

From the Editors of

**FARM
EQUIPMENT**
Successful Strategies For Dealers

ROUTE TO:

- Sales Director
- Store Manager
- Dealer Principal
- Account Manager
- Sales Manager



**360^o
SALES**

**ACTIONABLE
STRATEGIES**
FOR THE FARM EQUIPMENT DEALER



JULY 30-31, 2019 • PEORIA, ILL.

Embassy Suites by Hilton East Peoria Riverfront Hotel & Conference Center

DealershipMindsSummit.com

CO-SPONSORED BY



Top Minds in Dealership Sales Gather in Peoria July 30-31, 2019

The days of order-taking are long gone. Farm equipment salespeople need to be out in front of customers and on the farm, not waiting for buyers to walk into the store. Getting salespeople to change their ways can be a challenge, but it's not one you can't tackle.

Today, managing a sales team requires more than being a good salesperson; it requires coaching and getting the best out of your people. The *Farm Equipment Dealer* Advisory Board, Dealership of the Year Alumni group and previous Dealership Minds Summit attendees all pointed to sales management as the topic for the next Summit. In fact, last year's attendees rated sales management as their top choice with an average rating of 4.2 out of 5.

"Sales management is the area that all of us as dealers are probably challenged with the most. Looking forward to your Summit," says Keith Kreps, executive vice president, RDO Equipment. This is the first ever Summit focused solely on sales management for the farm equipment dealer.

The 2019 Dealership Minds Summit — 360° Sales: Actionable

Strategies for the *Farm Equipment Dealer* — brings together the very best minds in dealership sales July 30-31 in Peoria, Ill.

Like all of our previous dealer summits, there won't be a wasted moment of your time in this 2-day collaborative schedule, packed with general sessions, dealer-to-dealer panels, interactive roundtable discussions, networking meals and more. You'll leave the meeting with actionable ideas from the best minds in the business. You'll also network with dealers from different markets — and different brands — who will be just one phone call away, compounding your knowledge network.

The most influential "Dealership Minds" in the industry — of every color, size and experience — will gather July 30-31 in Peoria. Is your business worth a 2-day time investment?

— Kim Schmidt, Executive Editor, *Farm Equipment*



9:00 a.m. - 12:00 p.m. — Lunch Included



Dr. Jim Weber

Seating is limited to just 75 attendees
— and sure to sell out — register today!

Pre-Summit Workshop \$125

Special Pre-Summit Workshop Sales Management Intensive with Dr. Jim Weber

Before the Dealership Minds Summit kicks off, join Dr. Jim Weber for a 3-hour intensive dive into farm equipment dealership sales management. The top-rated speaker at the 2017 Dealership Minds Summit, he is described as "a rock star in the OEM dealer world. He's a really bright guy with terrific ideas that often challenges the norm." One dealer who attended in 2017 says, "Dr. Weber's in your face style is so refreshing!" In this special, limited seating, workshop, Dr. Weber provides solutions on how to get rid of the order takers to cultivate a team of top performers.

Dr. Weber has been a consultant/trainer and 20-Group facilitator to the agricultural and construction equipment industry for nearly 4 decades, working with International Harvester, Massey Ferguson, Case IH, John Deere, New Holland, AGCO, Link-Belt and Caterpillar. He has trained nearly 2,000 equipment dealers, 2,000 parts and service managers and over 1,000 equipment sales personnel. *Farm Equipment* subscribers continue to read and comment on his 5-year compilation of "The Business of Selling" series. In this limited-seating workshop, Weber will go in-depth on:

- Sales Department Culture
- Replacing Order Takers with Field Marketers
- Clarifying Goals, Tasks and Responsibilities of the Sales Force
- Managing New and Used Inventory
- Differentiating Gross Margin and Cash Flow
- Compensating and Rewarding for Performance

Tuesday, July 30

1:00-1:45 p.m. Kickoff Session: Sales Managers, Do You know What You're Managing

Scott Downey, Dept. of Agricultural Economics, Purdue University — As a professor in the Department of Agricultural Economics at Purdue Univ., Scott Downey is coordinator of the sales and marketing degree program. He joined the university on a full time basis in 2000 after spending 15 years in the financial services industry. He is the lead author of *ProSelling:*

3 Things You Will Learn from this Session

1. How to set and measure goals for your sales team.
2. How as the sales manager you can influence your salespeople's behavior through coaching, training, compensation and more.
3. Ways to measure and analyze sales outcomes — and what lead to those outcomes — to determine what will help accomplish the next round of sales goals.

A Professional Approach to Selling in Agriculture and Other Industries.

Downey teaches in many of the center's programs. He is a frequent speaker and consultant for agribusiness industry sales teams on professional development topics like precision selling, sales management and competitive sales strategies. The discovery process he created has been adopted by Fortune 300 companies and has been presented all over the world.

Downey says employee satisfaction and developing employees is directly related to customer relationship and thus dealership



Scott Downey,
Purdue University

profits. “Managers influence sales behaviors in short term ways (motivating salespeople, coaching, directing sales efforts, etc.) and in long term ways (offering training, hiring, developing compensation, etc.) But good managers also, well-manage,” he says.

He shares 4 activities of sales managers: setting goals, implementing plans, measuring outcomes and analyzing which activities will accomplish goals in the next round.

He stresses that sales managers need to not only measure the outcomes of the sales process, but also the factors that lead to

them. “The quality of the sales efforts, the factors that drive effectiveness and the conversations salespeople have with their customers are all inputs to the sales process that managers can and should be measuring to identify not only what and how much gets sold, but how it is sold,” Downey says.

1:50-2:50 p.m. Roundtable Discussions (1st Set)

Share your insights, ask questions and interact with your peers! Choose 1 of 7 concurrent roundtables for face-to-face dialog on these important subjects:

1. When a Call Center is Called For
2. Next Generation Sales Talent & Where to Find It?
3. Now for Something Completely Different:
 - A Specialized Product Line Addition That’s Paid Off
4. Expectations: Kicking Them Out of the Store & On the Farm
5. High or Low Times: How to Make Sure Sales Keeps Pitching
6. Get Your Aftermarket Team Viewing Themselves as Sales
7. Back to Basics: The On-Farm Visit & What it Entails



3:20-4:20 p.m. Dealer-to-Dealer Panel: Creating a Clear – and Effective – Sales Strategy

If your sales team doesn’t know what goals it’s working toward, you’re setting them up for failure. In this strategy-focused dealer-to-dealer panel, 3 dealership leaders share how they’ve created clear-cut processes for their sales team to get out and meet with customers and close the sale.

Don Van Houweling, Van Wall Equipment, Perry, Iowa (2016 Dealership of the Year) — With over 40 years in the farm equipment business, Van Houweling fills a head coaching role for Van Wall’s sales team and uses key metrics to set up the sales. With his guidance, the John Deere dealership achieved \$380 million in sales in 2018. “The keys are definition, accountability and execution,” he says. “It starts with a quality account CRM tool with definition. Then it moves to creating a plan and strategy for each account via engaged planned repetitive communication. From there it requires quoting of investment solutions and finally the creation of the values that drive a sales transaction.”

Ron Ritchie, President, Ritchie Implement, Cobb, Wis. (2015 Dealership of the Year) — For Ritchie Implement, selling is about solutions, not products. A solutions-based sales approach has helped Ritchie and his team bring in revenues of more than \$100 million for the Case IH dealership. “Today’s market hands our customers a lot of problems. We must be solution sellers to ensure our customers’ needs are met and not just their iron needs, but their whole operation needs,” he says. “If you aren’t solution selling, then you are an order taker and most likely not a market leader either.”



**Don Van Houweling,
Owner,
Van Wall Equipment**



**Ron Ritchie,
President, Ritchie
Implement**

Shawn Skaggs, President/COO, Livingston Machinery, Chickasha, Okla.— Starting in the marketing department at Livingston Machinery 16 years ago, Skaggs is the president and COO of the \$88 million dealership and serves on the AGCO dealer board. He is the author of *Employee Reviews Made Simple: How to Throw Out the Old Standards and Create a Culture of Trust and Accountability*.

“One of the biggest challenges in improving our turnover is breaking old habits and creating new behaviors in our sales team that encourage a high turnover in a slow market,” he says. “Creating new habits or breaking old ones is hard. I used to always hear it takes 21 days to create a new habit. New research suggests it’s closer to 60 days. We’re all creatures of habit and sometimes, even when we know what we need to do, it’s not easy to make those changes. You have to give yourself certain boundaries, reinforcement and incentives to make those behavior changes.”



**Shawn Skaggs,
President/COO,
Livingston Machinery**

3 Things You Will Learn from this Session

1. How to get the most out of your CRM tool – and get your sales people to use it.
2. Key metrics to base your sales strategy around and how to apply that strategy for each customer account.
3. How to shift your dealership’s focus from selling a product to selling solutions to your customers’ challenges.

Dealers speaking on the 2019 program represent more than \$2.7 billion in annual revenue.

4:30-5:30 p.m. Dealer-to-Dealer Panel: Compensation Plans that Motivate the Sales Force

In this information packed panel, dealers will discuss the compensation plans that have worked or haven't, why they choose that plan and the results. This session delivers ideas you can consider implementing right away.



Ryan Polete,
Used Equipment Manager,
H&R Agri-Power

Ryan Polete, H&R Agri-Power, Hopkinsville, Ky. (2016 Best-in-Class dealership) — Polete has been with H&R Agri-Power since 2002, starting as an outside sales representative. Since then he's filled the roll of regional sales manager and since 2014 as been the used equipment manager for the entire 18-store operation, while maintaining sales management responsibilities for the southern region. He's played a large roll in implementing the Case IH dealerships compensation plan, which is designed to reward achievement in 4 major categories that are set by each salesperson in their annual budget. They include: individual budgeted margin goal, individual used equipment turn, individual unit goal, and CRM utilization.

“We also utilize an inventory reserve process that holds a portion of margin from each deal in a reserve account for each salesperson. Each account can be taken to margin for the salesperson and store if a 3.75 inventory turn or greater is maintained with no unit being over 365 days in inventory. The payout on this system is quarterly, which keeps the sales staff engaged,” Polete says. Making the trading salesperson responsible for their individual trades and rewarding

high turns has helped H&R maintain a used equipment turn consistently over 3.00, and achieve \$350 million in revenues in 2018.

Arthur Ward, Pattison Ag, Swift Current, Sask. (2011 Dealership of the Year) — With over 20 years of experience in farm equipment sales, including roles as store manager, sales manager, general manger, vice president of sales and now president, he has lead Pattison Ag to achieving over \$600 million in revenues. Ward shares the journey the John Deere dealership has gone through to find a compensation plan that works for them. “The industry has changed. Traditionally sales compensation was based on a cash difference plan,” he says. “The challenge with paying on cash differences is there isn't a lot of incentive for the salesperson to work to more out of the customer. They need to realize the better we do as a dealership, the better they do with some accountability.”



Arthur Ward,
President,
Pattison Ag

3 Things You Will Learn from this Session

1. How to assess if the compensation plan you have in place is working for your dealership.
2. Tips on keeping your salespeople accountable.
3. How to link compensation for sales of new equipment to the sale of the trade that comes with it.

“This is something you definitely need to attend. It's time and money well spent...”

— Mark Kreps, V.P. of Sales, RDO Equipment

6:30 p.m. Networking Reception and Dinner SPECIAL PRESENTATION ...

After networking over cocktails and during the sit-down dinner, we've got something special in store for you that will feature cloud-pushing ideas on how much more is really possible when you can move your sales management to the next level. Plus, we'll recognize the 2019 Dealership of the Year recipients!

**Plus...
Dessert &
Yet Another
Networking
Hour**



Wednesday, July 31

Networking Breakfast 7:30-8:30 a.m. – Included

8:30-9:30 a.m. General Session: No Sales Lead Left Behind: Rewarding Salespeople Who Respond

Ben Garton, Garton Tractor, Modesto Calif. — At this 9-store Kubota and New Holland dealership, Garton is the gatekeeper for all leads generated online. He has around 40 salespeople on his staff, but 3 of them receive online inquiries. These 3 are all consistently in the top 5 for sales and the ones who work on online sales leads the most. With the online leads, these salespeople have their own process and have proven to always follow up on their leads. That leaves the lead with the salesperson most likely to act immediately. The system has helped contribute to Garton Tractors over \$100 million revenues.



**Ben Garton,
Chief Marketing Officer,
Garton Tractor**

9:45-10:45 a.m. Roundtable Discussions (2nd Set)

Share your insights, ask questions and interact with your peers! Choose 1 of 7 concurrent roundtables for face-to-face dialog on these important subjects:

1. Personality Testing for Salespeople – Are They Good Predictors and/or Training Devices?
2. Key-Performer Programs & Tax-Favored Benefits
3. Attacking Mediocrity in the Sales Team
4. Purchase Projections, Farm By Farm
5. Kicking Sales People Out of Your Store and Into the Truck
6. New Revenue Opportunities for the Dealership: But Can Your Iron Peddlers Sell Something Besides Iron?
7. Data & Intelligence Tools for Sales



11:15 a.m.-12:15 p.m. General Session: Outside Looking In: An Analyst's View of the Farm Equipment Industry

Like it or not, Wall Street influences decisions in Moline, Ill., Racine, Wis., and Duluth, Ga., that ultimately impact your business as dealers as well.

In this special session tailored to Dealership Minds Summit attendees, **Timothy Thein, Citi Group, New York, N.Y.**, shares a unique vantage point on farm machinery, including myriad data sources, his own interviews at all steps of the supply and end-use chain, and unparalleled access to the OEMs and their financial arms. Since 2009, he has served as a director in Citi Research covering the Machinery/Diversified Industrials sector.

Thein delivers a thought-provoking view into the current and future health of the farm machinery industry and the risk factors on the horizon. The session also includes Q&A time.



**Timothy Thein,
Director Citi Research,
Citi Group**

“It doesn’t matter the size of your dealership, you’re among some of the greatest minds in the industry at this event...”

***– Doug Vahrenberg, Owner,
Vahrenberg Implement***





Networking Lunch 12:15-1:00 p.m. – Included

1:15-2:15 p.m. Dealer-to-Dealer Panel: On-Boarding New Salespeople for Success

A solid on-boarding plan for new salespeople will help thwart bad habits well before they have an opportunity to form. In this information packed panel, dealers share their strategies for on-boarding and continued training for their sales teams.

Kyle Schneider, Stotz Equipment, Avondale, Ariz. (2013 Dealership of the Year) — As the John Deere dealership’s used equipment manager, Schneider helps on-board all new salespeople. “During on-boarding we ask every new sales person — outside or inside — to figure out the gross margin on a unit. It’s simple arithmetic. I’ve yet to meet a salesperson who knows how to do it,” he says.



Kyle Schneider, Used Equipment Manager, Stotz Equipment

Using a quick, nuts and bolts style of on-boarding, Stotz (\$380 million in sales in 2018) gets new staff on the right page and ready for their first sale. Schneider says they make sure to do the sales on-boarding in the first day. “The longer we wait, the worse their habits become and we want to avoid mistakes.”

Mark Kreps, RDO Equipment, Fargo, N.D. (2010 Dealership of the Year) — With over 25 years of farm equipment sales experience, Kreps is the vice president of sales —

agriculture for the 34-store operation. He encourages his sales team to get out of the dealership and onto their farms, and stresses “The Girl Scout who knocks on the most doors, sells the most cookies.”

RDO considers training a core strength. Its initiative includes multiple opportunities for all team members, and an impressive curriculum to bring along the next generation of management talent. This focus on training has contributed to the John Deere dealership’s ag divisions revenues of \$750 million.



Mark Kreps, V.P. Sales — Agriculture, RDO Equipment Co.

3 Things You Will Learn from this Session

1. What to focus on when training a new hire to set them up for success.
2. How to stop bad sales habits from forming to avoid mistakes by new salespeople.
3. Why dedication to regular sales training will help even your top performers improve.

“I really feel like every dealership needs to have a representative here...”

— Adam Fennig, Sales Division, Fennig Equipment



2:15-3:15 p.m. Closing Session: Sure-fire Strategies for Sales Success

While replacement cycle demand picking up and helping equipment sales, farm equipment dealers aren't out of the woods yet for this current downturn. It's important that dealers take a serious look at how their sales department is performing — or not performing — to ensure they are capturing all the business that is out there.

Back by popular demand, Dr. Jim Weber will close out the Dealership Minds Summit and addresses the specific activities that must be implemented to keep your sales team focused

on selling, with clear goals. After speaking at the 2017 Dealership Minds Summit, he received the highest rating of all speakers.

As a consultant and 20-Group facilitator, Weber is known to challenge — and even confront — dealer managers. He uses a no-holds-barred approach to insist dealers take a close and realistic look at their businesses. *To learn more from Dr. Weber, see the Pre-Summit Workshop details on p. 2.*



Dr. Jim Weber



**“You leave with new ideas.
You leave with more energy.”**

**— Don Aberle, Inside Sales Manager,
Titan Machinery**

**Reserve Your Hotel Room Today
at the Dealership Minds Summit
Discounted Rates**

The 2019 Dealership Minds Summit will be held at the Embassy Suites by Hilton East Peoria Riverfront Hotel & Conference Center.

See back page for additional details.



3:15 p.m. Summary & Next Steps

3:30 p.m. Adjourn

100% Satisfaction Guaranteed

Lessiter Media has hosted more than 50 national ag industry events, including the first Dealership Minds Summit in 2013. We've refined a unique content-driven formula that delivers knowledge you and your team can act on immediately. That's why if this intensive, innovative and information-filled event isn't everything we promise, write us and we'll send you a full 100% refund of your conference registration. And you can take up to 6 months to decide so you can personally measure the return on your experience.

Since 1970, farm equipment dealers have trusted *Farm Equipment* to deliver independent and unbiased strategies for success as a dealer. This event — through the general sessions, roundtables, meals, dealer-to-dealer panels and peer-to-peer networking — is another way to expand your overall learning opportunity. We hope you find the program we've assembled and the 100% guarantee worthy of your trust and attendance at the 2019 Dealership Minds Summit in Peoria!



**Frank Lessiter,
Founder (I) and Mike
Lessiter, President**

Frank Lessiter Mike Lessiter

Extend your stay and attend the 2019 National Strip-Tillage Conference (NSTC), being held August 1-2 at the Embassy Suites by Hilton East Peoria Riverfront Hotel & Conference Center.

It's an excellent opportunity for you to maximize your time in Illinois, establishing industry contacts and expanding your equipment marketing knowledge at the Dealership Minds Summit, while also learning about the GROWING strip-tillage market and how to serve your customers who are actively investing in the practice or considering it at the National Strip-Tillage Conference.

As an attendee of the Dealership Minds Summit, you are eligible for a discounted NSTC attendance rate of only \$230 – a \$49.00 savings off the full rate. To complete your NSTC registration, contact Customer Service by calling (866) 839-8455 or (262) 432-0388.



FREE FOR SUMMIT ATTENDEES BONUS MATERIALS VALUED AT \$1,735.00!

- 12 Issues of *Ag Equipment Intelligence*
- 12 Issues of *Ag Equipment Intelligence's Dealer Sentiments & Business Conditions Update*
- Annual Dealer Business Outlook & Trends
Farm Equipment Forecast
- Annual Big Dealer Report
- NEW! First-Ever Sales Management Benchmark Report: Farm Equipment Dealerships**

This all-new report, featuring primary research of North American farm equipment dealerships, provides a wealth of benchmarking-type data for dealer sales directors. You'll use this new data an analysis to examine your own structure against North American farm equipment dealer organizations. Includes expectations and metrics for dealers of various sizes and volumes.



Start building a more profitable equipment business today!

Eligible Attendees: Top Executives, Sales Directors, Store Managers and Sales Executives at RETAIL FARM EQUIPMENT DEALERSHIPS.

Registration Options:

Call 262-432-0388 or fax to 262-786-5564 or mail the completed form to PO Box 624, Brookfield, WI, 53008-0624. Or register online at DealershipMindsSummit.com

The individual registration rate is \$479. After 4/30/19 the rate increases to \$549 (\$499 for each add'l. attendee). After 6/15/19 the individual registration rate is \$579 (\$549 for each add'l. attendee).

1 Conference Registration = \$ _____

And _____ x Add'l. Conference Registrations = \$ _____

_____ x Special Pre-Summit Workshop x \$125 = \$ _____

Registrant Information:

Please provide your top Roundtable choices (see p. 3 and p. 5):

Tuesday Roundtable # _____ Wednesday Roundtable # _____

Primary Registrant: _____

Name: _____

Title: _____

Company: _____

Address: _____

City: _____ State: _____

Zip/Postal Code: _____ Country: _____

Phone: _____

Email (required for confirmation): _____

Your registration includes a free subscription to *Farm Equipment* magazine, mailed 8X per year to qualified equipment dealer personnel in the U.S. and Canada, providing successful strategies for farm equipment dealers. Please sign and complete questions 1-5 to begin your free subscription.

Signature _____ Date _____

1. Would you like to receive *Farm Equipment*? [] YES [] NO

2. Job Function at Your Dealership:

- A. Corporate Operating Management C. Parts & Service Management
 B. Sales & Marketing D. Precision Farming Specialist
 98. Other

Payment Information:

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 (please make checks payable to Farm Equipment, in U.S. funds only)

Card #: _____

Exp date: _____

Name on Credit Card: _____

3. Please indicate the major equipment lines that your dealer servicing operation represents (all that apply):

- A. AGCO B. Case IH C. John Deere D. New Holland E. Kubota 56. Shortlines Only
 58. Used Equipment Only 98. Other _____

4. Number of shortline brands are carried at your location? _____

5. Number of farm equipment stores are in your total organization? _____

Additional Registrant*

Please provide your top Roundtable choices (see p. 3 and p. 5):

Tuesday Roundtable # _____ Wednesday Roundtable # _____

Name: _____

Title: _____

Company: _____

Address: _____

City: _____ State: _____

Zip/Postal Code: _____ Country: _____

Phone: _____

Email (required for confirmation): _____

For hotel reservations contact:

Embassy Suites by Hilton East Peoria Riverfront Hotel & Conference Center
 100 Conference Center Drive, East Peoria, IL 61611 Phone: 309-694-0200

Room Rate: \$142 Mention the "Dealership Minds Summit"

Room rates increase if more than 2 individuals share the same room.
 Hotel room cut-off is July 7, 2019 or until allocated rooms are sold out.