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RESOURCES FOR SUCCESSFUL DEALERS

magazine

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TRUMP, TRADE & TARIFFS

The Canada-U.S. trade relationship is a huge issue for NAEDA and its customers on both sides of the border. PAGE 4

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A Record-Breaking Year for Agriculture and Innovation

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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



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.

advancement and long-term growth in areas such as sales, management, or technical specialties.

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.



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**

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

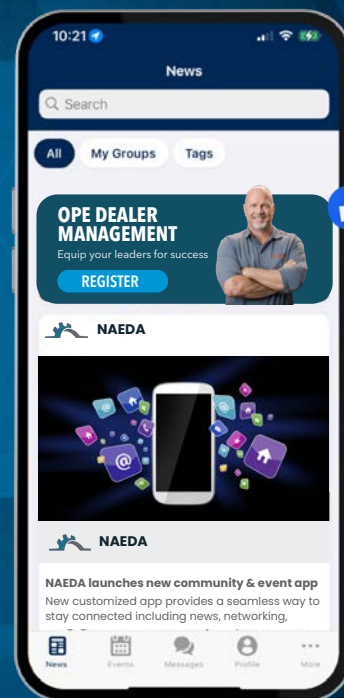
- **Job Boards & Networking:** Use platforms like LinkedIn, Indeed, and even industry-specific boards to reach Gen X. However, also consider tapping into local trade schools or community college alumni networks for more specialized skill sets.

COMING SOON! NEW NAEDA COMMUNITY APP

NAEDA is excited to introduce a new, customized community and event app!

This powerful tool provides seamless access to the latest news, updates, networking opportunities, events, training, and more—all in one place.

DETAILS COMING SOON!



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).

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



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.

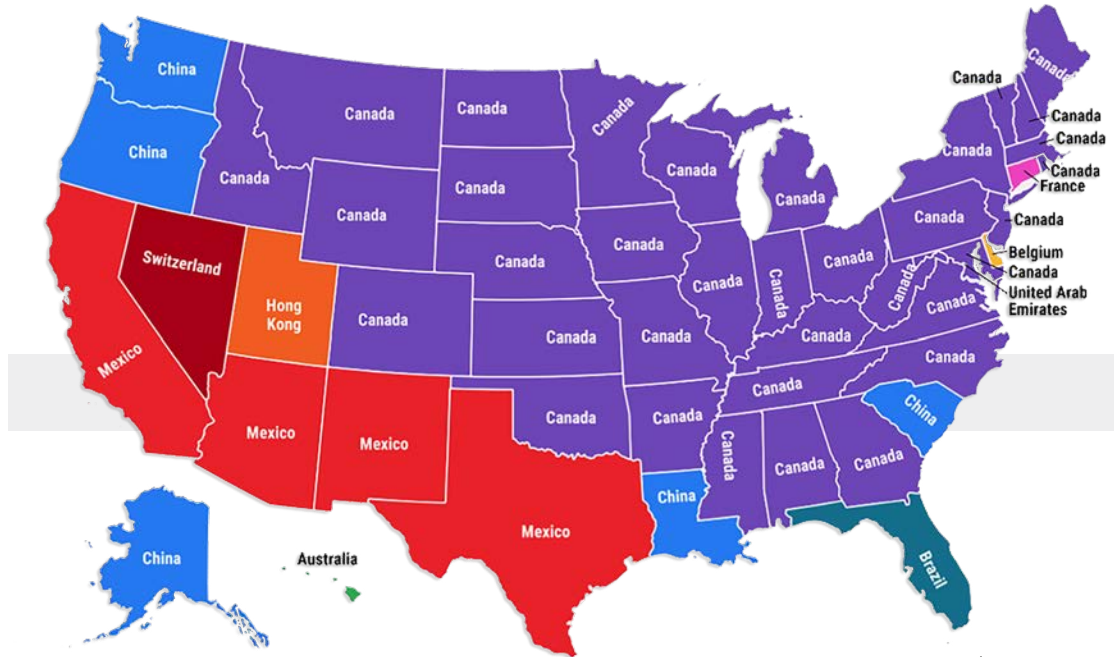
In addition to the imposition of 25% tariffs against all Canadian and Mexican exports to the U.S. (10% for Canadian oil and gas, uranium and hydro) - unless both countries address U.S. border concerns - Commerce Secretary nominee Howard Lutnick has confirmed that Trump has requested a comprehensive review 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**



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.

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

NADC 2025



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NADC 2025



2025 Western Farm Show

A Record-Breaking Year for Agriculture and Innovation

by NAEDA STAFF



The 2025 Western Farm Show, marking its 63rd season, wrapped up with exceptional success at the American Royal Complex in Kansas City, Missouri, from February 21-23.

Known for its engaging blend of cutting-edge agricultural technology, educational opportunities, and family-friendly activities, this year's event broke attendance records and introduced fresh features highlighting the ever-growing importance of and interest in agriculture in the Midwest.

A Record-Breaking FFA Day and Community Engagement

One of the standout moments of the 2025 show was FFA Day, which saw more than 2,100 students attend. Although winter weather led to some school cancellations, an estimated 5,300 students had initially planned to attend, making it one of the largest gatherings in the event's history. The day celebrated National FFA Week with educational sessions, skill-building competitions, and networking opportunities for the next generation of agricultural professionals. The day culminated in the Battle of the Border canned food competition, where students from Louisburg, KS, and Pilot Grove, MO, took home the top



As the largest indoor agricultural event in the Midwest, the 2025 Western Farm Show featured over 400 exhibitors showcasing everything from heavy machinery to innovative ag technologies.

prize, each earning \$1,000 in a spirited display of regional pride and community support.

“The energy from FFA students and educators was palpable throughout the day,” said Jami Applegate, Farm Show Manager. “It’s always exciting to see the passion and dedication of these students, and the Battle of the Border competition truly showcased their teamwork and commitment to service.”



ORRIE DRAPER
Smithville FFA
High Individual Written Exam Winner



LABETTE FFA TEAM
High Team Work Order Winners



CHASE LITTON
Boonville FFA
High Individual Component Identification Winner



BOONVILLE FFA TEAM
FFA CDE
\$1,000 Winners



Growing Educational Opportunities for the Future

This year also marked the completion of the third annual Farm Equipment Career Development Event (FECDE), where FFA teams competed in a comprehensive, three-part challenge designed to test their knowledge and skills in agricultural machinery. Boonville FFA emerged as the overall high team winner, taking home \$1,000 from BTC Bank. The event, which continues to grow, draws students from across the region and connects them with potential employers in the agricultural industry. The addition of KC Bobcat as a sponsor, providing equipment for the competition, underscored the importance of industry collaboration in nurturing young talent.

“The FECDE continues to bridge the gap between classroom learning and real-world agricultural practices,” Applegate said. “Watching students apply their knowledge in a competitive setting is a true testament to the future of agriculture.”

CONT. ON PAGE 10

Thank you to the generous sponsors of the Farm Equipment Career Development Event!

Celebrating Women in Agriculture

A significant new feature of the 2025 show was the inaugural Women in Agriculture Industry Event, which took place on Saturday, February 22.



With approximately 50 women in attendance, the event featured four expert speakers who shared insights into the challenges and triumphs of women in the agricultural sector. This new initiative provided a platform for women to network, learn, and celebrate their contributions to the industry.



Kayla Wiczorek, the voice behind *The Chronicles of Kayla*, shares her journey from a 9-to-5 finance career to becoming a full-time farmer, wife, and mother in Northeast Missouri, offering a glimpse into the daily highs and lows of life on a hay and cattle operation.



Kylie Epperson, a Midwest farm wife, mom of three, and founder of the *Farm Wives Club*, empowers rural women to embrace their authentic selves, building supportive communities and navigating the joys and struggles of farm life with humor and heart.



Brandi Buzzard, a passionate cowgirl and rancher, has spent over a decade advocating for agriculture. Recognized as a *Top 10 Industry Leader Under 40* and *NCBA Advocate of the Year*, Brandi uses her voice to champion conservation, sustainability, and the beef industry, all while running High Bar Cattle Company in southeast Kansas with her family.



Margaret Reynolds, an experienced businesswoman and passionate equestrian, blends her expertise in strategic consulting and non-profit work with her love for long-distance riding. Founder of *Breakthrough Masters Unlimited* and *Alison's Angels*, Margaret shared her unique insights on leadership, business, and horses at the Women in Ag Industry event.

“The Women in Agriculture event was a powerful addition to the show. It’s essential to recognize and support the women who are making an impact in agriculture, and we look forward to growing this event in the coming years.”

- Jami Applegate, Western Farm Show Manager



CONT. FROM PAGE 9



“We’re incredibly excited about the future of the Western Farm Show and the opportunity to expand our reach and impact in the Kansas City area. Our mission is to continue fostering an environment where agriculture, education, and community come together to celebrate the heart of the industry.”

- Jami Applegate, Western Farm Show Manager



Exhibitors and Attractions

As the largest indoor agricultural event in the Midwest, the 2025 Western Farm Show featured over 400 exhibitors showcasing everything from heavy machinery to innovative ag technologies. The Complex was humming with activity, offering attendees a chance to explore the latest farm equipment, trucks, trailers, and vintage tractors. It was also a space to connect with other industry professionals and learn about the cutting-edge solutions shaping the future of farming.

The Family Living Center remained a beloved staple of the show, drawing crowds with its diverse array of products for the whole family. From boots and clothes to tools and candles, the center offered something for everyone. Families enjoyed not only shopping but also engaging with cuddly baby goats and participating in interactive activities, ensuring that even the youngest visitors enjoyed the experience.

Health and Safety for All

The Missouri Farm Bureau’s Health and Safety Roundup also continues to be an invaluable resource for attendees. The interactive and educational booths, including health screenings such as blood pressure checks, cholesterol screenings, and vision tests, provided crucial wellness services for farmers and ranchers. Local highway patrol officers were also on hand to answer safety questions, emphasizing the importance of health and safety on the farm.

“The Health and Safety Roundup is a vi-

tal part of the Western Farm Show,” Applegate remarked. “Providing farmers and their families with health resources is just one of the ways we can support their well-being and ensure they’re able to keep doing the important work they do every day.”

Looking Ahead

As the 2025 Western Farm Show concluded with record attendance and an abundance of attractions, Applegate is already looking ahead to when the event will eventually relocate to a new venue in Kansas City, Kansas. The American Royal’s new 100-acre facility promises to provide even more space for livestock shows, agricultural exhibits, and events like the Western Farm Show. The move is set to further elevate the show’s status as the premier agricultural event in the region.

“We’re incredibly excited about the future of the Western Farm Show and the opportunity to expand our reach and impact in the Kansas City area,” Applegate said. “Our mission is to continue fostering an environment where agriculture, education, and community come together to celebrate the heart of the industry.”

With the continued support of sponsors, exhibitors, and attendees, the Western Farm Show is poised to remain a cornerstone of agricultural innovation and community. Whether it’s the educational events for future farmers, hands-on demonstrations, or the chance to connect with industry leaders, the 2025 show proved once again why it’s regarded as one of the top agricultural events in the Midwest. [EDM](#)



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VISIT: www.westernfarmshow.com



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2025 Equipment Buying Trends

Forecasting machinery purchases and financing activity

by AgDirect.

Following a year of decreasing commodity prices and projected farm income, the agricultural equipment market is entering 2025 with a mix of opportunity and uncertainty.

“In 2024, we saw a slowdown in machinery purchases compared to the previous few years, however, equipment continued to move at a pace that frankly surprised many throughout the industry,” says Lucas Scheibe, an AgDirect territory manager in North Dakota.

“The most obvious trend in 2024 was the vast numbers of machines being sold at auction. Many dealers placed high priority on moving late-model, high-dollar used machines and aged inventory to the auction channel to free up working capital.”

In response, AgDirect saw the largest year-over-year growth in auction and private party financing in its 26-year history. Leasing activity began increasing in the second half of 2024 as producers began exploring methods to reduce equipment costs.

Scheibe anticipates leasing will continue to be a tool producers will utilize moving into 2025. For equipment dealers, adjusting to these evolving purchase behaviors and financing strategies will be critical to staying ahead in an increasingly competitive landscape.

Key Market Factors in 2025

Looking ahead, several key factors will shape equipment buying trends and behavior:

• Inventory Management

The need for dealers and OEMs to strike a careful balance of new and used equipment on lots will be crucial to moving forward through the year. Many major OEMs are forecasting flat to slightly declining new machine sales for 2025. “Inventory management continues to be a high priority with many dealers still concerned about the number of aged units, or 1- to 2-year-old high dollar units, that may not be in a demand cycle for selling at a premium price – such as combines,” says Scheibe. “They may be forced to decide: ‘Should we carry the inventory into the next demand cycle or dispose of the unit at auction?’”

• Economic & Policy Uncertainty

Producer sentiment remains positive with the new administration signaling deregulation and a more favorable tax climate. On the other hand, lower projected farm incomes, trade tariffs, and potential immigration reform introduce some uncertainty.

• Interest Rate Environment

The Federal Reserve’s anticipated 150-basis-point rate cut for 2025 has since been revised down to just 50 basis points, dampening expectations for significant relief. This will continue to be a headwind in the current rate environment. With lenders competing for business more than ever, producers are likely to shop around to find a rate and product that fits their needs, making it important for dealers to stay informed on competitive financing options.

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“In 2024, we saw a slowdown in machinery purchases compared to the previous few years, however, equipment continued to move at a pace that frankly surprised many throughout the industry”.

- Lucas Scheibe,
AgDirect Territory Manager,
North Dakota

Equipment Categories and Sales Segments to Watch

Concerns over the high cost of new equipment have led many producers to shift their replacement strategies. Some are opting to extend the lifespan of their current machines, while others are investing in late-model, low-hour used equipment through auction or dealer channels.

“We have seen used equipment demand increase as higher prices on new units continue to plague producers when attempting to find a balance of cost per acre and profitability,” Scheibe shares. “With lower farm incomes projected into 2025, we will likely see continued demand for good, used iron in the marketplace.”

While auctions have become a routine avenue for equipment acquisitions – with many producers now willing to take on the risk of purchasing units sight unseen – Scheibe notes the surge in auction activity in 2024 may have helped dealers ‘right-size’ used equipment inventory levels.

As a result, the steep discounts seen at auction a year ago may diminish as supply stabilizes. Additionally, there may be a continued

emphasis from dealers on ensuring that highly specialized inventory – such as combines, forage harvesters, sprayers, and planting/seeding equipment – is kept in check.

“There may not be a widespread slowing by product categories, however you may see dealers attempt to clean-up aged inventory on an individual basis by sending units to wholesalers or auctions, especially as they attempt to strike a balance of keeping a good supply of inventory on hand while measuring the cost to carry this inventory throughout the calendar year,” Scheibe says.

“Typically, shortline products, such as tillage implements or grain carts, are the first to be cut from dealer inventories as they tie up working capital and are difficult to forecast for sales in certain areas,” he adds. “Sales of planters and drills may slow as well as producers find ways to extend their lifespan through increased maintenance or installing new wear parts.”

Financing Outlook and Considerations

Looking at the year ahead, Scheibe predicts producers may take a wait-and-see ap-

proach in the first half of 2025, potentially delaying equipment upgrades as the spring planting season approaches. However, if policy and tax conditions remain favorable, improved commodity prices could bolster farm income and influence buying decisions.

One bright spot in the market is strong livestock prices, which are providing some financial stability for producers. Still, challenges remain, particularly regarding trade policies, immigration reform, and ongoing inflationary pressures, all of which could impact farm profitability. While producers will continue reinvesting in their operations, overall spending on equipment may be slightly lower than in 2024.

“In 2025, producers will be looking for smarter ways to deploy capital. A larger down payment on a loan can sometimes be a barrier to acquisition, and there are many lease structures that may assist in conserving working capital while keeping costs comparable or even lower than a loan,” Scheibe explains.

“As the year progresses, some operations may find themselves needing additional cash. For those who purchased equipment the past 12 months, AgDirect offers options such as a purchase leaseback or refinance reimbursement to help replenish working capital.”

AgDirect offers competitive rates and terms for both new and used equipment purchases at the dealership, at auction (both in person and online) and via private party. **EDM**



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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 agricul-

ture, 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. **EDM**

NAEDA EVENTS 2025 EDF EVENTS



SPONSORSHIP OPPORTUNITIES NOW OPEN!

NAEDA is proud to host several fundraising events throughout the United States to support our foundation, Equipment Dealers Foundation. Your participation during these events helps the foundation provide scholarships to students pursuing a degree or technical certificate within the equipment industry.

We're excited to announce an expanded schedule that includes eight clay shoots and one golf tournament across the United States. Here's the schedule of this year's events:

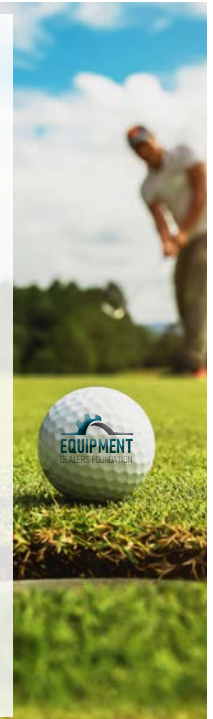
CLAY SHOTS

APRIL 18	MEMPHIS, TN AREA	The Clays at Lone Oaks Farm, Middleton, TN
MAY 16	COLUMBUS, OH AREA	Eagles Nest, Mount Gilead, OH
JUNE 13	SALEM, OR AREA	Mid Valley Clays, Gervais, OR
JULY 25	KANSAS CITY, KS AREA	Powder Creek Shooting Park, Lenexa, KS
AUGUST 15	HARRISBURG, PA AREA	Central Penn Clays, Wellsville, PA
SEPT 12	TULSA, OK AREA	Snake Creek Shooting Sports, Beggs, OK
OCTOBER 17	MADISON, WI AREA	Milford Hills, Johnson Creek, WI
OCTOBER 30	LUBBOCK, TX AREA	Hub City Clays, Lubbock, TX

GOLF TOURNAMENT

OCTOBER 10	KANSAS CITY, KS AREA	Falcon Lakes Golf Club, Basehor, KS
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We invite you to get involved early to support these events and help make an even bigger impact in 2025. For sponsorship and registration information about our 2025 events, please contact Jennifer Orr at 816-412-6151 or email jorr@naeda.com.



Visit www.equipmentdealersfoundation.org/event-list for additional details. To stay informed on EDF events and more, make sure you have adjusted your email contact settings to include EDF events, follow NAEDA on Facebook, Instagram, Twitter/X and/or LinkedIn, and have joined the NAEDA community. If you have any questions on how to keep up-to-date, please reach out to Lindsey Cook, Communications Manager, at lcook@naeda.com or Jennifer Luce, Vice President of Member Engagement, at jluce@naeda.com.



NEW YORK FARM SHOW® 2025

A Record-Setting Year Despite the Weather!

by SCOTT GRIGOR

The 39th annual New York Farm Show was held February 20 - 22, 2025, at the New York State Fair Grounds in Syracuse, NY.

The New York Farm Show 2025 set many records. A record number of small booths were sold, along with bulk space and gross sales. Over 30 new exhibitors and more than 50 new products were at the show. This was the biggest show in the history of the New York Farm Show. The Center of Progress, Dairy, Exposition Center, Horticulture, Science and the Arts and Homes building were all used to showcase exhibitors at the show. The Witter Agricultural Museum was also open for the enjoyment of our show visitors. The show featured nearly 400 exhibitors, covering more than 325,000 square feet of exhibit space. The show hours were 8:30 am - 4 pm daily.

A Snowy Start to the Show

The week began on Monday with Syracuse in a lake effect snow band, temperatures in the teens, and about 8 inches of snow in a short amount of time, causing whiteout conditions. David Close, Vice President - Northeast Region, was at the fairgrounds conducting the forklift safety training course on Monday morning; the farm show staff orientation was conducted at the NAEDA Office Monday afternoon, and not everyone could make the training or the meeting because of the weather. The contract did not allow office setups on Monday except in the Horticulture Building. The FLX Services team faced two inches of ice on all the equipment staged onsite the prior weekend. They did an excellent job of deicing, washing and having equipment ready for moving into the buildings. The professional equipment operators had much of the onsite equipment staged in the Horticulture Building, while we were delayed on the move-in by the boat show in the Expo and Dairy building. I am fortunate to have an excellent staff that makes it all come together for a successful show.



The New York Farm Show 2025 set many records - over 30 new exhibitors and more than 50 new products were at the show, making it the biggest show in the history of the show. This year's show featured nearly 400 exhibitors, covering more than 325,000 square feet of exhibit space.

The snow continued to fall on Tuesday, with temperatures in the teens during move-in. It was a frigid day, which made cleaning equipment difficult because of the freezing temperatures and the road slop on the equipment. The floors were marked, and the staff assisted with placing the equipment while the office staff set up the offices, registering and assisting exhibitors. Century Decorating was hanging drapes, laying booth carpets, and placing equipment orders. FLX Services were cleaning and detailing the equipment. At the conclusion of the day, all the booth signs were in place, 95% of the equipment was in the buildings, and 30% of the exhibitors were registered. Thanks to the outstanding efforts of the entire staff, move-in day one was great!

Wednesday was dedicated to completing the move-ins of the remaining large equipment and smaller space exhibitors. All of the equipment was cleaned and detailed. FLX services did an outstanding job cleaning and detailing equipment. The decorators placed drapes, set up tables and chairs, carpeted the aisles, and completed last-minute details for the show's opening on Thursday. Overall, our move-in was very successful, considering the weather conditions. Wednesday was also the final orientation for the PR Staff - Oneida County 4H Teen Council members. They provided 30+ members and adults to serve as greeters,

sell and collect tickets, hand out sponsor bags with show programs, and offer information as needed in our four larger buildings. They also conducted the farm safety hitch pin sale as a fundraiser. By 5 pm the show was set, except for finishing up the aisle carpets.

Opening Day

Thursday, Opening Day, was a cold and snowy day. The doors were open early for the last-minute walk-in exhibitors. Our staff was ready to assist them at 7:00 am, with the doors opening to the public at 8:30 am. The shuttle buses began operating between the buildings. Throughout the day, NYCHAM was conducting health screenings throughout the show. The Witter Agricultural Museum was open, and visitors enjoyed the upgraded general store, maple and cobblers displays throughout the show. Shuttle buses also offered our visitors a ride from building to building throughout the day. The shuttle service was outstanding. Nice clean buses, great seats, and excellent service. The Beef Producers sold beef sundaes. Once again, the fair offered no food in the Dairy Building. We had food trucks from State Fair Deli, Bob Barkers, and a chicken and pork BBQ parked around the building. At 3 pm, we conducted the button count, and we had a good number of buttons still at the show. The attendance was very low due to the weather conditions. However, numerous buy-

NEW YORK FARM SHOW

ers attended the show on Thursday. Thursday evening was the Exhibitor Appreciation Dinner at Drumlin's. The evening featured cocktails, hors d'oeuvres, and a prime rib dinner. The event was well attended, with nearly 300 exhibitors enjoying the evening.

Day Two

Friday, Day Two, was a cold and snowy day. The crowd was average for a second day. The buildings were balanced, seeing 300 visitors in about two hours. The NY Forest Owners Association conducted carbon programs for forestry seminars, which were well attended, and the 4H sold hitch pins. The Beef Producers sold beef sundaes. The evening concluded with the Robert Watson FFA Alumni Annual Toy Auction. There were over 200 bidders, and they raised over \$6,000 for FFA, including 43 FFA Jackets for members. The proceeds benefit the many FFA programs throughout the state. The New York State FFA Officers collected consignments and served as spotters and runners.

Day Three

Saturday, Day Three, was the best day for the weather. Once again, we had an average crowd. The shuttle service was available for the visitors. The NY Forest Owners Association workshops were well attended, and the 4H sold hitch pins. The exhibitors received their thank you letters, contracts for next year's show, and the instructions for moving out. Many contracts were signed that day from exhibitors wanting to participate in the 2026 show. Some requested larger spaces, with many making full payment. The move-out process began at 4 pm, and all the equipment was out of the buildings by 9 pm. The offices were packed with everything returned to the NAEDA office that night by 7 p.m.

Many exhibitors expressed gratitude for our excellent customer service throughout the show. From show set up, coffee and doughnuts each day, opening the doors at the Exhibitor Dinner, assisting them throughout the show, and moving out. Our goal was to provide excellent customer service, and we accomplished our goal with their many positive comments. We maintained a 90% exhibitor return rate for the 2025 show.

Exhibitors expressed that they had many visitors from the New England states, Pennsylvania and Ohio. The E-Ticket program worked extremely well, with dealers and exhibitors emailing tickets to their customers in-



viting them to the show. A great promotional program that will continue in the future.

Huge Thank You to All Involved!

We continued to work with both 4H and FFA as they are the future of our industry. We would like to thank everyone involved in making this show possible and a great success. We couldn't do it without our sponsors, North American Equipment Dealers Association and American Agriculturist. Our support staff, FLX Services for cleaning and detailing the equipment, Century Decorating for the drapes, tables, chairs, carpets, etc., High Farm for the professional equipment operators staff, Oneida County 4H Teen Council for selling tickets and handing out programs, along with their excellent welcoming skills, to our Office and Floor Staff that provided exceptional customer service throughout the show, and everyone else involved to make this show happen. We are grateful for all your efforts and appreciate everything that you do to make our show successful.

Due to the weather conditions, the show had average attendance. Despite the weather and lack of huge crowds, the exhibitors seemed very happy with the quality of the attendees. Many exhibitors expressed record sales at the show. This show was very successful.

Promotion of the "E ticket" for all dealers in the association as well as all exhibitors at the show, was an improvement we will continue. The program was established so they could email the free ticket directly to their customers from their dealership/business. We simply asked that they complete the heading with their company name and/or logo, and forward their invite ticket to their customers. This is the fourth year for the dealers and the second year that we included the exhibitors. The program was a huge success, and the returned tickets reflect how well the program is working.

We also offered free tickets at the end of the day for the following day. This was intended for people that couldn't see it all in one day and wished to return. Several people stopped by the office and picked up tickets. We will continue that offer in the future.

Exhibitors from Canada expressed concerns about the recent tariff issue, and some exhibitors cancelled just prior to the show because of those concerns. Hopefully, that issue will be resolved before Farm Show '26, and we can welcome those exhibitors back to the show.

We are always seeking ways to improve the New York Farm Show and welcome any suggestions for continued success.

In conclusion, it was a great record-setting show, and our growth continues! **EDM**



NEW YORK FARM SHOW.

For more information contact:
SCOTT GRIGOR

New York Farm Show Manager

PHONE: (315) 457-8205

EMAIL: sgrigor@naeda.com

VISIT: www.NewYorkFarmShow.com

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Building your team takes practice

by SCOTT BRIGDEN

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

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.

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. 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 opportuni-



**TOGETHER
EVERYONE
ACHIEVES
MORE**

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.

ty 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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A division of the North American Equipment Dealers Association (NAEDA)



Navigating Healthcare and HR Challenges in Equipment Dealerships in 2025: Strategies for Success

by CHRIS HAVEY

In today's ever-evolving business landscape, the intersection of health insurance and the equipment dealership industry is more important than ever. Health coverage, once considered a distant concern for many businesses, has now become a central issue that can affect the day-to-day operations and long-term success of dealerships.

Whether it is the well-being of employees or the financial stability of a dealership—the influence of health insurance on the industry is profound. As equipment dealerships continue to navigate challenges like rising costs, employee retention, and competitive market pressures, understanding the nuances of health insurance is crucial for making informed decisions that benefit both business owners and their teams. This article explores how health insurance impacts equipment dealerships, offering insight into both its challenges and opportunities for growth in a rapidly changing marketplace.

In 2025, equipment dealerships in the U.S. are expected to face several significant challenges related to health insurance and human resources. These challenges are influenced by evolving economic conditions, workforce demographics, and regulatory changes. Here's an overview of the most pressing issues:

Rising Health Insurance Costs

One of the biggest challenges for equipment dealers is the continuous increase in health insurance premiums. As premiums rise, dealerships—especially smaller ones—may find it difficult to maintain competitive employee benefit packages. High premiums put pressure on dealers' bottom lines, making it harder to balance the cost of health coverage with other operational expenses. This may lead to difficult decisions on whether to scale back benefits or pass on the costs to employees, both of which can negatively impact employee satisfaction and retention.

Access to Affordable Coverage

Rural locations, where many equipment dealerships operate, often face limited access to affordable health insurance plans. These dealerships may struggle to find insurers offering competitive rates tailored to their unique needs. Additionally, rural workers may



have less access to a broad range of healthcare providers, leading to dissatisfaction with the available options. With fewer insurers and fewer competitive plans in rural areas, dealerships may face challenges in offering health insurance that attracts and retains talent.

Employee Recruitment and Retention

As the labor market tightens, attracting and retaining skilled employees is becoming increasingly difficult. For equipment dealers, health insurance is a critical component of an overall compensation package. Dealerships that cannot offer competitive or comprehensive benefits may struggle to recruit qualified workers, particularly for specialized roles like service technicians and salespeople. In 2025, dealerships will need to be creative in designing benefit packages that make them stand out as employers, especially in areas with fewer potential workers.

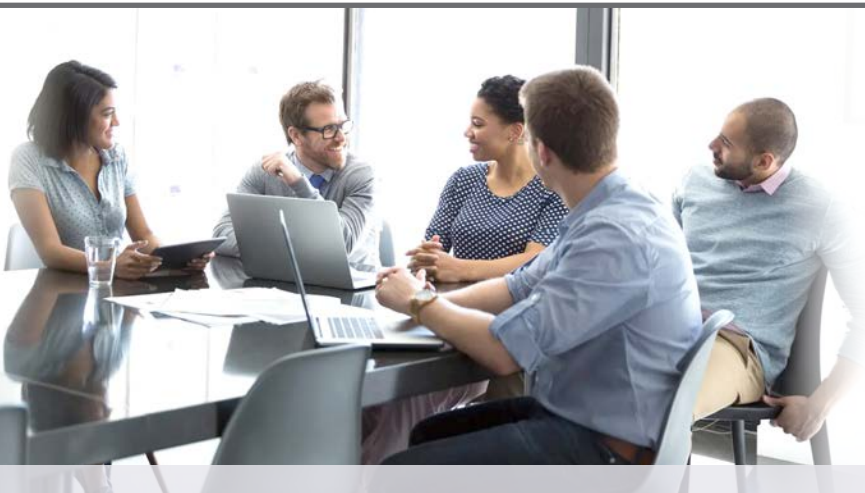


Equipment dealerships typically have a diverse workforce, including service technicians, sales teams, and administrative staff, each with different health insurance needs. The challenge in 2025 will be creating customized health plans that cater to these varying needs without inflating costs.

CHRIS HAVEY is a Senior Analyst with over 17 years of client management experience. Chris has a unique blend of knowledge relating to consumer behavior & developing business strategies. Over the last 8 years, he has cultivated relationships with an extensive network of equipment dealers spanning the entire country.



CHRIS HAVEY is a Senior Analyst with over 17 years of client management experience.



Whether it is the well-being of employees or the financial stability of a dealership - the influence of health insurance on the industry is profound. As equipment dealerships continue to navigate challenges like rising costs, employee retention, and competitive market pressures, understanding the nuances of health insurance is crucial for making informed decisions that benefit both business owners and their teams.

Workforce Demographics and Healthcare Needs

The aging workforce in the agricultural and equipment industry will continue to increase over the next decade. As employees age, their healthcare needs become more complex, leading to higher insurance costs and more extensive healthcare coverage. Dealerships may face pressure to offer more robust healthcare options, including support for chronic conditions and preventive care, in order to retain older workers. At the same time, they must balance these needs with the financial constraints of the business.

Customization & Cost-Shifting to Employees

Equipment dealerships typically have a diverse workforce, including service technicians, sales teams, and administrative staff, each with different health insurance needs. The challenge in 2025 will be creating customized health plans that cater to these varying needs without inflating costs. For example, service technicians may need more coverage for physical injuries, while sales employees might require access to specialized care for mental health. Offering flexible health insurance plans that meet the unique needs of each employee group will be a growing priority.

As health insurance costs continue to rise, more dealerships may shift a portion of the costs to their employees. This could include increasing employee contributions to premiums, deductibles, or co-pays. Such changes

can affect employee morale and retention, especially if workers feel that the rising costs outweigh the benefits they receive. Dealerships will need to carefully manage cost-shifting strategies to avoid alienating their workforce.

Compliance, Technology Integration, and HR Efficiency

Many equipment dealerships are investing in new technologies to improve HR management and streamline benefits administration. However, implementing new HR software solutions and keeping them updated can be costly and time-consuming. Smaller dealerships, in some situations, may lack the resources or expertise to effectively manage these systems, leading to inefficiencies in handling health insurance enrollment, claims, and employee benefits. As a result, they may need to partner with external HR service providers or invest in employee training to maximize the efficiency of these systems.


Health insurance regulations are complex and continue to evolve. Changes in the Affordable Care Act (ACA) or other federal or state health laws can create compliance headaches for equipment dealerships. Some small to mid-sized dealerships may lack the resources to stay on top of shifting regulations, potentially exposing themselves to fines or penalties. Ensuring compliance with healthcare regulations is a major administrative burden, which

some dealerships may struggle to handle without dedicated HR professionals.

Conclusion

In 2025, equipment dealerships in the U.S. will face mounting challenges around health insurance and human resources. Dealerships are forced to navigate these hurdles to maintain a competitive advantage. To remain successful, dealers will need to be proactive in designing flexible and cost-effective benefits packages, invest in HR technology, and ensure they are meeting the evolving healthcare needs of their employees.

Through NAEDA's partnership with OPOC.us, dealers can source tailored health insurance & human resource management services designed to meet their unique needs. As a trusted NAEDA partner, OPOC.us provides comprehensive Strategic Planning, HR consulting & payroll services to dealer members across the country.

To schedule a strategic planning session with a NAEDA Benefits Analyst, call the NAEDA Marketing Line at 866-676-2871 or email naeda@opoc.us. 

The Evolution of the Ag Salesperson

by ARTHUR WARD

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

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.**

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

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.



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.



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NAEDA 2025 Spring Policy Update

By KIPP MCGUIRE

While everyone knows the predictable rhythm of seasons, the political climate shifts with less certainty.

Nevertheless, just as you carefully prepare your equipment for the busy season ahead, NAEDA diligently monitors the changing political environment to help you navigate what lies on the horizon. Here is a little of what is on our minds as we enter the spring of 2025.

Tax Policy: Addressing the Fiscal Cliff

The impending fiscal cliff created by the expiration of TCJA provisions poses significant challenges for equipment dealers. These challenges are particularly pronounced in agriculture, where inflationary pressures, high interest rates, and depressed commodity prices are already straining farm finances.

Key provisions we're advocating to extend include:

Section 199A Pass-through Deduction

- Without making this deduction permanent, many dealers will face tax rates up to 16 percentage points higher than publicly traded competitors. This lack of parity would jeopardize high-paying rural jobs and investment throughout rural America.

Bonus Depreciation

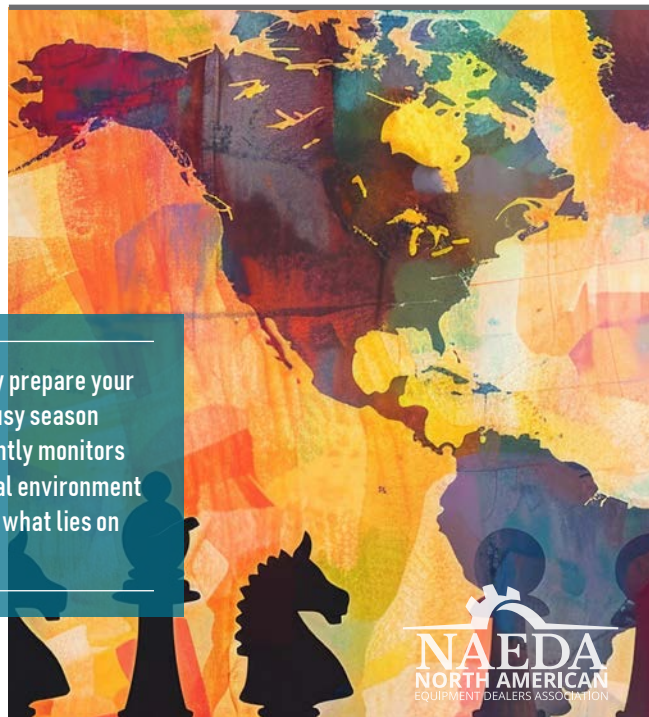
- The phase-out of 100% bonus depreciation will compound declining equipment sales and negatively affect customer purchasing behavior. We're pushing to revive this important investment incentive.

Floor Plan Interest Deduction

- This provision remains critical for managing inventory financing costs for equipment dealers.

As one dealer recently told us, "We're already in a downturn, and now we're going to inject additional uncertainty into the market." When uncertainty looms, customers hold

Just as you carefully prepare your equipment for the busy season ahead, NAEDA diligently monitors the changing political environment to help you navigate what lies on the horizon.



back from making purchases, creating a challenging sales environment for dealers.

Tariffs: A Double-Edged Sword

Speaking of uncertainty, it abounds in what tariffs will mean for the industry. As of this writing, the U.S. is hours away from possibly re-instating 25% tariffs on goods from Canada. Meanwhile, it seems, for the moment, that Mexico has come to an agreement forestalling a similar fate. NAEDA continues actively watching developments in this area for the equipment dealer industry and ensuring policy makers keep in mind these key considerations:

Higher Equipment and Parts Costs

- Modern agricultural equipment incorporates components from global supply chains. Tariffs would increase manufacturing costs that ultimately affect equipment pricing.

Agricultural Market Disruption

- Previous experience showed that retaliatory tariffs targeted U.S. agricultural exports, resulting in a \$27 billion decline in 2018-19. Combine high inventory levels, uncertainty, and a deep dive in farm net income,

and there is potential for a perfect storm to hit dealers.

NAEDA strongly supports:

- A robust Market Facilitation Program to fully compensate producers for lost markets and decreased commodity prices caused by retaliatory tariffs.
- Renewal of the USMCA trade agreement and removal of tariff and non-tariff trade barriers, which could accelerate more than \$2 billion in expected increases in agricultural exports.

NAEDA is advocating for more consistent statutory mechanisms in the Farm Bill to address retaliatory tariffs rather than ad-hoc programs that create market uncertainty.

Workforce Development: Not Right to Repair

One of the most persistent challenges for equipment dealers remains the shortage of skilled technicians. The average farm equipment dealer would hire five additional technicians today if they were available.

NAEDA supports expanding the H-2A Temporary Agricultural Workers program to address this critical

KIPP MCGUIRE is the director of government affairs for NAEDA. He comes from the consulting world, where he was an advisor to the U.S. Navy's Commander of Pacific Fleet as a member of the Commander's Action Group and Government Affairs and Outreach teams. Prior to his time as a consultant, he was an Advance Officer for the Office of the Secretary of Defense, which took him across the globe coordinating nation-to-nation engagements. He has extensive experience in the legislative and policy fields, and has previously worked for state and federal legislators, as well as an advisor on several political campaigns. His military service includes five years enlisted with the Marine Corps and is presently an Intelligence Officer with the Navy Reserves. He has degrees from the University of Montana and the Institute of World Politics.



KIPP MCGUIRE is the director of government affairs for NAEDA.

shortage. Currently, the H-2A program allows U.S. employers who meet specific regulatory requirements to bring foreign nationals to the United States to fill temporary agricultural jobs. These visas are specifically designed for seasonal farm labor, with employers required to demonstrate that there are not enough U.S. workers who are able, willing, qualified, and available to do the temporary work.

However, the program currently excludes year-round agricultural needs like equipment maintenance and repair. Our proposal would extend H-2A eligibility to equipment dealers to recruit foreign labor for chronically unfilled technician positions. This expansion would directly benefit producers by reducing equipment downtime during critical planting and harvest periods, when a single day of delay can result in significant financial losses.

Right to Repair: A Workforce Issue

What is often framed as a “Right to Repair” concern is fundamentally a workforce issue. The problem isn’t about accessibility or availability of parts, tools, and documentation—

it’s about the severe shortage of skilled technicians leading to service delays and equipment downtime.

Our industry has demonstrated its commitment to customer repair options:

- Nearly 60% of all parts sold are installed by someone other than the dealership.
- The average farm equipment dealership sells parts to nine different independent repair shops.

The Memoranda of Understanding (MOUs) between major manufacturers (John Deere, CNHI, Kubota, AGCO, Claas) and the American Farm Bureau Federation cover nearly 80% of farm equipment sold in the U.S. and formalize the existing commitment to supporting customer repair options.

These private sector agreements represent the appropriate solution, avoiding unnecessary legislation while addressing the real issue—expanding our skilled workforce to better serve producers during the most critical periods of their year.

Advocacy Update

By the time you read this, NAEDA will have recently hosted its Washington D.C. Fly-In. We want to extend our sincere appreciation to all the dealers who attended. Advocacy events like this one are critical to the overall success of our mission to pursue positive public policy outcomes for successful dealers. These dealers invest their time and dollars to join this event and are genuinely working on behalf of the whole industry, and for that, we thank them.

Moving Forward Together

As we navigate this evolving policy landscape, the Government Affairs team will continue monitoring developments and advocating for policies that support equipment dealers across North America.

We welcome your insights and encourage you to contact our team with specific concerns or questions. [EDM](#)

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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:

LESLIE UDY | LegalShield / IDShield

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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.

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.

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.



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

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.

Dealers that offer easy access to OEM



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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.

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.

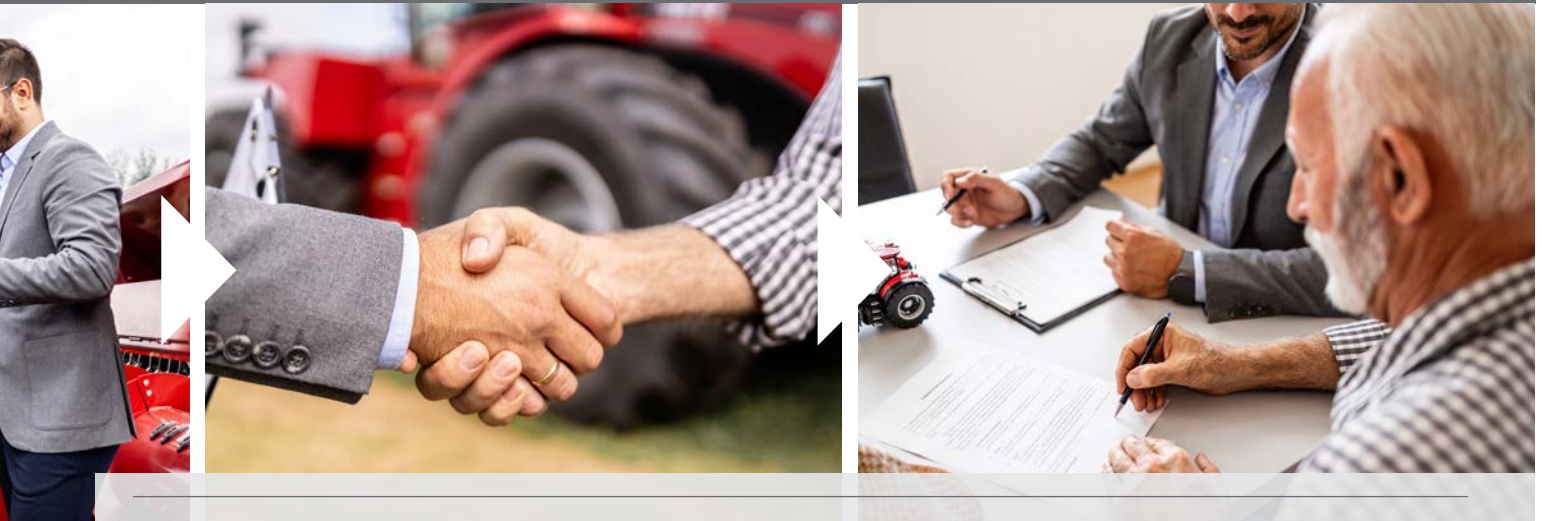
The Value of Extended Warranties

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 bene-

fits 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 financ-

ing 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**

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Manufacturer-Sponsored Floor Plans with Third Party Lenders: Understanding the Unseen Risks

by LANCE FORMWALT

In prior articles, I've identified risks that can come with doing business with financially-challenged manufacturers. These risks can lead to surprising (and negative) results in tough economic times.

The biggest risks of financial challenges usually revolve around smaller manufacturers that will experience severe financial distress sooner than better capitalized manufacturers. Smaller manufacturers are also more likely to rely on relationships with third party floor plan lenders to help facilitate dealer-financing for purchases of the manufacturer's products.

Manufacturer-sponsored floor plans can be a valuable tool in facilitating achievement of a manufacturer's plan to onboard dealers at a quicker pace and streamline the process for purchasing inventory. Dealers are often supportive of these lending arrangements because they are usually accompanied by a period of time where the dealer is not required to pay interest with a specific piece of equipment. However, it is critical for dealers to understand that these relationships include risks that are not always visible to dealers since many of the underlying terms have been negotiated directly between the manufacturer and floor plan lender. Unfortunately, since these risks do not become visible until the manufacturer's situation has become increasingly dire, it is often too late to take steps to mitigate the risk on the back end.

The over-arching risk with a third-party floor plan is that a dealer is creating an independent obligation to pay a third party for inventory purchased from the manufacturer. As a result, claims that a dealer might use to defend against making payments to a manufac-

turer will frequently not have the same effect when used with the floor plan lender (e.g. the manufacturer's obligations to repurchase inventory under state law). This risk can be created (or increased) through the terms of your agreement with the floor plan lender. Some of the common key agreement terms and the related issues are listed below:

Financing Unwanted Inventory

- Manufacturer-sponsored floor plans often say that inventory can be placed on your statement through a communication from the manufacturer, including verbal statements through a phone call. Once inventory is placed on your statement, these agreements also give you very limited rights to dispute the addition of the debt for this inventory. If this language is in your agreement, it is important to monitor your statement frequently and immediately notify your manufacturer and floor plan lender in writing that you dispute the addition of the inventory to your floor plan.

Interest-Free Doesn't Necessarily Mean No Interest

- Dealers take full advantage of interest-free flooring periods and they can be an important tool for manufacturers to convince dealers to meet the manufacturer's

ordering targets. However, it is important that dealers understand that the floor plan lender is not providing financing for an interest-free period ... they are still charging interest, but subject to an agreement by the manufacturer to pay this interest on behalf of the dealer. This arrangement can work great as long as the manufacturer is paying the interest, but dealers need to realize that their loan agreements may also include language that obligates the dealer to repay the lender any interest the manufacturer doesn't pay for the "interest-free" period.

Blanket Liens

- When a dealer takes on a manufacturer-sponsored floor plan, the floor plan lenders will often require a blanket lien on the dealer's assets. While this can create a conflict with your contracts with other lenders, another practical risk associated with this type of lien is that if a manufacturer goes belly up, a blanket lien gives the lender the right to pursue claims against all of your other assets, even if they have nothing to do with the inventory that was actually financed. This is important because the inventory actually financed



Unfortunately, unseen risks do not become visible until the manufacturer's situation has become increasingly dire, so it is often too late to take steps to mitigate the risk on the back end.

LANCE FORMWALT is the leader of the Equipment Dealer Group at Seigfreid Bingham, P.C. The firm serves as legal counsel to the North American Equipment Dealers Association and many individual equipment dealers. Lance may be contacted at lancef@sb-kc.com or 816-265-4106. Also see www.sb-kc.com. This article is intended to provide general recommendations and is not intended to be legal advice. You should always consult your attorney for advice unique to you and your business.



LANCE FORMWALT is the leader of the Equipment Dealer Group at Seigfreid Bingham, P.C.

A lender will typically use the same terms as the starting point for all of its manufacturer-sponsored floor plans but not all manufacturers are created equally, so it is important for dealers to push back on these terms to help limit risk.

with the floor plan lender may be worth substantially less than what you paid for it due to the manufacturer's financial condition. It is also important to note that a blanket lien also specifically includes the right to recover any credits the manufacturer might owe to you for paid for inventory (e.g., parts) and volume bonus or other incentive payments.

Limiting Risks on the Front End

Once you understand the risks that are in the fine print of the agreements with the manufacturer-sponsored floor plan lenders, it becomes apparent that the floor plan lender is relying on your dealership to reduce its credit risk by working with a manufacturer that

may not be very well-capitalized. A lender will typically use the same terms as the starting point for all of its manufacturer-sponsored floor plans but not all manufacturers are created equally so it is important for dealers to push back on these terms to help limit risk. In general, I'd recommend attempting to get the floor plan lenders to agree to the following terms:

Inventory Confirmation

- Before inventory can be placed on your floor plan, require your written confirmation. This step may increase some administrative work but it should not impact credit risk for the lender.

Confirm Manufacturer-Interest Payments

- While a lender will likely resist eliminating the dealer's obligation to fund interest for the "interest-free" periods if the manufacturer doesn't pay the interest, it should not be an obstacle for the manufacturer and the lender to confirm periodically that the manufacturer has made all interest payments for these periods. The failure of a lender to confirm this (or to commit to confirming this) could be a red flag as to the financial condition of the manufacturer and cause you to reduce your exposure to that lender.

Eliminate Blanket Liens

- Dealers should attempt to limit any security interest to only the inventory that is financed through the floor plan arrangement. If the lender refuses to do this and insists on a blanket lien, this should also be construed as a red flag as to the lender's view of the credit risk associated with its relationship with the manufacturer. **EDM**

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What is the Role of a Retirement Plan Trustee?

by DAVID WENTZ

Having a personal relationship with our clients is a priority and helping Trustees navigate the retirement planning space is an important step.

This article is intended to be used as a guide for plan Trustees to ensure they understand their duties and responsibilities as Trustees. If there are any more questions going forward, we are here to answer any questions that may come up, and we look forward to continuing our relationship with NAEDA in the future! Here is what you need to know.

What are The Duties and Responsibilities of a 401(k) Trustee?

A 401(k) Trustee plays a crucial role in managing an organization's retirement plan, ensuring compliance with regulatory requirements, and safeguarding participants' interests. As fiduciaries, Trustees must act with prudence, diligence, and loyalty. Below are the key responsibilities of a 401(k) Trustee.

FIDUCIARY DUTY

Trustees must always act in the best interests of plan participants, which includes:

- **Loyalty and Prudence:** Managing investments with skill, care, and diligence (DOL - Fiduciary Duties).
- **Avoiding Conflicts of Interest:** Preventing transactions that could benefit the Trustee personally.

PLAN OVERSIGHT AND COMPLIANCE

Trustees ensure that the plan operates smoothly and adheres to all regulations by:

- **Monitoring Plan Operations:** Ensuring compliance with governing documents.
- **Following ERISA Guidelines:** The Employee Retirement Income Security Act (ERISA) mandates Trustees act prudently and in good faith (Department of Labor - ERISA).
- **Selecting and Monitoring Service Providers:** Evaluating financial advisors and recordkeepers regularly.

A 401(k) Trustee plays a crucial role in managing an organization's retirement plan, ensuring compliance with regulatory requirements, and safeguarding participants' interests.



INVESTMENT MANAGEMENT

Trustees oversee investment strategies to protect participants' retirement funds:

- **Creating an Investment Policy Statement (IPS):** Defining asset allocation and risk management strategies.
- **Selecting Investment Options:** Offering a diversified range of investments.
- **Monitoring Investment Performance:** Adjusting portfolios as needed to align with plan objectives.

REGULATORY COMPLIANCE

Trustees must maintain compliance with federal and state laws, including:

- **Ensuring Plan Qualification:** Meeting IRS and Department of Labor (DOL) standards (IRS 401(k) Resource Guide).
- **Filing Reports and Disclosures:** Submitting documents such as Form 5500 and issuing participant disclosures.
- **Conducting Regular Audits:** Identifying and correcting compliance issues.

PARTICIPANT COMMUNICATION AND EDUCATION

The Trustee, with assistance from their plan advisor, provides information to employees so they can make informed retirement decisions.

- **Provide Clear Plan Information:** Setting times for the Plan Advisor to educate participants about their options and investment risks.
- **Assist with Enrollment and Contributions:** Streamlining access to plan benefits.

MANAGING DISTRIBUTIONS AND LOANS

Trustees oversee the proper handling of plan distributions and loans by:

- **Ensuring Proper Documentation:** Verifying compliance with plan terms.
- **Processing Transactions Efficiently:** Avoiding delays and penalties.

RISK MANAGEMENT

To minimize financial and legal risks, Trustees should:

- **Maintain Accurate Records:** Documenting plan operations and decisions.
- **Obtain Fiduciary Liability Insurance:** Protecting against potential claims.
- **Conduct Routine Reviews:** Ensuring policies align with legal and financial standards.

A 401(k) Trustee plays a vital role in managing retirement funds with diligence and integrity. By overseeing investments, ensuring regulatory compliance, and prioritizing participants' best interests, Trustees contribute to a secure financial future for employees. Proper execution of these duties helps mitigate legal risks and supports the plan's long-term success. ^{EDM}

Content is double checked by Claude at the request of David B. Wentz, J.D., LUTCF

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DAVID WENTZ
is CEO of TFB, Inc.

DAVID WENTZ is CEO of TFB, Inc. David frequently speaks at various seminars about profit sharing, 401(k) plans and investment programs. The North American Dealers Association (NAEDA) endorses Tax Favored Benefits as a 401(k) provider. No compensation is received. More information is available at www.taxfavoredbenefits.com.

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Ensuring the safety of equipment and people throughout the processes of loading, unloading, and transportation is essential.



Loading, Unloading, and Transporting Equipment

by JERRY LEEMKUIL

When Loading Equipment

- **SECURE CARGO:** Fasten properly, check load after driving 20-50 miles.

When Unloading Equipment

- **INSPECT EQUIPMENT:** Confirm condition of equipment prior to departing.

When Loading and Unloading Equipment

- Only well-trained employees should load/unload equipment and avoid customer involvement.
- Secure vehicle - shut off engine, engage emergency brake, and chock wheels.
- Keep the unloading/loading area clear. Use mechanical aids to assist in unloading/loading.
- If manual lifting is necessary, bend at the waist, lift with your legs, and team-lift.
- Follow all local, state and federal Department of Transportation (DOT) regulations and guidance on load securement and transportation.

When Transporting Equipment

- Practice safe, defensive driving. Avoid any sudden maneuvers if possible.
- If hauling longer distances, check load after driving 20-50 miles and re-secure if necessary. **EDM**

Federated® is committed to helping clients develop loss prevention strategies, prepare training sessions, and support your organization's risk management efforts. For assistance or more information, contact the Risk Management Resource Center at 1-888-333-4949.



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

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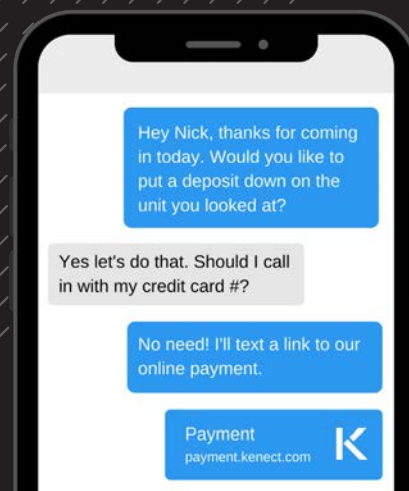
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The Science of Customer Service

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

LARRY COLE, PH.D., is a lead trainer for and consultant to the North American Equipment Dealers Association's Dealer Institute. He provides onsite training and public courses to improve business leadership effectiveness and internal and external customer service. Please send questions and/or comments to Larry at teammx100@gmail.com



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 differences between U.S. and Canadian dealerships.

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.



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



CANADA SATISFIED	Means	Means
	Customer	Employee
Motivator		
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.

UNITED STATES	Customers	Employees
Net Promoter Scores	13.3%	9.1%
CANADA	Customers	Employees
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.

UNITED STATES SATISFIED

Motivator	Means	Means
	Customer	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	Means
	Customer	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.



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• PHASE 1

Pre-Recruitment

Visa Applications: Obtaining approvals to hire a Permanent Skilled Worker from outside the US.

Marketing Materials: Develop 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 the 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.



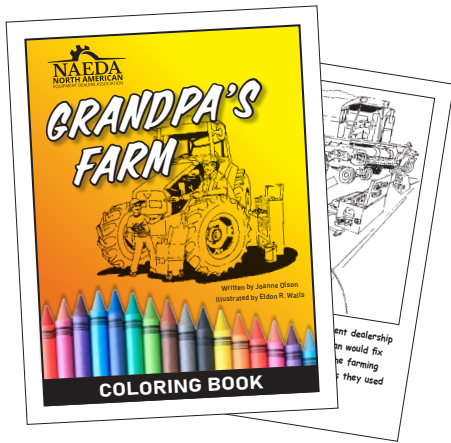
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Equipment Retail Sales In Units



DATA PROVIDED BY THE ASSOCIATION OF EQUIPMENT MANUFACTURERS

U.S. - 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	6,469	7,908	-18.2	11,780	13,897	-15.2	74,814
2WD < 100 HP	2,966	3,413	-13.1	5,597	6,558	-14.7	31,282
2WD 100+ HP	1,223	1,568	-22.0	2,326	3,074	-24.3	10,227
Total 2WD Farm Tractors	10,658	12,889	-17.3	19,703	23,529	-16.3	116,323
Total 4WD Farm Tractors	133	226	-41.2	234	448	-47.8	687
Total Farm Tractors	10,791	13,115	-17.7	19,937	23,977	-16.8	117,010
Self-Propelled Combines	184	354	-48.0	281	814	-65.5	916

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