Northeast
DEALER
The Newsletter of NORTHEAST EQUIPMENT DEALERS ASSOCIATION, INC.

WORKFORCE DEVELOPMENT

By TIM WENTZ
NEDA Field Director / Legislative Committee Chairman

I'm happy to report that several NEDA dealers were able to meet with Secretary Russell C. Redding, Pennsylvania's Secretary of Agriculture, and select members of his staff on Thursday August 10th at Ag Progress Days. Our conversation focused on identifying existing and future workforce needs, what's working, what isn't, exploring possible solutions and opportunities. We had a vibrant and engaging conversation and are looking forward to continuing and expanding the dialog!

I want to thank those dealers who participated in the conversation for investing your time and travel. THANK YOU! Your participation/voices/investment lent powerful reinforcement to the value dealers place on this work and cooperation. As was said at the meeting, **workforce is an issue all of us are dealing with and can work cooperatively on, competitor or not.**

Moving forward it will be important to leverage and expand our continuing conversation with the Secretary, engage other officeholders (both state and federal and build on and expand our prior/continuing work in support of Ag teacher professional development opportunities (highlighted in last month's (and prior years) column(s)). My hope is that NEDA, our partners, and member dealers will be able to build out and implement active promotion of careers and career pathways via engagement with teachers, administrators, parents, and students, particularly those in the middle schools throughout our region.

How and what exactly that programing/outreach looks like isn't clear just yet. Personally, I'm looking forward to the work partnering with our members, government representatives, Ag teachers, and our manufacturers/industry partners and fully expect that it will take significant effort to identify what should be presented, to whom, and effective engagement/presentation methods/tools. At the same time, we will also be looking at knowledge gaps, funding opportunities, evaluating what works and, more importantly, what hasn't worked.

Based on experience I can assure all that this work will find the most success if dealers actively participate and engage in the process from beginning to end! Like our work in state capitals, dealers are our most effective communicators, when they carry the message the public (and legislators) listen.

See page 16 for additional information.

IN THIS ISSUE

September 2023 | Vol. 26 No. 292

3 Observations from the Field
4 Keeping Up With Hazard Communication
4 New Member ... A.B.C. Groff Inc.
6 NAEDA Launches New Member Dealer Engagement Platform
8 HBS Systems Announces Integration with Record360
10 What is Small Business Brand Use and Why Is It So Important?
17 Federated Insurance Announces Risk Management Academy
18 Another Key to Success
22-23 Manufacturer News

ADVERTISERS

2 Haylor, Freyer & Coon
5 Custer Products
7 OPOC US Care Center
9 Fastline
10 Kenect
11 HBS Systems
13 LWS Solutions
16 J.J. Keller Training
19 Basic Software
21 Bernstein Shur [Free Legal Advice]
24 Federated Insurance

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Northeast Equipment Dealers Association
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NEDA Workers' Compensation Safety Group

Average Dividend of 30.0% For the Last 10 Years

DIVIDEND HISTORY

Policy Year	Dividend
2021-2022	35.0%
2020-2021	35.0%
2019-2020	35.0%
2018-2019	40.0%
2017-2018	40.0%
2016-2017	35.0%
2015-2016	30.0%
2014-2015	20.0%
2013-2014	15.0%
2012-2013	15.0%

ELIGIBILITY

- **Members of NEDA Inc.**
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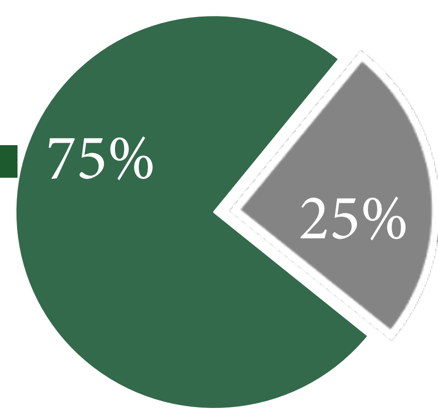

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Observations from the FIELD

Tracking and advocating against legislation on our members' behalf has been and continues to be a significant focus of the association's time and resources. Please take some time and review our sortable listing of legislation by state and subject www.ne-equip.org/legislative-update/. I'd ask specifically that you review the right to repair bills listed by state. Unfortunately, there remains much work ahead for equipment dealers and manufacturers on the legislative front with an increased level of support thoughout state legislatures in our region and the nation. It's important to note that support of legislation is building on both sides of the isle, likely a response to the advocates having successfully stewarded repair legislation focused on Wheelchair and Ag Equipment repair in states outside of our region building consensus, momentum, and support for their agenda.

TIM WENTZ
Field Director / Legislative Committee Chairman
717-576-6794

The sales reports I've read and received from dealers seem to indicate continuing strength in large Ag equipment markets and weakness in the compact equipment, power sports/UTV, OPE markets to include compact construction equipment. Personally, I was surprised to hear that higher interest rates hadn't had a material impact on large equipment sales, seems strength in the commodities markets has buoyed demand. Several dealers did mention that they are paying more attention to floor plan interest expense/budgeting than they had in the recent past, but none seemed overly concerned. Overall, it seems as though dealer profits/sales volumes are tracking close to if not exceeding projections.

Trying to read the "tea leaves" often seems like a futile exercise (particularly for me), but I think it's important for dealers to engage with the manufacturers they represent (both locally and nationally) and consider some of broader industry trends to include increased focus by manufacturers on sales of software as a service (to include diagnostic tools, precision Ag, asset management, etc.), electrification (particularly in the OPE and compact construction market segments). It will also be important to discuss and understand your manufacturers' position/plans regarding dealer consolidation and explore how/what impacts those trends might have on your dealerships. Within that discussion to identify/understand your manufacturers plans/expectations within market segments, new products, refocused attention and anticipate to the greatest extent possible if your dealerships are able to address/take advantage of future opportunities.

With our workforce development efforts and dealer visits, we've begun to have more discussions regarding employee retention and development. Demographics being what they are, it will be important that "we" retain and develop our existing employees to the greatest extent possible. Questions you might ask are: Do you have training/professional development tracks in place? Are you maximizing your assets (to include EMPLOYEES)? Are there gaps/opportunities? Will your facilities, staff, and financial resources match/support future demands?

Looking ahead NEDA staff will to continue focus time on workforce development. The long term the goal is that we will be able to expand beyond service technician training and recruitment to develop tools focused on helping dealers identify position-associated skills and competencies, methods for existing organizational and individual employee skills validation. These will be followed by identification/development of educational and professional development resources.

"Talent wins games, but teamwork and intelligence win championships." – *Michael Jordan*

KEEPING UP WITH HAZARD COMMUNICATION

If your organization produces, transports, and uses hazardous chemicals, it is important to train employees to interact with these substances safely because failing to use and store hazardous chemicals correctly could lead to dangerous health side effects or even contribute to a workplace fire.

According to OSHA, all employees should have access to and training on Safety Data Sheets (SDS), a comprehensive hazard communication (HazCom) safety program, and all chemicals must be labeled.1

Brush up on your HazCom knowledge by answering the questions below.

How are hazardous chemicals classified? A hazardous chemical is anything that poses a health, safety, or environmental risk. Health hazards include chemicals that can cause everything from mild skin irritation to cancer. Safety hazards include chemicals that can explode or ignite, and environmental hazards include water pollution and ecosystem disruption.

Should I have labels on hazardous chemicals at my business? Yes. Hazardous chemical manufacturers, distributors, and importers are required to provide labels. These labels should feature the product name or number, supplier information, a signal word (e.g., Danger), pictogram, hazard statement, and precautionary statement.

What are Safety Data Sheets (SDS)? A safety data sheet includes 16 sections detailing the properties of a chemical, its hazards, protective measures, and safety precautions for handling and storing.

What are other HazCom best practices?

- Implement a written safety program that is available to all employees.
- Annually, train all workers on any new label elements and SDS formats.
- Review chemicals stored at your workplace on an annual basis.
- Keep physical copies of SDS' in close proximity to where the chemicals are stored.

For more information and helpful resources on hazard communication, reach out to your local Federated® marketing representative.

[1] https://www.osha.gov/hazcom Hazard Communication. Accessed 6/14/23.

▸ Provided by **Federated Insurance**

This article is for general information and risk prevention only and should not be considered legal or other expert advice. The recommendations herein may help reduce, but are not guaranteed to eliminate, any or all risk of loss. The information herein may be subject to, and is not a substitute for, any laws or regulations that may apply.

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Dedicated to helping supply needed parts when over priced or discontinued. It is an evening project that is growing. We have no retail store. Our inventory is not electronically tied to the website. We try to keep it updated. Please call and check for part availability before making the drive.

Join NEDA In Welcoming Our New Member.

Summer Clearance Sale!

NEDA
Northeast Equipment Dealers Association

Get a discount on these items when you order in September

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24-watts replacement LED Flood light
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High and Low Beam
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Great for farm equipment as back up lights and has a high and low beam for additional lighting.

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NAEDA LAUNCHES ITS NEW MEMBERS-ONLY DEALER ENGAGEMENT PLATFORM

The North American Equipment Dealers Association is excited to announce the launch of its new members-only dealer engagement platform, NAEDA Community. This social and communications platform will provide a central place for dealers to connect, collaborate, learn, and share.
NAEDA was formed in 2022 with the recent merger of the Equipment Dealers Association, the Midwest-SouthEastern Equipment Dealers Association, the United Equipment Dealers Association and the Western Equipment Dealers Association. With this merger now firmly in place, NAEDA is looking to enhance its communications efforts with its 4000+ dealer members across North America.

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

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

Visit NAEDA Community at www.naedacommunity.com. Invitations have been sent out via email for dealers to join. Dealers are encouraged to share the NAEDA community with the rest of their organization so they can have the opportunity to sign up and stay connected. "This platform provides several ways for dealers to connect, collaborate, and share what is going on in their business and the industry in general," added Rominger. "We are confident that this will enhance our dealer's industry and association experience."

▸ Posted online **NAEDA Equipment Dealer magazine** | 5.2.23

PURCHASE PLANS & LEASING AGREEMENTS:
Helping Customers Ask The Right Questions Before They Buy

Amid rising prices of both new and used equipment, many dealers are helping their customers leverage financing to spread out their machinery costs and reduce the financial burden of keeping their equipment up-to-date. But is purchasing the equipment outright with a loan or financing the use of the equipment with a lease the right option for your customers?

Here are 10 questions you can ask your customers to help them understand the key differences between conventional purchase plans and leasing agreements, and how each option can impact their cash flow, machinery costs and tax position.

1. **How many hours a year do you expect to use the equipment?**
2. **Are you looking for the lowest possible initial investment?**
3. **Do you have a trade, or will you be putting cash into the transaction?**
4. **What's your trade-in frequency? Do you typically buy new or "like-new" equipment?**
5. **Are there other areas of your operation where you could be using operating capital?**
6. **How important is equipment ownership to you?**
7. **How are financing rates and terms determined?**
8. **What are your obligations with a loan versus a lease?**
9. **What risks or limitations could you be overlooking?**
10. **What are the tax advantages?**

In closing, before entering into a loan or lease agreement, it's a good idea to advise customers to consult with their accountant or tax adviser to discuss their specific tax circumstances and cash flow requirements.

Entire article can be read **here**.

▸ Excerpted from article posted online **NAEDA Equipment** | 8.10.23

Northeast Equipment Dealers Association

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A unique retirement plan structure developed to make it easier and more affordable for smaller employers to offer their employees a high-quality, competitive retirement plan. Services include, but are not limited to:

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Learn more: onepointofcare.com/neda

HBS Systems Announces Integration with Record360

Richardson, TX 8.15.23 – HBS Systems, a leading provider of web-based equipment dealership management solutions is proud to partner with Record360, a digital inspection software that leverages photos and videos to record the condition of physical assets.

This integration will provide dealers utilizing HBS Systems' NetView ECO equipment dealership management solution with high-quality photo and video inspections to capture equipment's actual condition from a mobile device. This partnership with Record360 will help dealers speed up the inspection process and reduce damage disputes.

The planned integration will focus on rental and service.

- The ability to submit inspection reports via mobile device
- Take high-quality photos and videos to document the equipment's condition
- Automatically upload inspections to the HBS Systems rental and service applications
- Capture digital signatures
- Keep a historical inspection record
- Help identify damage trends

"We are always looking for ways to provide cost savings for our valued customers that partner with us for the life of their business. We are proud to integrate with Record360 to provide equipment dealers with the leading tool to manage their assets," said Chad Stone President and CEO, of HBS Systems. "Our team is constantly working to provide an open API to easily bring innovative partners into the HBS Systems NetView ECO software ecosystem."

"We are thrilled to announce our partnership with HBS Systems. Our shared goal of improving the efficiency of equipment inspection processes will bring new possibilities to the NetView ECO dealer management software," said Damon Haber, Co-Founder of Record360. "This collaboration in the heavy equipment industry, will elevate the experience for HBS Systems dealers and elevate customer confidence and trust by adding transparency to equipment rental transactions."

About HBS Systems, Inc.

Since 1985, HBS Systems, Inc. has served equipment dealers worldwide in the agricultural, aggregate, construction, industrial, material handling, and rental equipment industries with our web-based NetView ECO equipment dealership management software. NetView ECO improves the equipment dealership's accuracy, usability, and efficiency, leading to increased profitability and customer satisfaction. To learn more, contact our experienced team at sales@hbssystems.com, 800-376-6376, or visit our website hbssystems.com.

About Record360

Founded in 2013, Record360 is used by customers such as Synergy Equipment, L&N Supply Company, and Komatsu to document the condition of assets like construction equipment, trucks, and other rental machinery at the time of exchange. With over 23 million inspections in 2,000 locations nationwide, Record360 acts as an independent third party to store high-quality images and video documentation to hold proof in the event of a damage dispute. For more information about Record360, visit us at record360.com.


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USDA Conducts Pennsylvania Custom Rates Survey for the First Time Since 2016

HARRISBURG, PA – The U.S. Department of Agriculture's National Agricultural Statistics Service (NASS) is contacting Pennsylvania farmers and agri-businesses for the 2022 Custom Rates Survey. The survey is a comprehensive assessment of custom crop and livestock service work offered in the state during 2022.

"The most recent crop and livestock custom rates data available are from 2016 and continues to be a highly requested data set," said King Whetstone, director of the NASS Northeastern Regional Field Office. "This year, persons involved in agriculture in Pennsylvania can show how hiring custom services on farms has changed."

NASS will contact about 4,000 farmers and agri-businesses in Pennsylvania starting in early August with a postcard. Survey respondents are encouraged to use the new Respondent Portal at agcounts.usda.gov. The postcard will contain a unique survey code and instructions on how to respond online. On the portal, they can complete their survey, track upcoming surveys, access data visualizations and reports of interest, link to other USDA agencies, and more.

To ensure all survey participants have an opportunity to respond, NASS interviewers will follow up with those that did not respond by mail or online to conduct telephone interviews starting late September 2023. NASS safeguards the privacy of all respondents.

The information provided by survey respondents will be used for statistical purposes only. In accordance with federal law, responses will be kept confidential and will not be disclosed in identifiable form. Survey results will be published in the Pennsylvania Custom Rates report to be released in December 2023. This and all NASS reports are available online at nass.usda.gov/Publications.

For more information on available reports, call the NASS Northeastern Regional Field Office at (800) 498-1518.

▸ Posted online **USDA News Release** | 7.25.23

What Is Small Business Brand Use and Why Is It So Important?

By ALLIE DECKER | FOUNDr

Building a brand includes everything from designing a logo, to gathering customer and employee perceptions, to defining your voice. It's an expansive process that results in a narrow outcome: your brand.

According to Luke Sullivan, author of Hey Whipple, Squeeze This: "A brand is the sum total of all the emotions, thoughts, images, history, possibilities, and gossip that exist in the marketplace about a certain company." Now, some of these brand elements you can't create or define yourself; you have to wait (patiently) until the market does it for you.

What you can control, though, is the usage of your brand—the process of applying it to and integrating it into every aspect of your business. This is an integral part of the branding process, but some businesses skim or skip over this process altogether. (That's right, all that hard design work for nothin'!) And by every aspect of your business, we mean:

- Your environment, i.e. your storefront, office, or restaurant
- Your packaging, print, signage, and stationery
- Your website and online advertising
- Your social media, content marketing, and email signatures
- Your sales, customer service, and employee-consumer interactions

If wielded correctly, your brand can be a surefire tool in helping your business communicate authority, seriousness, and strength.

Great Brand Use Makes You Rise Above the Competition

Consumer trust has been **favoring small business** for a while now. Consumers crave personal relationships with brands and are more willing to purchase from small businesses than big, faceless corporations. So, as an entrepreneur and small business owner, you've got that in your corner. Bravo!

So, the real question here is: How do you differentiate yourself from other small businesses? Whether you're "small" in terms of client base, employee base, or service offering, you're bound to be competing with a few other companies.

When deciding who to patronize, consumers trust brands that are *consistent, clear, and have character* (a strong identity that makes a human connection). We see that reflected in the most trusted corporate brands.

In this post, we're not advocating strategic brand use for the purpose of growing your business to corporation-level, although these strategies would aid in that effort. No, we're talking about strategic brand use so that you can communicate significance, sincerity, and authority. You want your brand to say, "Hey, I'm little, but I'm serious about ."

In short, your brand is defined as your customers' overall perception of your business. Businesses that use their brands wisely can rise to the top, in consumers' minds and budgets, and they can do so through consistency, clarity, and character.

Read more: **Business Trademarks 101: Registering Names, Logos, and Phrases**

▸ Published online **FOUNDr**

Portable Generator Manufacturers' Association Voices Concerns Over Proposed Regulatory Changes

Newly proposed rule expected to create fire hazards and limit availability of life-saving portable generators

BETHESDA, Md.--(BUSINESS WIRE)--The Portable Generator Manufacturers' Association (PGMA) today shared testimony with the Consumer Product Safety Commission (CPSC), voicing concerns over the agency's newly proposed rule that would further impose additional CO emissions requirements on portable generators. PGMA strongly opposes such measures, since such changes would put consumers at risk of unintended safety hazards, such as fires and unavailability of product. Testing concludes that the CPSC's rule changes could force portable generators' exhaust temperatures to exceed 1000 degrees Fahrenheit – extreme temperatures that would likely cause house fires and threaten owners' safety.

Read more **here**.

▸ Published online **BusinessWire** | 6.28.23

NEWSLETTER

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We proudly present the exceptional candidates who have been recently selected by different companie across the United States, to play various roles as technicians.

These talented professionals bring a wealth of experience, skills, and a strong drive to contribute to the companies for which they were selected.

VALUING YOUR BUSINESS

By IAN C PERRY and **ROMAN A. BASI**

Running your own business requires lots of investment in your life, money, time, and effort. Endless amounts of hours have been spent operating, maintaining, and adjusting the business to stay competitive, profitable, and valuable. After all your hard work and dedication, you may ask yourself, how much is my business actually worth? While most business owners could claim a ballpark value based on their income and assets, it is important to follow the correct procedures and have an independent business valuation. Having an accurate value of your business is necessary for a plethora of reasons. In this article, we will break down those very reasons, such as the benefits of knowing your business's true value, how the true value is established, along with the importance of substantiating, defending, and explaining the said value to those in question.

When you look into buying or selling your business (M&A), business succession planning, estate planning, employee stock options (ESOP), business loans, or even divorce, a proper valuation is vital regarding proper planning, execution, and structure of the transaction. Furthermore, a business valuation is more than just a number arrived at through various methods used to calculate value. The value number arrived at is, in most cases, of secondary value to the actual methodology used in the calculation. As an example, two shareholders enter into a Buy/Sell Agreement (an agreement necessary for all businesses with two or more shareholders) and a shareholder looks to exit the business or passes away unexpectedly. What is the value of the business is the shareholder or the shareholder's estate owed? How are we able to calculate a number that is sure to be ever-changing as business value increases or decreases based on a weekly, monthly, and yearly basis? The answer is the valuation methodology proposed and agreed upon by the shareholders in the executed Buy/Sell Agreement. This Buy/Sell Agreement can provide a valuation methodology that can be calculated at the time of the shareholder's exit. Having this can avoid a battle of various methodologies leading to different values more beneficial to one party over the other.

How can we be sure we selected the right methodology to arrive at a true value? The true value of your business will reflect the value a willing buyer would agree to pay in an arm's length transaction. As the IRS states "True value is the fair market value or the price at which the property would change hands between a willing buyer and a willing seller, when the former is not under any compulsion to buy and the latter is not under any compulsion to sell, with both parties having reasonable knowledge of the relevant facts." Rev. Rul. 59-60. The key to a credible valuation is the ability to obtain and substantiate the value at which the asset or stock will change hands between a willing buyer and seller. To do this properly, the business needs to hire an unbiased, qualified appraiser with experience and training in both the area of valuations and the industry in question. Along with this, the qualified appraiser must understand and employ the various valuation methods, discount, and premium variables, while weighting the result accordingly. Finally, the value calculation must be defended by a qualified appraiser.

A calculated value can only be as strong as the qualified appraiser's ability to defend it. Looking at it from an M&A standpoint, the value put forth to potential purchasers will undoubtedly be reviewed, scrutinized, and even potentially challenged to reduce the buyer's purchase price. The buyer will have a due diligence team that will dissect the business's internal financials to substantiate the numbers in the seller's most recent financial statements. Next, the buyer's due diligence team will then use their valuation methodology calculation to arrive at their proscribed value. If the seller's value seems to be inflated or cannot be substantiated, a purchase price reduction may be sought, negotiation may ensue, and the transaction may be jeopardized.

The true value of your business will reflect the value a willing buyer would agree to pay in an arm's length transaction.

Looking beyond the M&A perspective, an ESOP requires qualified appraisers to understand the future implications of the valuation methodology being employed. The valuation methodology should not only encompass components of the business that drive value but also be able to provide a fair level of value to new shareholders while protecting the majority shareholders. When looking to observe from a business succession planning standpoint, the valuation methodology should be tailored to best meet the needs of the successor, whether the needs be a tax minimization analysis (TMA), payout terms, or level of value. The valuation method and transfer of assets/stock must remain valid under IRS rules about related party transfers.

The above examples can highlight the necessity of not only a valuation, but the necessity upon obtaining a qualified appraiser who calculates, substantiates, and defends the value. At The Center for Financial, Legal & Tax Planning, Inc. (The Center), we have performed, defended, and substantiated our valuations for over 40 plus years. Our President, Senior Advisor, and Senior CPA have a combined sixty-year experience valuing closely held corporations for a myriad of reasons. If you have questions regarding the value of your business, please call The Center at 618-997-3436 for a free consultation.

Ian C. Perry is a staff accountant for The Center for Financial, Legal, & Tax Planning, Inc.

Roman A. Basi is an expert on closely held enterprises. He is an attorney/CPA and the President of the Center for Financial, Legal & Tax Planning, Inc.

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From Russell C. Reading, PA Secretary of Agriculture

Regardless of which part of Pennsylvania I am visiting, regardless of the theme or topic, conversations are always brought up regarding our present workforce and the future for our agriculture industry. Today we had a chance to connect with Ag Equipment dealers, to hear about the needs of these employers and what programs are out there to assist with increasing access to opportunities out there.

Pennsylvania agriculture employs nearly 594,000 people. That is one in every 10 jobs in the state.

As we expect that number to grow by an additional 75,000 jobs in the coming years. To meet that growing demand, it will take an investment by all levels of government, stakeholders, the education system, and industry at every level of the supply chain, focusing efforts on strengthening and preparing the workforce to continue the noble job of growing the foods and fibers our neighbors depend on.

Thanks to our partnership with the PA Department of Labor & Industry and others throughout the state, we are confident in the apprenticeship programs and other trainings offered to get those acclimated to the field of agriculture.

The future of our #PAagriculture industry is in good hands, and that's thanks to the strong partnerships we've built along the way.

▸ Secretary of Agriculture Russell Reading
Posted on **Facebook** | 8.10.23

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Another Key to Sales Success

BY JOHN CHAPIN

A few months ago my article was centered around the number one sales success factor: hard work. Again, that assumes you have at least average intelligence and work on the right things. That said, being successful in sales also requires that you possess another key character trait: self-discipline.

Self-discipline is important because it ensures that you do the hard work every day whether you feel like it or not, because there will be days when you don't feel like it. One of the most difficult paths a salesperson maneuvers is that of staying motivated throughout the day. The amount of rejection a salesperson faces, along with the other ups and downs of the job, coupled with natural physical cycles or periods of low energy, all negatively affect motivation levels causing it to ebb and flow. Because of this, motivation cannot be relied upon to get you to do the work you need to do every day. A far more reliable source for getting us to do what needs to be done is self-discipline. Self-discipline is a habit that once installed, will take over and automatically lead you to do the things that need to be done regardless of how you feel.

In order to install self-discipline, you begin by showing up with a plan that you can follow every day. You need to have your annual sales goal broken down into the activity it's going to take to get you there. In other words, how many sales do you have to make, how many people do you need to talk to in order to make that number of sales, and how many calls, follow-up calls, e-mails, mailers, and other forms of contact do you need to make in order to talk to that number of people? Finally, what do those daily numbers, that daily activity look like? These need to be specific measurable tasks. For example, you might have the following goals for Monday through Friday: make ten face-to-face calls a day, make 20 follow-up phone calls, send 20 follow-up e-mails, and send out five pieces of mail and three thank-you notes.

Once you have the plan to follow, you acquire self-discipline by strictly following that plan every day for three months or so. You do whatever you have to do to achieve those goals no matter how you feel and no matter what happens during the day. So, in other words, if you didn't get a great night's sleep, or you had an argument with your spouse, or a flat tire on the way to work, or you have a couple of customer emergencies during the day, you still find time to get all of them done. If for some reason, you're unable to get them done on a particular day, the remaining items carry over into the next day, so that hopefully, by the week's end, you've hit your goals. If not, they carry over into the weekend. If not the weekend, they carry over to the following week. If you can continually hit your monthly numbers for three months in a row, self-discipline should begin to become a habit and at that point and you'll find that, even on your worst day, you're able to get done what needs to be done. If you've heard me speak, you may have heard me tell the story of the top sales rep at a Fortune 500 Company who got in a car accident one day and totaled his car and yet was able to jump in a cab and finish making all his scheduled sales calls and prospecting calls that day. In fact, he even saw the advantage of being a little "beat up" and used that to his advantage to get into two doors that had previously been closed to him.

One of the most difficult paths a salesperson maneuvers is that of staying motivated throughout the day.

The way self-discipline works is that if you're showing up every day and making the calls day in and day out, after an average time of three months, self-discipline becomes a habit, it becomes automatic, so when you do have a tough day, you'll still show up on that tough day, put your game face on and do what needs to be done. And if you can simply do that one thing, show up every day, especially on the tough days, and do what needs to be done, you'll be light years ahead of pretty much everyone, you'll be extremely successful.

And by the way, willpower does work. Look, if you're on a diet, you're either going to eat that donut or not eat that donut based upon a simple decision that your spouse, your boss, and the competition has nothing to do with. It's a simple decision one way or the other. Studies have shown that people are able to willpower their way through things for three months or more, while the new behaviors become a habit. Once they become a habit, we no longer need to rely on willpower, we'll start to feel out of place and uncomfortable when we're not doing the newly installed activities, that's when you know they're now a habit and part of you. And remember, we don't always have control over our emotions or even our thoughts, but we always have control over our actions.

So, self-discipline requires that you have specific, measurable, daily goals and that you doggedly pursue those goals on a daily basis refusing to procrastinate or get distracted. With strong self-discipline, you'll keep going regardless of what happens to you.

John Chapin is a motivational sales speaker, coach, and trainer. For his free eBook: 30 *Ideas to Double Sales* and monthly article, or to have him speak at your next event, go to **www.completeselling.com** John has over 35 years of sales and sales management experience as a number one sales rep and is the author of the 2010 sales book of the year: *Sales Encyclopedia* (Axiom Book Awards). You can reprint provided you keep contact information in place. E-mail: **johnchapin@completeselling.com**.

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The Traditional Path From Manufacturer to Farmer is Changing, Thanks in Part to Tech and Logistics

WASHINGTON, July 25, 2023 – The U.S. Department of Agriculture unveiled a geospatial product called Crop Sequence Boundaries (CSB) that offers public access to national-scale visual crop rotation data for the first time. The new tool was developed by USDA's National Agricultural Statistics Service (NASS) and Economic Research Service (ERS), two of the department's statistical scientific research agencies.

CSB is a cutting-edge map of agricultural fields that provides crop acreage estimates and historical planting decisions across the contiguous United States. The open-source product uses satellite imagery and other public data to allow users to analyze planted U.S. commodities, enhancing not only agricultural science and research, but providing producers an innovative resource to help make farming decisions.

"CSB gives farmers a chance to look at area farmland and see how remote sensing is capturing planting decisions," said NASS Administrator Hubert Hamer. "Farmers will be able to use eight years of historical crop rotations to enhance their farm records or look at the management history of land that they might have recently started operating. They can also look at how their planting decisions compare in their regions."

New farmers or farmers considering renting land could also use CSB to decide which crop to plant based on past rotations, such as corn to soy, and researchers can conduct analyses at the field level, such as studying conservation practices for a particular field. The tool fills a gap between existing data sources, offering a more comprehensive picture and data in one place that is not provided by most other field level products.

CSB incorporates technological advances in satellite imagery and high-performance cloud computing with Google Earth Engine. It is one of several tools that NASS and its partners have developed over the years to support agricultural analyses and to make data more accessible and valuable to the public.

Kevin Hunt, a senior geographer at NASS, said having a representative field to predict crop planting and acreage for the upcoming season based on common historical crop rotations is beneficial as a supplement to producer-supplied data. ERS Economist Maria Bowman noted that ERS is using the product to study changes in farm management practices, such as tillage or cover cropping, over time. This will help USDA agencies understand the impacts of conservation programs that provide financial support for these practices.

This product represents an automated and repeatable method for estimating fields from public data. "For researchers, CSB is useful because many farm decisions are made at the field level." said ERS Administrator Dr. Spiro Stefanou. "CSB represents an advancement in agricultural research by using high performance cloud computing to promote competitiveness by making information on planting decisions more accessible to everyone."

The CSB data sets for 2015 to 2022 are available for **download** and can be viewed at the state and county-level using an **interactive map**.

This new tool supports strategies outlined in USDA's recently released Science and Research Strategy, including improving and expanding new tools for understanding crop production to supplement other USDA spatial tools like **COMET – Planner Global**. USDA science is envisioning new ways to look at old challenges and everyday decisions to support our nation's farmers and ranchers.

For NASS data and access to CSB and other geospatial resources, visit w**ww.nass.usda.gov**.

NASS is the federal statistical agency responsible for producing official data about U.S. agriculture and is committed to providing timely, accurate and useful statistics in service to U.S. agriculture.

USDA is an equal opportunity provider, employer and lender. To file a complaint of discrimination, write to USDA, Assistant Secretary for Civil Rights, Office of the Assistant Secretary for Civil Rights, 1400 Independence Avenue, S.W., Stop 9410, Washington, DC 20250-9410, or call toll-free at (866) 632-9992 (English) or (800) 877-8339 (TDD) or (866) 377-8642 (English Federal-relay) or (800) 845-6136 (Spanish Federal-relay).

Join a 2½ -Day Risk Management Academy Session to Learn About Reducing Risk at Your Business

Risk, in its many forms, is an ever-present part of our lives. When it comes to your business, you know that mitigating risk is an important factor in keeping your employees safe, your claims costs low, and your business standing strong. Federated Insurance® has the resources to help, and would like to offer you an exclusive invitation to our complimentary 2 ½-Day Risk Management AcademySM (RMA) session for all industries.

This informative session will be held on November 7-9, 2023. It will be hosted by Federated Insurance in Owatonna, Minnesota. Business owners are encouraged to attend — this session will equip you and a representative from your organization with industry-specific tools and knowledge designed to help prevent losses and protect profits. During the session, you will:

- Address losses impacting your industry
- Connect with industry peers facing similar challenges
- Apply risk management best practices at your business

The registration deadline is Friday, October 6, 2023. There is no charge to attend this valuable seminar. Attendees are responsible only for air and/or ground transportation to and from the seminar location, lodging, and incidental meals. Class size is limited to 40 people.

You can learn more by viewing a brief **video** about the Risk Management Academy. To reserve your spot in the upcoming session, or for more information, please contact **FederatedRMA@fedins.com**. Or, visit **www.federatedinsurance.com** and click on **Risk Management Academy** to register online. (See page 17 for additional information.)

MANUFACTURER NEWS

KAGE Innovation Releases New Trip Edge Snow Pusher

Once again, KAGE Innovation has pushed snow removal to a new level — this time with the release of its new advanced snow pusher — the KAGE SnowFire Blast.

This snow box takes the simplicity of a standard snow pusher and adds in many of the safety and performance-enhancing features found in its famous SnowFire 2-in-1 plow and pusher system.

The SnowFire Blast is a trip edge box plow with floating skids. This means you can plow right up to, and over, curbs for a closer scrape and minimal damage. It also means that you no longer need to settle for rubber cutting edges on your pusher.

Designed for skid steers, compact utility tractors and compact wheel loaders, the SnowFire Blast accommodates steel, sectional carbide and poly cutting edges with universal DOT highway punches. That means you can use your favorite cutting edge without worrying about damaging curbs, manhole covers or your pusher.

Read article in its entirety **here**.

▸ Published online **ConstructionEquipmentGuide.com** National Edition | 8.7.23

Milwaukee Announces OPE Tool Expansion

Milwaukee recently announced several new or updated tools, several of which are not available until early 2024. The line includes equipment for consumer and commercial users, as well as updated batteries and chargers. In the OPE lineup, Milwaukee showed 12 new tools, including:

- M18 Dual Bay Simultaneous Super Charger (Available 9/23, MSRP of $249)
- M18 Fuel Telescoping Pole Saw (Available 11/23, MSRP of $799)
- M18 Fuel 17-in. Dual Battery String Trimmer (Available 1/24, MSRP of $699)
- M18 Fuel Dual Battery Backpack Blower (Available 1/24, MSRP TBA)

Read more **here**.

▸ Posted online **OPE Business** | National Edition | 8.15.23

Polaris Recalls Select Model Year 2021-2023 RZR Pro XP 4 And Model Year 2022-2023 RZR Turbo R 4 Vehicles

Polaris has determined that some Model Year 2021-2023 RZR Pro XP 4 and Model Year 2022-2023 RZR Turbo R 4 vehicles can develop a fuel leak at the fuel pump assembly joint on the fuel tank in close proximity to a hot surface, posing a fire hazard and risk of serious injury.

Number of affected units: approximately 23,230 units globally

Number of incidents: Polaris has identified 10 incidents, including eight fuel leaks and two fires as a result of this concern. Polaris is not aware of any reports of personal injury associated with this concern.

Consumers should immediately stop using the impacted units and contact a Polaris dealer to schedule a free repair.

To search off-road recalls by model or vehicle identification number (VIN) to see if your unit is affected by any recalls, visit the Off-Road Safety Recalls page or call Polaris at 800-765-2747.

Read more **here**.

▸ Published online **Polaris** website | 5.18.23

New 'Diamond on Demand' Portal Turns Equipment Dealers into Diamond Experts

Diamond Mowers has launched a new online portal designed to provide dealers with everything they need to know about and sell Diamond Mowers' products and services – all in one location. Available exclusively to the company's network of equipment dealers, "Diamond on Demand" allows sales professionals to conveniently access everything from sales and marketing materials to product training, customer care resources, parts lists, and more.

"Being a great supplier is about more than just offering great tools. It's about partnership and providing support where and when its needed," said Dan Stachel, executive vice president of Diamond Mowers. "That's the inspiration behind Diamond on Demand, where our valued dealers will find everything they need to make them experts on our products, services, and brand at their fingertips."

Read article in its entirety **here**.

▸ Published online **Construction Equipment** magazine | 8.10.23

MANUFACTURER NEWS

Meet The Harvest Hauler

The all-new Brandt DXT Series GrainCarts help you achieve maximum efficiency during harvest.

These dual-auger carts deliver efficient unload speeds, large carrying capacities, and unmatched durability fit for your operation. With capacities of 1,150 to 2,500 bushels and unloading speeds of up to 1,000 bu/min, these grain carts meet the rigorous demands of a fast paced harvest.

View machine specs **here**.

▸ Published online **Brandt Website**

PH Outdoors Announces G Series No-till Food Plot Drill and the Crimper Rollers

PH Outdoors (formerly RTP Outdoors), is a machinery and equipment manufacturer of foodplot implements.

PH Outdoors lives and breathes the outdoors. Their innovative design, craftsmanship, and heavy-duty construction make PH products the standard of quality in the marketplace. They build what hunters need – machinery that performs well, saves time, and offers value.

PH products include the G Series no-till food plot drill and the crimper rollers.

Cummings and Bricker distributes PH Outdoors products in CT, DE, IN, ME, MD, MA, MI, NH, NJ, NY, OH, PA, RI and VT.

▸ Published on **Cummings & Bricker** website

Manufacturer-imposed Requirements

Reasonable price, territory, and customer restrictions on dealers are legal. Manufacturer-imposed requirements can benefit consumers by increasing competition among different brands (interbrand competition) even while reducing competition among dealers in the same brand (intrabrand competition). For instance, an agreement between a manufacturer and dealer to set maximum (or "ceiling") prices prevents dealers from charging a non-competitive price. Or an agreement to set minimum (or "floor") prices or to limit territories may encourage dealers to provide a level of service that the manufacturer wants to offer to consumers when they buy the product. These benefits must be weighed against any reduction in competition from the restrictions.

Until recently, courts treated minimum resale price policies differently from those setting maximum resale prices. But in 2007, the Supreme Court determined that all manufacturer-imposed vertical price programs should be evaluated using a rule of reason approach. According to the Court, "Absent vertical price restraints, the retail services that enhance interbrand competition might be underprovided. This is because discounting retailers can free ride on retailers who furnish services and then capture some of the increased demand those services generate." Note that this change is in federal standards; some state antitrust laws and international authorities view minimum price rules as illegal, per se.

If a manufacturer, on its own, adopts a policy regarding a desired level of prices, the law allows the manufacturer to deal only with retailers who agree to that policy. A manufacturer also may stop dealing with a retailer that does not follow its resale price policy. That is, a manufacturer can implement a dealer policy on a "take it or leave it" basis.

Limitations on how or where a dealer may sell a product (that is, customer or territory restrictions) are generally legal — if they are imposed by a manufacturer acting on its own. These agreements may result in better sales efforts and service in the dealer's assigned area, and, as a result, more competition with other brands.

Antitrust issues may arise if a manufacturer agrees with competing manufacturers to impose price or non-price restraints up or down the supply chain (that is, in dealings with suppliers or dealers), or if suppliers or dealers act together to induce a manufacturer to implement such restraints. Again, the critical distinction is between a unilateral decision to impose a restraint (lawful) and a collective agreement among competitors to do the same (unlawful). For example, a group of car dealers threatened not to sell one make of cars unless the manufacturer allocated new cars on the basis of sales made to customers in each dealer's territory. The FTC found the dealers' actions unreasonable and designed primarily to stop one dealer from selling at low "no haggle" prices and via the Internet to customers all over the country.

Determining whether a restraint is "vertical" or "horizontal" can be confusing in some markets, particularly where some manufacturers operate at many different levels and may even supply important inputs to their competitors. The label is not as important as the effect: Does the restraint unreasonably reduce competition among competitors at any level? Is the vertical restraint the product of an agreement among competitors? And labeling an agreement a vertical arrangement will not save it from antitrust scrutiny when there is evidence of anticompetitive horizontal effects.

For instance, the FTC has stopped **exclusive distribution agreements that operated as market allocation schemes** between worldwide competitors. In this situation, the competitors agree not to compete by designating one another as an exclusive distributor for different geographic areas.

Read entire article **here**.

▸ Published online **Federal Trade Commission** website | 6.14.23