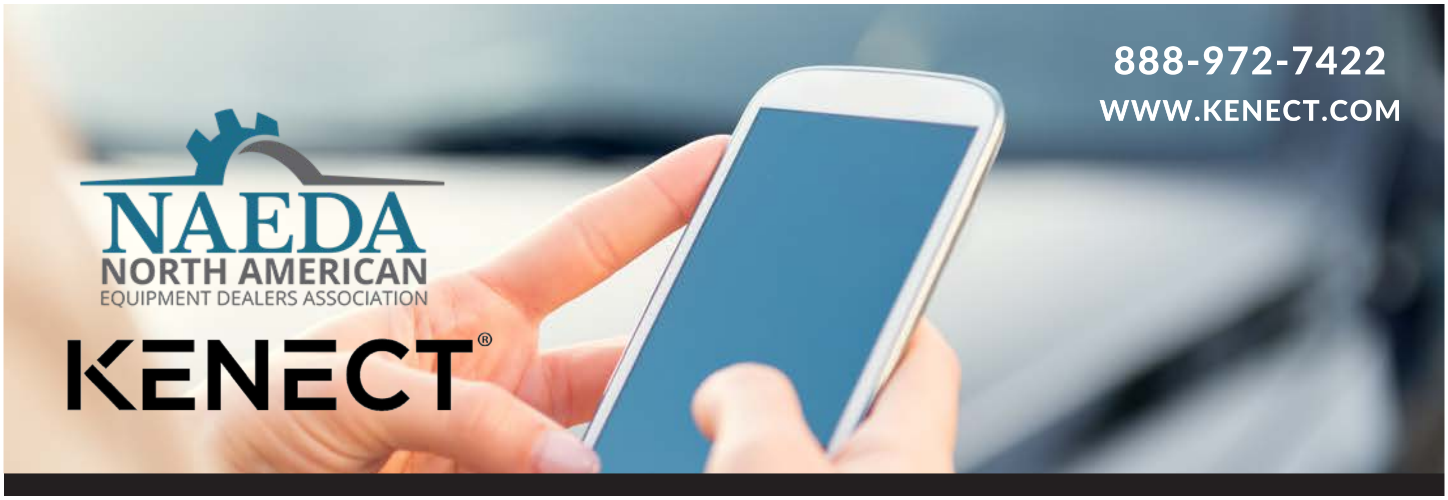

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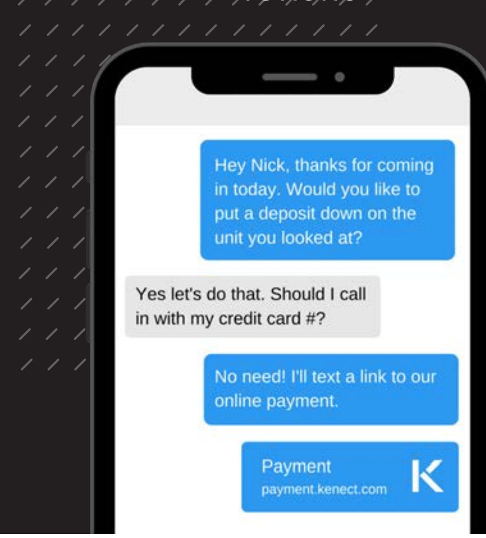



Jay
WESTERN TRACTOR

NAEDA Welcomes Scott Grigor to the Team

by NAEDA STAFF

Scott Grigor, NEW YORK FARM SHOW MANAGER

Scott Grigor began his career as a vocational agriculture mechanics teacher for two years. He transitioned to sales representative and territory manager for a major farm equipment company after teaching. Scott joined the New York Equipment Dealer Association in 1987 as a field representative and New York Farm Show manager. As Farm Show manager, the show has grown from one building and 60 exhibitors to currently using six buildings with over 400 exhibitors, covering more than 300,000 sq. ft. of exhibit space.

The New York Farm Show is the largest agricultural trade show in New York State as well as the Northeast. The slogan "Together Let's Build the Northeast Agricultural Future" holds true. The show has evolved into the northeast's premier farm show, packed with new practical equipment, services, products, and technologies for a successful agricultural business. It's a one-stop shop for agriculture. The show supports the entire agricultural industry as well as the future by supporting 4H and FFA with their involvement in the show.

Scott is involved in many agricultural organizations. He is a member and past president of the North American Farm Show Council and the New York Farm Equipment Club. He has served on the Agriculture Advisory Board for the State University of New York at Morrisville and Cobleskill. He has been involved with many professional organizations, including Farm Equipment Manufacturer Representative Associations, Agricultural and Wholesales Association, Farm Equipment Wholesalers Association, Equipment Wholesalers Association and New York Farm Bureau. Scott is a member of the New York State FFA Alumni and has received the NYS FFA Honorary Member Degree.

Scott is the manager of the New York Farm Show, a position he has held for 37 years.

NAEDA Staff Anniversary Awards

by NAEDA STAFF

February marked big milestones for two NAEDA team members and their remarkable tenures and contributions to NAEDA.

Michael Piercy celebrated an impressive 10 years with NAEDA on February 2nd. As Senior Vice President of Manufacturer and Dealer Relations, Michael has fostered strong relationships between dealers and manufacturers, advancing the industries of agriculture, construction/industrial, and outdoor power equipment. His previous work as Vice President of Dealer Development, where he played a key role in growing the Dealer Institute, has helped countless members strengthen their businesses and navigate transitions with confidence. Michael's passion and dedication have been integral to the growth and success of NAEDA.

Jennifer Orr marked her 5-year anniversary with the Association February 3rd. As our Member Services Manager and Corporate Secretary, Jennifer's impact – much like her jam-packed travel schedule -- has been nothing short of far-reaching and extraordinary. Her expertise in organizing engaging, successful, and fund-raising events has played a pivotal role in enhancing the NAEDA experience for members, partners, and those impacted by the Equipment Dealer Foundation initiatives.

NAEDA sends a heartfelt "Thank You" to both of our dedicated colleagues!

Kim Rominger, CEO, NAEDA (r), presents Michael Piercy (l), with his 10-Year Anniversary Award.

Deanna Brinton, NAEDA (l), presents her sister, Jennifer Orr (r), with her 5-Year Anniversary Award.

NAEDA Announces Appointment of Nancy Malone as VP, NAEDA Canada

by NAEDA STAFF

Nancy Malone,
VICE PRESIDENT,
NAEDA CANADA

On January 2, 2025, the North American Equipment Dealers Association (NAEDA) was pleased to announce the appointment of Nancy Malone as Vice President of NAEDA Canada. Malone brings over 20 years of association management experience with the last nine years as the Managing Director of the John Deere Construction & Forestry Equipment Dealers Association. Nancy comes to NAEDA with a deep commitment to advancing the interests of dealerships in Canada.

In her new role, Malone will oversee NAEDA's initiatives in Canada, working closely with members, industry leaders, stakeholders, and partner program providers to enhance advocacy efforts, develop educational programs, and drive the association's strategic goals. Her expertise in policy, government relations, and dealership operations will be invaluable as she works to ensure Canadian equipment dealers have the tools and resources they need to thrive in an evolving marketplace.

"We are thrilled to have Nancy join our leadership team," said Kim Rominger, President and CEO of NAEDA. "Her proven leadership, government affairs experience, extensive industry knowledge, and dedication to fostering strong relationships within the equipment dealership community will help NAEDA Canada continue to be a vital resource for our members."

Malone's career includes roles in both the public and private sectors, with a strong focus on developing collaborative partnerships to advance the equipment dealership profession. Prior to joining NAEDA, she served as Vice President, Operations and Manager, Economic Analysis for the Canadian Association of Oilwell Drilling Contractors (CAODC) where she spearheaded key initiatives in member issues and communication, stakeholder relations and government relations. Early in her career, she also worked in Ottawa as a political staffer on Parliament Hill.

Nancy is originally from Regina, Saskatchewan. She holds a B.A. from Berry College in Rome, Georgia and an MBA from the University of Calgary. She spends most of her spare time playing padel or volunteering to grow the sport of padel in Canada.

NAEDA EVENTS 2025 CEDF GOLF TOURNAMENTS

Maximizing the Life Cycle of Heavy Equipment:

A Dealer's Strategic Advantage

by EDGAR J. GONZALEZ

Having spent nearly two decades in the construction industry, I've had the unique opportunity to experience all sides of the business—from working in the dirt to managing dealer operations, supporting OEMs, and now protecting equipment with insurance solutions. This broad exposure has reinforced one undeniable truth: there is no business quite like the iron business.

One of the most compelling topics in our industry is the life cycle of a piece of heavy equipment. It's not just a buzzword; it's a multi-tiered business solution that offers significant value to both dealers and customers alike. When we view a machine's life cycle holistically, it becomes clear that every phase presents opportunities for dealers to provide value and create long-term, profitable relationships.

The Life Cycle as a Continuous Revenue Stream

The sale of a machine should never be viewed as a one-time transaction. It's the beginning of a journey that, when managed well, continues to generate revenue for dealers and value for customers over many years. From the initial sale to ongoing maintenance, trade-ins, and eventual resale, every touchpoint along this journey provides opportunities to build strong partnerships and maximize profitability.

A dealer's role is more than just selling equipment—it's about providing comprehensive, best-in-class support to keep these units in the field, minimizing downtime, and maximizing productivity.

Getting the Right Equipment for the Job

The first step in the equipment life cycle is ensuring the customer gets the right machine for the job. Construction equipment is not one-size-fits-all. Each machine has a specific purpose, and it's the dealer's responsibility to identify the best fit. Whether the customer is moving earth on a large-scale commercial project, handling residential landscaping, or building infrastructure, the right equipment selection is key.

An informed dealer can help customers avoid the pitfalls of underperforming or overused equipment. For example, using the wrong size bucket or attachment can significantly reduce productivity and lead to premature wear and tear. The ability to quickly match the right machine with the right job not only improves efficiency but also builds customer loyalty and trust.

Ongoing Maintenance: The Lifeblood of Dealer-Customer Relationships

Once the right machine has been sold, the relationship with the customer shouldn't end. In fact, this opens the door to the next major revenue stream—maintenance and service. Regular equipment upkeep is essential to keeping machinery operational, and dealers are in a prime position to meet these needs.

A dealer's role is more than just selling equipment—it's about providing comprehensive, best-in-class support to keep these units in the field, minimizing downtime, and maximizing productivity.

Dealers that offer easy access to OEM parts, proactive maintenance programs, and timely service gain a critical advantage. Over the lifetime of the machine, customers will need parts and services to keep their fleets running. This not only generates repeat business but also fosters a partnership where the dealer becomes a trusted resource.

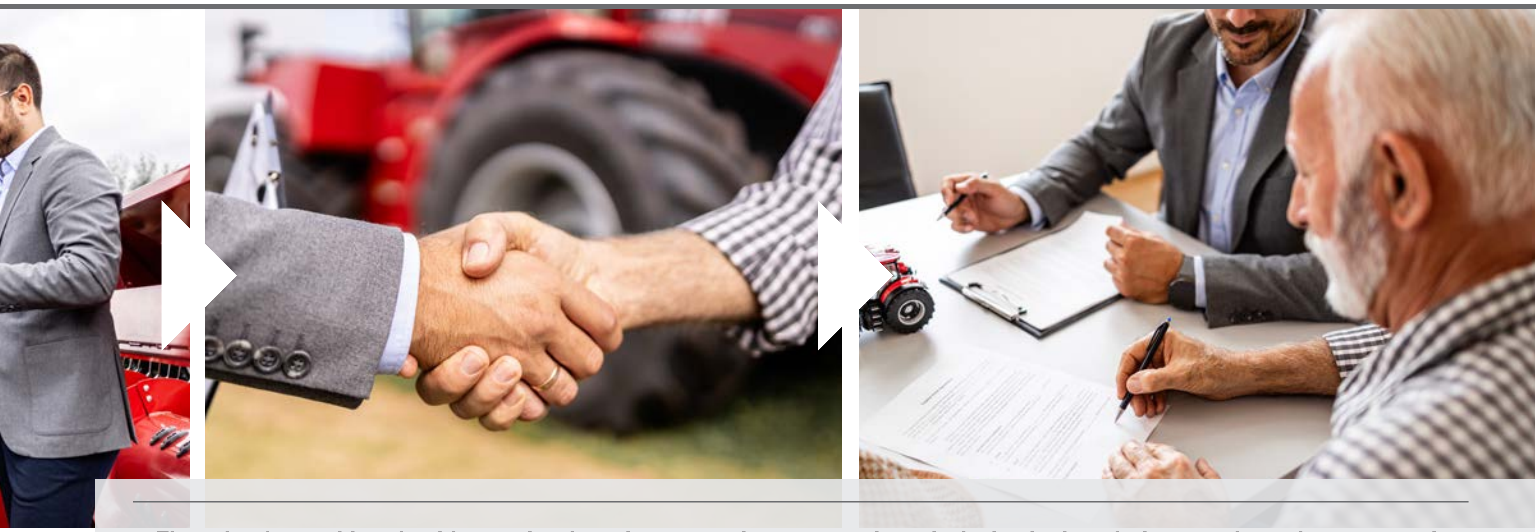
As a former end-user, I can attest to how costly downtime can be. Preventive maintenance is key to avoiding unexpected breakdowns, and dealers who offer service contracts or PM programs add tremendous value by helping customers stay ahead of potential issues. By scheduling regular checkups and providing quick access to skilled technicians, dealers can ensure that customer equipment remains in optimal working condition—maximizing uptime and reducing operational risks.

The Value of Extended Warranties

One often-overlooked element of the equipment life cycle is the extended warranty, which can provide both peace of mind and long-term savings. Unlike in the consumer market, where extended warranties may sometimes be viewed with skepticism, they are a critical component of business planning in the construction industry.

EDGAR J. GONZALEZ, MBA , Vice President, SEIS Sales & Chief Sales Officer at Specialty Equipment Insurance Services.

EDGAR J. GONZALEZ, MBA, Vice President, SEIS Sales & Chief Sales Officer, leads the Specialty Equipment Insurance Services Sales team for North America. He is primarily responsible for the development of our extended service contract business aligned with current/new Agriculture and Construction dealers and OEMs. To contact Edgar, email: edgar.gonzalez@amyntagroup.com or phone: 815-351-8867.



The sale of a machine should never be viewed as a one-time transaction. It's the beginning of a journey that, when managed well, continues to generate revenue for dealers and value for customers over many years.

Extended warranties protect customers from unexpected repair costs and ensure that equipment stays operational in the field. This type of coverage can significantly reduce out-of-pocket expenses for major repairs, allowing customers to plan their budgets more effectively. For dealers, offering extended warranties at the point of sale creates another revenue stream while adding substantial value to the customer relationship.

Moreover, machines with extended warranty coverage often command higher resale or trade-in values. When a customer is in the market for used equipment, they'll often pay a premium for units with warranty coverage and a documented service history. This benefits both the dealer and the customer, enhancing the life cycle value of the equipment and creating a win-win scenario.

When selecting a partner to provide you with this product, some qualities to consider are prices points you can sell, plans that fit your customer's needs, the rate of reimbursement you'll receive and of course the amount of time it will take you to receive that reimbursement.

Trade-In and Upgrade Opportunities

As equipment reaches the end of its first life cycle, it's time to consider trade-ins or upgrades. Dealers can capitalize on this stage by offering attractive trade-in values or financing options for newer equipment, keeping customers within their ecosystem. Customers, in turn, benefit from improved productivity with newer, more advanced machinery, while dealers enjoy repeat business.

Each step in the equipment life cycle—from the initial sale to resale—presents opportunities to provide value, build loyalty, and drive revenue. By focusing on these critical stages and offering services like extended warranties, parts, and proactive maintenance, dealers can ensure long-term relationships with their customers while maximizing the profitability of every machine they sell. EDM

Connect with us on LinkedIn

Building your team takes practice

by SCOTT BRIGDEN

It is important that you build a plan to give your staff some basic equipment knowledge before they head into a new season so they are ready for your customers when they are needed most.

With spring here, it is time to get ready for another busy year in the equipment industry.

Your ability to execute amazing customer service in your parts and service departments is key to a great season and continuing to build loyalty and trust with your existing and new customers. But have you put in the time to get your team ready?

In the last couple of years, I have talked to hundreds of parts and service employees, and one question I always like to ask is where they get their product knowledge from so that they can deliver an amazing customer experience. Unfortunately, the answer is almost always that they feel left on their own to figure out the equipment, terminology, and basic operations so that they can answer questions from your customers. Even some of your more experienced parts or service front-line staff will have an equipment type they wish they knew more about.

Early in my career, I had a senior parts person who led the team in sales every year tell me they were nervous about an upcoming planting season because they didn't know much about a certain type of equipment. Even with over 10 years of experience, he still wanted more knowledge. It is important that you build a plan to give your staff some basic equipment knowledge before they head into a new season so they are ready for your customers when they are needed most.

A pre-season walk-around for your parts and front-line service staff should be a regularly scheduled event every year before the demand for a particular product line is at its peak. It doesn't have to be complicated, and it is a great task to give a service technician or service manager with a technical background.

A pre-season walk-around for your parts and front-line service staff should be a regularly scheduled event every year before the demand for a particular product line is at its peak. It doesn't have to be complicated, and it is a great task to give a service technician or service manager with a technical background. Have a machine ready with lots of room for staff to look and touch. If shields need to be removed, have that done as well. Get your presenter to go over the machine, showing all the key components of the unit and explaining how it works. Also, discuss the common wear of parts on the machine and their location, as well as recommended intervals for replacing them. With some help from a parts manager, you can put together a quick workbook of common parts, including pictures, as well as a guideline for the service intervals. Any opportunity your staff has to have this type of product training will only help them better serve your customers.

I spent a few years early in my career as a service writer, reading technician stories and billing time. Having never been a mechanic, reading about some of the repairs done was like reading a foreign language – it made no sense. I would go out to the shop and talk to technicians and ask questions or get them to show me the area they worked on so I understood more about the machines we worked on. Going into the shop and asking questions was so valuable to my career. Encourage parts and service staff to go into the shop and ask questions to learn more. Let them be part of an equipment inspection or set-up during slower times so they can touch the equipment and make connections with the pictures they see in parts diagrams.

Every parts and front-line service department should strive for high customer satisfaction, and the key to this is knowledgeable employees. Get out your calendars and start building a pre-season equipment walk-around strategy now. Your staff and customers will thank you for it! EDM

SCOTT BRIGDEN, Aftermarket Specialist and Trainer with NAEDA's Dealer Institute.

SCOTT BRIGDEN is a trainer with NAEDA's Dealer Institute. Prior to joining DI as an aftermarket specialist and trainer, Scott held various training and leadership positions across several dealerships in Canada, and he currently manages a truck repair shop. He looks forward to helping dealers succeed by improving their parts and service operations.

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

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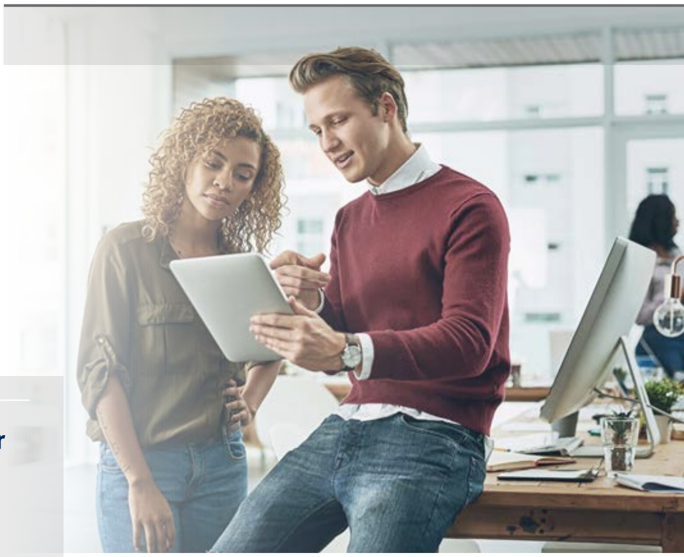


EVERYONE MATTERS:
The Power of Engaging Employees

by MICHAEL PIERCY

One of the greatest mistakes we make as humans, and especially as leaders, is devaluing the input of others.

Whether intentionally or unintentionally, overlooking the perspectives and insights of employees leads to disengagement, frustration, and ultimately, a weaker organization.

The truth is, everyone has value to bring to the table. Whether it's a technician in the service department who notices inefficiencies in workflow, a parts specialist who understands customer needs better than anyone, or a salesperson who has direct insights into what customers want and expect, every role plays a vital part in the success of the business.

Too often, leadership makes decisions in a vacuum, relying solely on top-down management without seeking input from the people who are closest to the day-to-day challenges and opportunities. When that happens, we don't just miss out on good ideas, we also send a message to our employees that their perspectives don't matter. And once employees feel unheard or undervalued, engagement declines, performance suffers, and ultimately, good people leave.

In the equipment industry, where success hinges on relationships, efficiency, and service excellence, engaging employees isn't just a feel-good concept, it's a strategic necessity. A dealership is only as strong as the people within it, and when we tap into the collective knowledge and experience of our teams, we strengthen decision-making, improve problem-solving, and create a culture of ownership and accountability.

> **When employees see their ideas being implemented, they take ownership of the company's direction and invest more of themselves in its success.** They become more motivated, more committed, and more engaged, not just because they feel valued, but because they see that their contributions genuinely make a difference.

The Pitfall of "Check-the-Box" Engagement

Many businesses attempt to engage employees in ways that are superficial or performative. They send out annual employee surveys, hold meetings, or ask for feedback in one-off conversations—but then do nothing with the information they collect. This kind of "check-the-box" engagement is worse than no engagement at all because it breeds cynicism and discourages employees from speaking up in the future.

When employees take the time to provide insights and see those insights ignored, they eventually stop sharing. They assume leadership doesn't really care, and instead of feeling like valued team members, they become disengaged, showing up simply to do the job rather than actively contributing to the company's success.

I've seen this firsthand. Too many dealers have lost great employees—not because of pay, not because of competition, but because they were never given the opportunity to contribute in a meaningful way. When people feel unheard, undervalued, or even suppressed, they either disengage or leave. The worst part? These employees often had solutions to problems that could have helped the dealership run more efficiently, serve customers better, or create a stronger workplace culture. But because leadership wasn't listening, those insights were lost, and so were the people who had them.

On the flip side, when employees see their ideas being implemented, they take ownership of the company's direction and invest more of themselves in its success. They become more motivated, more committed, and more engaged, not just because they feel valued, but because they see that their contributions genuinely make a difference.

What Real Engagement Looks Like

If we want to build stronger dealerships with a committed workforce, we must move beyond passive listening and take action. True engagement requires intention, consistency, and follow-through. Here's how:

CREATE OPEN CHANNELS FOR INPUT

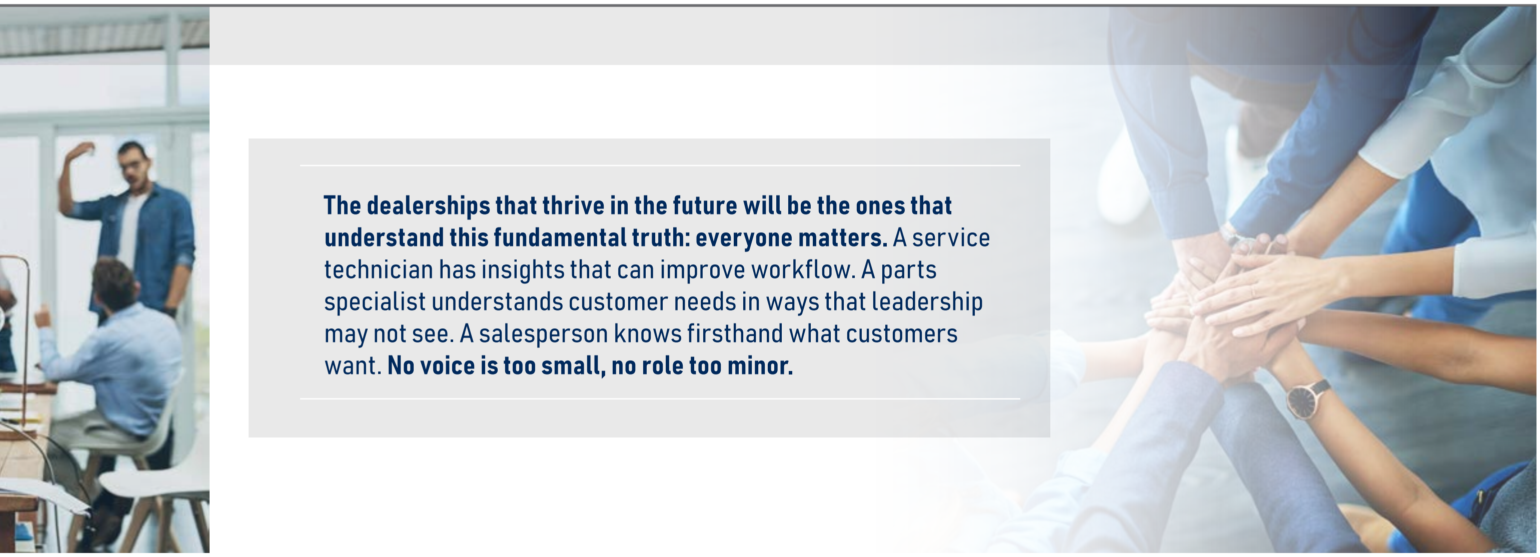
Engagement doesn't happen by accident. It starts with creating opportunities for employees to share their thoughts, insights, and concerns in an environment where they feel safe to speak up.

This can be done through:

- **Regular team meetings** where employees are encouraged to provide feedback and discuss challenges openly.
- **One-on-one check-ins** between managers and employees to discuss ideas, frustrations, and opportunities for improvement.

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.



The dealerships that thrive in the future will be the ones that understand this fundamental truth: everyone matters. A service technician has insights that can improve workflow. A parts specialist understands customer needs in ways that leadership may not see. A salesperson knows firsthand what customers want. **No voice is too small, no role too minor.**

- **Anonymous feedback platforms** for those who may be hesitant to share openly.
- **Cross-department collaboration** where employees from different areas of the business can contribute insights on operational efficiency, customer service, and business growth.

ACKNOWLEDGE AND VALIDATE CONTRIBUTIONS

People don't just want to be heard, they want to know that what they say matters. Leaders should make a habit of acknowledging employee contributions, whether or not the ideas are immediately implemented.

Simple practices like:

- Publicly recognizing good ideas in meetings.
- Taking the time to explain why certain suggestions may not be feasible at the moment.
- Showing appreciation for employees who take the initiative to share their thoughts.

These small efforts go a long way in reinforcing a culture of engagement. Employees need to see that leadership values their input and that their voices aren't going into a black hole.

ACT ON FEEDBACK

The most critical step in engagement is follow-through. If a pattern emerges in employee feedback, whether it's about workplace efficiency, training needs, inventory challenges, or customer service improvements, leaders must act.

This doesn't mean every single suggestion needs to be implemented. But it does mean that leadership should:

- Identify recurring themes in feedback.
- Evaluate which changes are feasible and impactful.
- Implement solutions where possible.
- Communicate back to employees what actions are being taken and why.

Employees are far more likely to stay engaged when they see that their input has led to real, tangible improvements.

EMPOWER EMPLOYEES WITH DECISION-MAKING

One of the strongest ways to engage employees is to give them ownership over their work. When people have a say in how things are done, they take greater pride in their work and contribute to better overall results.

This could involve:

- Letting employees lead certain initiatives or projects.
- Giving service technicians more control over workflow optimization.
- Allowing parts and sales teams to help shape customer service strategies.

When employees feel like active participants rather than just workers following orders, their engagement skyrockets.

RECOGNIZE AND REWARD PARTICIPATION

A culture of engagement thrives when employees see that their efforts and ideas make a difference. Recognition, whether formal or informal, reinforces the value of employee contributions.

Simple ways to recognize employees include:

- Highlighting employee contributions in meetings or company newsletters.
- Providing incentives for innovative ideas that improve the business.
- Celebrating small wins and acknowledging the people who made them possible.

Recognition doesn't always have to come in the form of financial rewards — sometimes, a simple thank-you or public acknowledgment is enough to make employees feel valued.

The Future Belongs to Engaged Teams

The dealerships that thrive in the future will be the ones that understand this fundamental truth: ***everyone matters***. A service technician has insights that can improve workflow. A parts specialist understands customer needs in ways that leadership may not see. A salesperson knows firsthand what customers want. No voice is too small, no role too minor.

If we truly want to succeed—not just survive—we need to listen, engage, and take action. Our people are our greatest asset, and when we recognize that, we unlock potential we never knew we had.

The best dealerships aren't built by a single leader; they are built by engaged teams working toward a common goal.

So, here's the real question: Are we truly listening to our employees, or are we just checking a box?

Because the future of our businesses depends on the answer. EDM

Competition Among Agricultural Employers:
HR Trends in 2025

by BONNIE JOHNSON, AgCareers.com

The ag marketplace is unique, and having ag data precisely aligned with the industry provides relevant insights and accuracy.

Agricultural employers are continuing to prioritize employee retention for the upcoming year, according to the AgCareers HR Review.

This survey provides an annual human resource trend analysis of the agricultural industry.

Competition is also a top concern, both with regard to compensation systems and talent acquisition. Agricultural employers in both the U.S. and Canada report using a positive work culture to compete against other employers for talent.

CULTURE

A company's culture can profoundly impact its ability to attract and retain talent. Company culture comprises the values and beliefs that influence how a company operates. Companies across the Agriculture and Food space have noted various tactics to improve their company culture. Employers stated the most common tactic was providing an opportunity for employees to use their skills and abilities. Additionally, focusing on healthy workplace relationships with an employee's coworkers and immediate supervisor lends to a positive environment. Organizations that support mutual respect and comradery around common goals help to foster high-performance teams that flourish in the workplace.

While organizations may consider their work culture positive and the work environment safe and healthy, employees may seek more tangible perks. In 2024 and into 2025, employers increasingly use tactics like training and development and recognition programs to reward employees and retain and recruit.

COMPENSATION

While candidates and employees care about workplace culture, salary and pay are top-of-mind. Competitive compensation systems enable ag employers to recruit and retain the best talent. Compensation concerns vary yearly, and each organization may have specific challenges based on internal and external factors. Rising wage rates remain the most widely reported compensation concern for agricultural employers.

With the trend towards pay transparency, we know that candidates expect competitive salary information included in a job posting and are less likely to apply to a job opening if pay information is missing. Compensation reviews are vital in an organization's talent management strategy. The ag marketplace is unique, and having ag data precisely aligned with the industry provides relevant insights and accuracy. Companies that intentionally stay updated with market data remain more competitive and are better positioned to become pay-transparent. 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.

SERVICE TECHNICIAN TEST

FOR AGRICULTURAL AND CONSTRUCTION DEALERS

SKILLS & KNOWLEDGE TEST

Designed to recognize high-performing technicians in dealerships, used for evaluating prospective technicians during the hiring process, as well as to identify the training needs of existing employees, dealers have found this test to be both an efficient and cost-effective tool for evaluating current and potential employees. The test contains nine topics that are generally encountered in servicing agricultural and construction equipment.

The Service Technician Test is currently available online in English. Additional tests in pdf format are available in French, German, Spanish, Ukrainian, Polish, Afrikaans, Soto and Zulu.

TEST TOPICS

General Shop Knowledge, Tools, and Safety | Engine Basics
Engine Troubleshooting & Tune-up | Power Trains & Drivelines
Electrical Principles | Electrical Circuits and Schematics
Hydraulics | Diesel Engines | Air Conditioning Systems

To receive tests visit servicetechtest.com
For tests in languages other than English
contact us at 1.800.661.2452
info@naeda.com

NAEDA
NORTH AMERICAN
EQUIPMENT DEALERS ASSOCIATION

WHY BUSINESSES SHOULD CONSIDER CYBER INSURANCE

by CHRIS LEAHEY

Cyber insurance, also known as cyber risk insurance, can help protect your company from the potential consequences of a cybersecurity breach.

If a company conducts business online, uses cloud storage, or uses the Internet to transmit any information typically there's cyber security tools (like firewalls) in place, but what happens when these measures fail?

Businesses are at greater risk for cyberattacks as threats ramp up and perpetrators find new and more sophisticated ways to access company networks. Cyber insurance, also known as cyber risk insurance, can help protect your company from the potential consequences of a cybersecurity breach.

What are the most common types of cyberattacks?

Cybercriminals can use a variety of techniques to gain access to a company's computer systems. Here are some of the most common methods being used today:

PHISHING ATTACKS

Sending emails to employees to trick them into revealing their passwords or get them to download software that lets cybercriminals gain access to the company's network.

MALWARE

This can include a variety of methods including viruses, ransomware, and spyware. Malware can infect a computer system in several ways. Even clicking on a malicious link can cause malware to be downloaded. Once installed, malware can lead to data theft, significant disruptions in company operations, and financial losses.

TAKING ADVANTAGE OF SOFTWARE VULNERABILITIES

When software vendors discover vulnerabilities in their products, they typically send out a software update to patch them. These vulnerabilities can be exploited if the user does not install these updates in a timely manner. New software can also have vulnerabilities the software vendor isn't aware of yet.

PASSWORD ATTACKS

These involve techniques that rely on luck, educated guesses and time to figure out usernames and passwords of unsuspecting persons.

UNSECURED WIRELESS NETWORKS

Sensitive information can easily be stolen when you or an employee use a poorly secured Wi-Fi network, such as a free network in a coffee shop or at the airport.

INSIDER THREATS

Employees or contractors can access the network to steal sensitive data, compromise data, or download malware.

INTERNET OF THINGS (IOT) VULNERABILITIES

Devices connected to the Internet offer yet another way to access networks, especially if these devices are poorly secured.

BRICKING

Devices can sometimes be rendered useless by a cyberattack, otherwise known as bricking. This can be done to hold the device for ransom or in an attempt to eliminate evidence of a cybercrime.

It is important to remember that technology changes rapidly, and new cyber threats are constantly emerging. The best defence against them is to be proactive: keep software up to date, make sure employees are properly trained, and use IT best practices for detecting and preventing cyberattacks.

How common are cyberattacks?

It is difficult to put an exact figure on the prevalence of these crimes or their impacts on businesses, but it was reported in 2022, that over 500 million dollars had been stolen as a result of cyber fraud in Canada. Many of businesses fail to report these incidents, making it difficult to arrive at exact figures. However, we know that there is much more online activity now, following the shift to working from home, and the increased reliance on online transactions. A report by the Canadian Centre for Cyber Security predicts that ransomware will continue to be a problem for Canadian businesses, and the ransom amounts will likely continue to rise.

How can cyber insurance help?

Even the most advanced cyber security systems can have weaknesses that a skilled cybercriminal might be able to exploit. Recovering from a cyberattack can be expensive, both financially and reputationally, which is where insurance can help. Consider the potential costs associated with a potential cyberattack:

- **Ransomware** generally involves a direct cash or cryptocur-

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CHRIS LEAHEY is the Regional Association Manager for Federated Insurance Company of Canada, working with over 35 of the 92 associations who recommend Federated Insurance. Leahey has worked in the insurance industry for over 20 years, conducting risk assessments and providing solutions for clients to reduce their loss exposure. He obtained his designations in Canadian Risk Management and Fellow Chartered Insurance Professional from the University of Alberta in Edmonton, Alberta. For more information, please contact Chris at 780-932-3195 or chris.leahey@federated.ca

Even the most advanced cyber security systems can have weaknesses that a skilled cybercriminal might be able to exploit. **Recovering from a cyberattack can be expensive, both financially and reputationally, which is where insurance can help.**

rency transaction, and businesses often feel they can minimize their losses by paying it. Although there's no guarantee that they will recover their data or regain access to their computer systems.

- **Investigating** the incident can be a key component of getting your business back on track. But, you may have to hire additional cybersecurity specialists or use an external consultant to uncover the full scope of what happened and how.
- **Loss of income** could result if your business is not able to operate following the cyber incident.
- **Restoring data** that was lost or compromised can be expensive and time-consuming.
- **Notifying stakeholders** such as customers and others affected by a data breach can be costly. Depending on the size of your business, this could involve hiring more staff, setting up a call center, and working with a crisis management or public relations company.
- **Regulatory fines and penalties** may be assessed against your company depending on the industry you are in.

Cyber insurance can help mitigate these potential costs and help your business get back up and running. The peace of mind gained from having the right cyber insurance in place prior to a cyberattack can be invaluable. Remember, it's important to always speak with an insurance specialist to make sure a policy is right for your business and is providing the coverages you're looking for.

Ensure you're protected with cyber insurance

Cyber insurance can help cover financial losses your business suffers as well as potential claims made by third parties, such as your customers if they are affected by a cyber incident. Federated also offers risk management resources which can help your business prepare and deal with an unforeseen event. EDM

MNP KNOWLEDGE CENTRE

BUILDING CAREER PATHS FOR DEALERSHIP EMPLOYEES:

The key to retention and succession planning

by CHRIS SCHAUFELE, MNP

PICTURE THIS: a bright, motivated Gen Z employee joins your dealership, full of energy and eager to make their mark. But less than a year later, they're handing in their notice, frustrated by the lack of career direction.

It's a story that plays out all too often in dealerships across Canada, where turnover is high. And for your dealership's more experienced workers there's another ticking clock: the approaching wave of retirements.

In both cases, the solution is the same — clear, structured career paths. For dealerships, developing career advancement roadmaps addresses two critical challenges: keeping the next generation of employees engaged and ensuring a smooth transition as your experienced team members retire.

Why are career paths important?

Let's face it — turnover is a challenge in the dealership world, especially among Gen Z workers. The current employee turnover rate is about 31 percent, with younger generations leading the way out the door.

Why? We boil it down to three factors: commission-based pay, long hours, and a lack of clear career path. Without a sense of progression, employees lose motivation and start looking elsewhere. Gen Z and Millennials in particular, who make up a significant portion of the dealership workforce, are looking for more than just a paycheque. They want to know how they can grow, develop new skills, and advance within the organization. Offering a clear path forward can turn a disengaged worker into a loyal, long-term asset.

So, why should you invest time and resources into developing career paths? For starters, it's a solution to one of the most common reasons why employees leave. When you offer growth opportunities, mentorship, and structured training, you show your employees that you're committed to their future.

Here are just a few of the ways defining career paths can benefit your dealership:

Lower turnover rates: Employees who can clearly see their future within your dealership are more likely to stay long term. This reduces the cost of recruitment and training new hires.

Improved succession planning: A defined career path that allows for cross-training and lateral movement helps employees build versatile skills. This ensures you'll have a pool of trained, knowledgeable workers ready to fill critical roles when senior staff retires.

Boosted morale and engagement: Employees who feel valued and see a clear path to advancement can be more engaged and productive. In turn, this can lead to better customer service and higher overall performance.

A key to long-term retention

In today's labour market, dealerships can retain more employees by offering clear career growth opportunities. By creating structured career paths and opportunities for upskilling for service technicians, advisors, and sales consultants, dealerships can incentivize longer tenure and increase employee engagement.

When employees can see a future with your dealership — whether it's through advancement to a higher-level role or lateral moves that expand their skills — they're more likely to stay. Clear career development pathways show your commitment to their growth and help build a loyal, motivated workforce.

By focusing on career development and creating well-defined advancement paths, dealerships can decrease turnover, enhance employee satisfaction, and build a strong talent pipeline for the future.

Let's face it — turnover is a challenge in the dealership world, especially among Gen Z workers. The current employee turnover rate is about 31 percent, with younger generations leading the way out the door.

Preparing for retirements: A plan for the future

On the flip side, many dealerships are also grappling with another workforce challenge: succession planning.

Unlike turnover, retirements are predictable. But they still require careful planning. If you know key employees are leaving in the next few years, the time to start planning their replacements is now.

Succession planning sounds daunting, but it doesn't have to be. It starts with identifying critical roles within your organization — like senior service

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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. With nearly 20 years of experience working with dealers, Chris oversees the firm's delivery of dealership services across Canada, leading a dedicated team of professionals who work with more than 650 dealerships nation-wide. He delivers a full suite of assurance services, including reviews and compilations, and tax planning and compliance assistance.

When employees can see a future with your dealership — whether it's through advancement to a higher-level role or lateral moves that expand their skills — they're more likely to stay. Clear career development pathways show your commitment to their growth and help build a loyal, motivated workforce.

technicians or sales managers — and creating a plan to capture and share knowledge and develop internal talent to fill these roles.

Be it through mentorship or training opportunities, your dealership needs to make sure the next generation of workers is ready to step up when the time comes.

How to get started

If you're thinking about formalizing career roadmaps in your dealership, the good news is that it doesn't have to be a massive overhaul. You can start small and scale up. Here are a few practical steps to help get you going:

Conduct stay interviews: Start by having conversations with your existing employees to understand what's working and what's not. These stay interviews are a great way to gather feedback on how employees feel about their career, their goals, and what improvements they'd like to see.

Offer mentorship programs: Pair experienced employees with newer hires to help guide them through their career development. Mentorship is a low-cost but effective way to transfer knowledge and build strong relationships within your team.

Outline career paths: Map out potential growth opportunities for each role within your dealership. Whether it's a vertical transition, or a lateral transition like a customer service agent moving to a sales consultant position, having a defined path gives employees something to work toward.

Focus on high-turnover roles first: Start by focusing on the roles where turnover is the highest, like service advisors and sales consultants. By offering a career roadmap in these areas, you can begin reducing turnover while testing your approach before rolling it out more broadly.

A roadmap to retention and succession success

Building career paths in your dealership is not just about keeping employees around longer — it's about creating a thriving, engaged workforce that grows with your business.

By offering clear opportunities for growth, you'll not only reduce turnover but also make sure that when your workers retire, you have a prepared team ready to step up. The key is to start now, be proactive, and create a plan that work for your dealership's unique needs. EDM

The Science of Customer Service

by DR. LARRY COLE

Customer Service is the name of the game. Consequently, the Dealer Institute (DI) began a research effort to learn the important factors contributing to customers' loyalty to a dealership.

Our survey instrument was adapted from research titled The New Science of Customer Emotions completed by Scott M., Alan Z., and Daniel L. These authors reported the following ten motivators were important for customer loyalty.

1. Recognizes me as a producer of tomorrow using progressive farming practices.
2. Develops strategies that give me confidence in preparing for the future of my farming operation.
3. Creates solutions seeking a stress-free business relationship.
4. Respects my independence to select "my" dealership of choice.
5. Offers entertaining/educational events.
6. Treats me and my family like we are family.
7. Protects the environment we live in.
8. Offers innovative strategies to help me maximize my farming operations.
9. Helps me feel confident that I can achieve my farming operation's goals.
10. Believes it is important that I and my family succeed at living a successful, meaningful life.

The Dealer Institute's objectives were to 1) identify the major motivators dealerships could use with their customers, 2) identify the customer satisfaction levels with dealers using each motivator, and 3) begin benchmarking the industry's net promoter score. Additionally, we compared customers' perceptions with those of employees and analyzed differences that might appear between the U.S. and Canada. This article provides a summary of current results and outlines three points of interest. One is to let you know the top three motivators identified by customers. Two is the satisfaction level associated with the dealership providing these motivators. Three is the Net Promoter Score. In doing so, you will read the comparisons between customers and employees and the differences between U.S. and Canadian dealerships.

Completing this research gives the dealerships the customers' targets. The dealership has a couple of options. First, it can complete an in-dealership brainstorming session to generate strategies, for example, what the employees and dealership can do to more effectively treat customers as family. Second, it can ask customers what the dealership can do to treat them as family.

The web-based survey used a 5-point Likert Scale ranging from strongly disagree to strongly agree. We thought you would be interested in the status of the current results.

The following four tables show comparisons between customers and employees, as well as between U.S. and Canadian dealerships. Most of the means are between 4 (somewhat agree) and 5 (strongly agree).

UNITED STATES IMPORTANCE

Motivator	Means Customer	Means Employee
Believes it is important that my family and I succeed in living a successful, meaningful life.	4.37	4.27
Treats my family and me like we are family.	4.12	4.36
Offers innovative strategies to help me maximize my farming operations.	4.12	4.72

This data shows that customers want the dealership to demonstrate that it is important that customers are living a successful life. The employees thought offering innovative strategies was more important. It should be noted that the difference for the latter motivator is statistically significant, meaning U.S. employees thought offering innovative strategies would be more important than the Canadian customer base.

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UNITED STATES SATISFIED

Motivator	Means Customer	Means Employee
Believes it is important that my family and I succeed in living a successful, meaningful life.	4.25	4.18
Treats my family and me like we are family.	4.25	4.18
Offers innovative strategies to help me maximize my farming operations.	3.87	4.00

Overall, the differences between customers and employees were not statistically significant, which tells us that the mean for each motivator is essentially the same.

The comparison between the U.S. and Canada showed a slight difference. The importance of offering innovative strategies for U.S. dealerships was replaced with creating solutions seeking a stress-free business relationship for the Canadian dealerships.

CANADA IMPORTANCE

Motivator	Means Customer	Means Employee
Creates solutions seeking a stress-free business relationship.	4.46	4.56
Treats my family and me like we are family.	4.16	4.56
Believes it is important that my family and I succeed in living a successful, meaningful life.	4.13	4.64

The differences in the means for the latter two practices were statistically significant, meaning employees thought these would be more important motivators than customers. These results show how important it is to compare customers' and employees' perceptions when conducting customer research. Knowing the customer perceptions are obviously the most important.

CANADA SATISFIED

Motivator	Means Customer	Means Employee
Creates solutions seeking a stress-free business relationship.	4.28	4.16
Treats my family and me like we are family.	4.31	4.76
Believes it is important that my family and I succeed in living a successful, meaningful life.	4.17	4.60

The satisfaction data showed a similar finding: employees thought they were delivering higher satisfaction levels for the latter two motivators than their customers.

Completing this research gives the dealerships the customers' targets. The dealership has a couple of options. First, it can complete an in-dealership brainstorming session to generate strategies, for example, what the employees and dealership can do to more effectively treat customers as family. Second, it can ask customers what the dealership can do to treat them as family.

Net Promotor Scores

The Net Promotor Score (NPS) is a popular used number to measure the likelihood the rater would recommend the dealership to their family and friends. We also calculated what employees thought would be the dealership's NPS.

The big surprise for us is that the NPS was much lower than had been reported to the dealerships from their OEM. Look at the significant difference between Canadian customers and employees. The variation may be due to the timing of the data collected, as our NPS research was not equated with the timing of sales and service.

	Customers	Employees
UNITED STATES Net Promoter Scores	13.3%	9.1%
CANADA Net Promoter Scores	23.2%	74%

Again, the dealerships have the opportunity to define their desired NPS and then 1) complete in-house brainstorming of what can be done to improve the scores and 2) ask customers what the dealership can do to ensure they would recommend the dealership to their family and friends. This research data suggests U.S. dealers could "demonstrate it is important that customers and their family succeed at living a successful, meaningful life," while Canadian dealers could "create solutions that establish a more stress-free business relationship."

Our last point is to measure a customers' and employees' NPS on a more regular, systemic basis after implementing recommendations from customers and employees. The dealership can use user-friendly methodologies to complete this assignment. Doing so is a positive leadership example that tells your customer base that you care. That can be a good thing.

In closing, we thought you might be interested to know that sixty-four percent (64.29%) of the U.S. customers reported that the working relationship is more important than brand loyalty, compared to eighty percent (79.73%) of Canadian customers who likewise agreed.

To learn more about how you can participate in this research, contact Tom Healy, Director of Dealer Development at 231-250-6306 or thealy@naeda.com. EDM

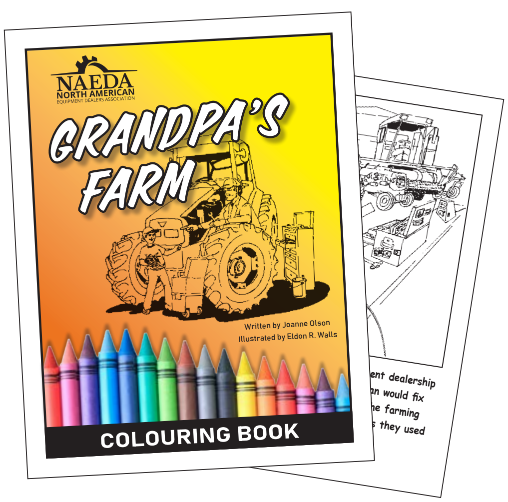
HERE'S WHAT YOU SOLD

Equipment Retail Sales In Units

AEM

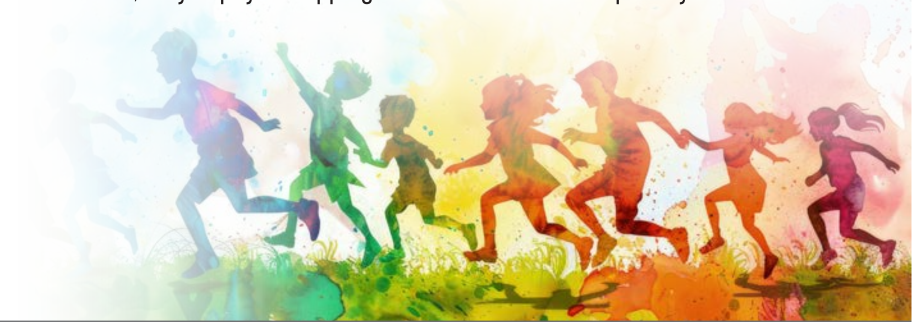
DATA PROVIDED BY THE ASSOCIATION OF EQUIPMENT MANUFACTURERS

Canada - FEBRUARY 2025 Ag Tractor and Combine Report	FEBRUARY			Y-T-D FEBRUARY			FEBRUARY 2025
	2025	2024	%CHG	2025	2024	%CHG	BEGINNING INVENTORY
2WD < 40 HP	766	672	14.0	1,563	1,470	6.3	9,560
2WD < 100 HP	256	265	-3.4	537	575	-6.6	3,805
2WD 100+ HP	200	162	23.5	363	349	4.0	2,344
Total 2WD Farm Tractors	**1,222**	**1,099**	**11.2**	**2,463**	**2,394**	**2.9**	**15,709**
Total 4WD Farm Tractors	**125**	**37**	**237.8**	**184**	**86**	**114.0**	**263**
Total Farm Tractors	**1,347**	**1,136**	**18.6**	**2,647**	**2,480**	**6.7**	**15,972**
Self-Prop Combines	**89**	**131**	**-32.1**	**110**	**254**	**-56.7**	**369**



Grandpa's Farm Colouring Book

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



EQUIPMENTdealer magazine
RESOURCES FOR SUCCESSFUL DEALERS

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

NAEDA NORTH AMERICAN EQUIPMENT DEALERS ASSOCIATION

Managing Editor: Joanne Olson

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Equipment Dealer Magazine is the official publication of the North American Equipment Dealers Association.

ADVERTISER INDEX

ARCH
STAFFING & CONSULTING

INTERNATIONAL RECRUITMENT PROGRAM

Arch Staffing – Canada

Our program is designed to recruit experienced Service Technicians to Canada and the U.S. from South Africa and other countries as the program evolves. This is a full-service program that offers a variety of services to support end-to-end recruiting solutions for dealers. The program is supported by an experienced team of professionals, including on-the-ground recruiters who understand the South African market. Arch Staffing & Consulting also has global experience with on-the-ground recruiters in several geographies across the world.

PROGRAM PHASES:

- **PHASE 1**
  Pre-Recruitment
  Government Applications: Obtaining government approvals to recruit internationally.

  Marketing Materials: Developing materials to profile your Dealer and job opportunities effectively.

- **PHASE 2**
  Recruitment
  Partner with Dealers: Develop candidate requirements, interview process, and assessment tools to manage expectations.

- **PHASE 3**
  Immigration
  Fulfilling Requirements: Getting work visas and determining fixed costs associated with bringing new hire and their families to Canada or U.S.

- **PHASE 4**
  Post Hire
  Employee Settlement: Design settlement package for relocation.

  Cultural Awareness Training: Mandatory training for new hires and optional training for Dealers.

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