



BULLETIN

NATIONAL TRACTOR PARTS DEALER ASSOCIATION

"USED, REBUILT AND NEW AGRICULTURAL AND INDUSTRIAL REPAIR PARTS"

WINTER 2021

VOL. 31, NO. 4

A large, scenic photograph of a winter farm landscape. In the foreground, a wooden fence is covered in snow. A path leads through a snow-covered field towards a barn in the middle ground. In the background, snow-capped mountains rise under a clear blue sky. The text "HAPPY NEW YEAR 2022" is overlaid in the center in a large, blue, 3D font with snow on top of the letters.

**HAPPY
NEW YEAR
2022**



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BULLETIN

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From the President's Pen . . .

Happy New Year to you all!

My last "President's Pen"...

Wow, it's hard to believe it has been over four years that I have served as president and 10 years on the board. It has been an honor to be trusted by the membership to lead this organization. NTPDA does many great things for the membership, like scholarships, discounts, rebates and advertising; but the best benefit that I have ever gotten from this organization are the people. Countless times I have sat and talked with members about issues that we face every day in this business. That is the true value of this association.

The salvage industry is unlike any other business and to be able to get industry-specific advice from honest, hard-working people is invaluable.



Scott Schelling

I have served with many great individuals on the board and NTPDA will be in great hands after my term. I would encourage any of you to put your name in the hat to serve a term or two; you will be shocked at how much you can learn. I would also like to personally thank Phyllis and Kim for their work. Everything they do makes the organization run smoothly and without them it would have been much more work.

The Conference and Trade show is right around the corner and I hope you have made reservations to be there. Phyllis has another great event set up and I think she has saved the best for last. There will be so much to do; Cook Tractor tour, brewery tour, poker run, golf, food, networking, retirement cake, St. Jude auction, and gamble if you want to!! You may want to come early and stay late! See you there!!

Scott



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Message from Phyllis

I hope this finds everyone ready for the holidays. I've just about finished up my Christmas shopping and am looking forward to seeing my kids and grandkids! In my last article I shared with you that it's time for me to retire. I've been with NTPDA almost 25 years - which is very hard to believe. I'm ready for the next phase of my life. I don't have a lot planned, but I'm looking forward to it.

I've probably written and edited close to 100 Bulletins and it seems strange that this will be my last one. Michael will be taking over the responsibilities of the *Bulletin* and I hope I can contribute an update now and then on my retirement adventures!

Kim will be taking over the responsibilities of the Conference & Trade Show as well as the Summer Meeting. I've had a difficult time thinking about letting this all go but it all fell into place and I feel good about my decision. I hope to pop in and help when needed. So hopefully you haven't seen the last of me!



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In this Show Issue we will update you on our upcoming Conference & Trade Show in Kansas City.

On page 22 is a list of attendees and displayers. If you haven't made plans to attend there's still time so feel free to send us an email. We'll get the ball rolling for you!

In closing, I want you all to know how very special you all are to me. You've been a very large part of my life through the good times and the not so good times. Many of you have shared my personal losses and the wonderful addition of six beautiful grandchildren. To me it's been more of a friendship than an employment and I thank you all from the bottom of my heart!

Stay well...love your family and friends and keep them close.

Phyllis



One of our favorite Summer Meetings. July 11, 2015, Bertram Inn, Aurora, OH. We visited Ralph & Kathy Seymour. And it was Eric Benton's birthday if you're wondering why he's front and center. I'll miss these gatherings!

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2022 FORECAST INDUSTRY ON SLOW PATH TO RECOVERY

Modest economic growth will continue in the coming year, but challenges with labor, materials and inflation persist By Alisa Zevin, with Debra K. Rubin

As the world continues its widespread vaccination effort, COVID-19 restrictions ease somewhat and the now-signed \$1-trillion U.S. infrastructure spending bill moves forward, forecasters are expressing cautious optimism about the year to come.

"The economic recovery has resumed following the setback in the third quarter, and construction should follow suit," says Richard Branch, Dodge Construction

Network chief economist. "The dollar value of non-residential building projects in the early stages of planning is at a level not seen in nearly 13 years, and the infrastructure bill will provide meaningful support and growth to the sector in years to come."

Dodge predicts a 12% increase in the dollar value of construction by the end of 2021, with a 6% overall rise to come in 2022. But the outlook has some drawbacks. Branch notes that "hope must be tempered" as the industry continues to face a number of challenges.



"In a world where prices are rising, materials are hard to come by and labor is scarce, the ability to do more with less is what's going to be a critical path forward in terms of increasing your profit margins," he says. "While construction starts will grow in 2022, that growth is expected to be modest."

Julian Anderson, president of Rider Levett Bucknall, also sees these as recovery stumbling blocks. "The labor shortage we have been talking about for several years became worse and 'just-in-time' supply chains have been tripped up by burgeoning retail demand and COVID-19 impact on manufacturing," he says, even as more remote work and low interest rates stoke the housing market. "That cocktail is giving the construction industry a sizeable headache," says Anderson, who expects this to continue for the majority of 2022.

"I don't see a slowdown happening until the Federal Reserve's decision to taper its bond buying program starts to be felt and interest rates start to rise," he adds. "In the meantime, I expect to see significant upward pressure on prices as we move into the new year, with the first half of 2022 being particularly challenging" to navigate through. In the long term, however, Anderson believes the outlook is positive. "Even if we do have a cyclical slowdown, work flowing from the Infrastructure Investment and Jobs Act should provide support for the construction industry well into the future," he says.

Single-Family Growth Slows

Residential starts continue to trend upward, but the pace is slowing. ConstructConnect's Construction Starts Forecast estimates a 16.7% increase in total residential work for 2021, with an additional 10.5% boost in 2022. "To date, relative to early last year, residential activity has vastly exceeded the recovery efforts of nonresidential building and engineering work," says Alex Carrick, ConstructConnect's chief economist. "Residential currently accounts for half of total volume, where its share has traditionally been about 40%," he says. "There's been strong new homebuilding driven by ultra-low interest rates and abundant savings that have facilitated the accumulation of down payments."

"While construction starts will grow in 2022, that growth is expected to be modest."

Richard Branch, chief economist, Dodge Construction Network

DODGE CONSTRUCTION STARTS FORECAST: 2022 (\$ BIL)

	ACTUAL 2020	ESTIMATE 2021	FORECAST 2022	% CHG. '20-'21	% CHG. '21-'22
TOTAL CONSTRUCTION	799.5	892.6	946.5	+12	+6
RESIDENTIAL	352.1	412.0	430.2	+17	+4
SINGLE-FAMILY HOUSING	258.8	301.4	313.8	+16	+4
MULTIFAMILY HOUSING	93.3	110.7	116.4	+19	+5
NON-RESIDENTIAL	255.7	286.5	310.4	+12	+8
OFFICE BUILDINGS	43.5	45.3	49.7	+4	+10
HOTELS AND MOTELS	8.7	7.1	8.8	-18	+24
STORES AND SHOPPING CENTERS	12.3	13.6	15.5	+10	+14
WAREHOUSES	34.3	46.7	52.8	+36	+13
MANUFACTURING	15.5	22.7	22.6	+46	0
EDUCATIONAL BUILDINGS	62.1	62.0	67.5	0	+9
HEALTH CARE FACILITIES	28.0	30.1	32.9	+8	+9
OTHER INSTITUTIONAL BUILDINGS	39.1	44.0	44.2	+12	0
NON-BUILDINGS CONSTRUCTION	191.7	194.0	205.8	+1	+6
HIGHWAYS AND BRIDGES	82.2	81.2	86.0	-1	+6
ENVIRONMENTAL PUBLIC WORKS	40.8	49.7	50.7	+18	+2
OTHER NON-BUILDING	31.0	28.0	31.0	-10	+9
ELECTRIC UTILITIES	36.1	35.0	38.5	-3	+10

SOURCE: DODGE DATA & ANALYTICS

FMI CONSTRUCTION PUT-IN-PLACE FORECAST: 2022 (\$ BIL)

	ACTUAL 2020	ESTIMATE 2021	FORECAST 2022	% CHG. '20-'21	% CHG. '21-'22
TOTAL CONSTRUCTION	1,469,154	1,518,763	1,559,838	+3.4	+2.7
TOTAL RESIDENTIAL	638,088	716,426	735,451	+12.3	+2.7
SINGLE-FAMILY	310,051	353,659	368,256	+14.1	+4.1
MULTIFAMILY	93,935	98,486	103,284	+4.8	+4.9
HOME IMPROVEMENT	234,102	264,282	263,911	+12.9	-0.1
TOTAL NON-RESIDENTIAL	562,069	536,396	545,937	-4.6	+1.8
LODGING	29,053	22,279	20,490	-23.3	-8.0
OFFICE	87,399	82,061	79,897	-6.1	-2.6
AMUSEMENTS AND RECREATION	27,550	24,676	23,776	-10.4	-3.6
RELIGIOUS	3,500	3,070	2,852	-12.3	-7.1
EDUCATION	107,435	101,325	103,840	-5.7	+2.5
HEALTH CARE	48,113	48,290	50,659	+0.4	+4.9
COMMERCIAL	86,816	88,901	90,594	+2.4	+1.9
MANUFACTURING	72,143	73,907	80,534	+2.4	+9.0
PUBLIC SAFETY, ADMINISTRATIVE	17,878	12,818	11,770	-28.3	-8.2
TRANSPORTATION	59,661	57,186	58,774	-4.1	+2.8
NON-BUILDING STRUCTURES	268,997	265,941	278,450	-1.1	+4.7
CONSERVATION AND DEVELOPMENT	8,955	8,182	8,622	-8.6	+5.4
HIGHWAYS AND STREETS	99,888	97,819	101,458	-2.1	+3.7
SEWER SYSTEMS	26,379	27,547	29,177	+4.4	+5.9
POWER	115,048	112,958	118,436	-1.8	+4.8
WATER SUPPLY	18,727	19,435	20,757	+3.8	+6.8

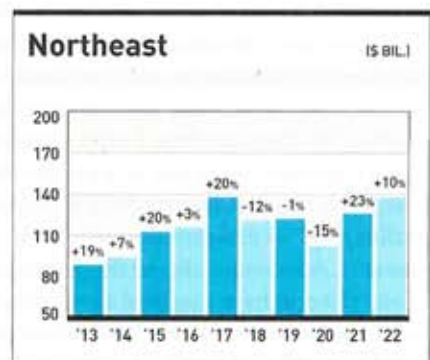
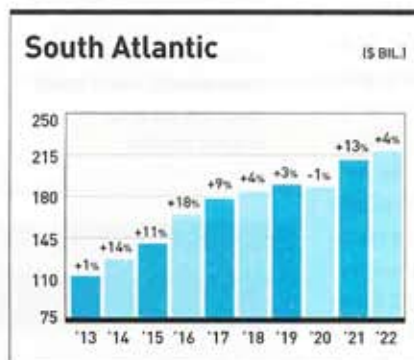
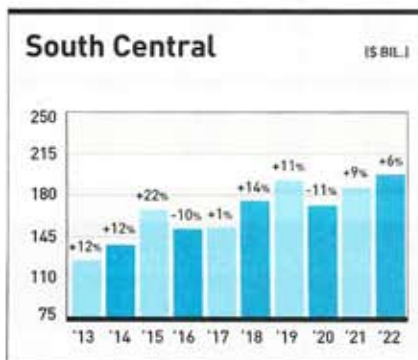
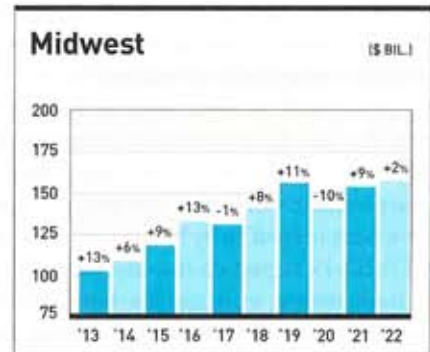
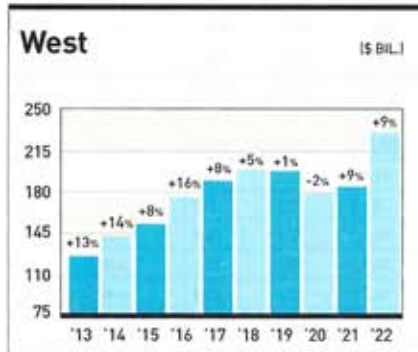
SOURCE: FMI CORP. HISTORICAL DATA ARE COMPILED FROM BUILDING PERMITS, CONSTRUCTION PUT-IN-PLACE AND TRADE SOURCES. ESTIMATES FOR 2020 AND FORECAST FOR 2021 BY FMI.

Dodge expects single-family starts to end the year up 16% from 2020, with a more modest 4% boost in 2022. Starts are up 19% in 2021 for multifamily housing, with another 5% increase forecast for 2022.

The FMI Construction Put-in-Place forecast had

CONSTRUCTION STARTS TO INCREASE ACROSS ALL REGIONS IN 2022

Starts in the Northeast region will rise 10%, with starts in the West up 9% according to Dodge Construction Network



similar numbers for total residential, with an expected 12.3% increase in 2021. Single family is up 14.1%, while multifamily rose 4.8%. FMI predicts a smaller overall increase in 2022, at 2.7%, with single family and multifamily at 4.1% and 4.9%, respectively. "Developers will continue to add [single-family homes]

through 2022, but at a slower rate and more carefully," says FMI principal Jay Bowman. "Higher construction costs and ongoing resource constraints layer increasing risk against softened demand."

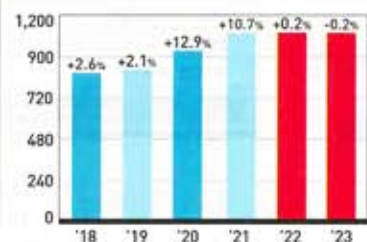
The National Association of Home Builders (NAHB) estimates total housing starts will rise 13%

NAHB FORECAST

Home Building to Remain Relatively Flat in 2022

Total housing starts are expected to rise 13% by the end of 2021, before falling 1.7% in 2022, according to the National Association of Home Builders. NAHB forecasts single-family homes will be up 10.7% by the end of this year, with an increase of 0.2% next year. Multifamily starts, up 19.3% in 2021, are expected to drop 6.2% in 2022. "Housing affordability will be the key emerging constraint," says Robert Dietz, senior vice president and chief economist at NAHB.

Single-Family Housing



Data are averages of seasonally adjusted quarterly data and may not match annual SOURCE: NAHB/Housing Economics.

Multifamily Housing



Data are averages of seasonally adjusted quarterly data and may not match annual SOURCE: NAHB/Housing Economics.

by year end, with single-family units up 10.7% and multifamily housing up 19.3%. For 2022, they forecast a small 1.7% drop in overall starts, spurred by a 6.2% decline in multifamily housing. Single family is expected to rise 0.2%.

"Home builder confidence has cooled somewhat over the course of 2021" after peaking in November 2020, says Robert Dietz, NAHB chief economist. "Even a flat level of single-family starts for 2022 would represent more than a 20% gain over the 2019, pre-COVID construction levels." He said affordability will be a "key emerging constraint in 2022 for home buyers, given the substantial and unsustainable run-up in home prices during 2020 and 2021."

Warehouse Sector Continues to Soar

In the commercial sector, Dodge reports an overall 15% rise in 2021 and a 12% increase in 2022. Warehouse construction remains a key driver. Starts are set to increase 36% this year, with an added 13% boost in 2022. "Warehouse starts continue to stagger the imagination," says Branch. He points to Amazon and other e-commerce businesses as catalysts, as online shopping continues to grow in popularity.

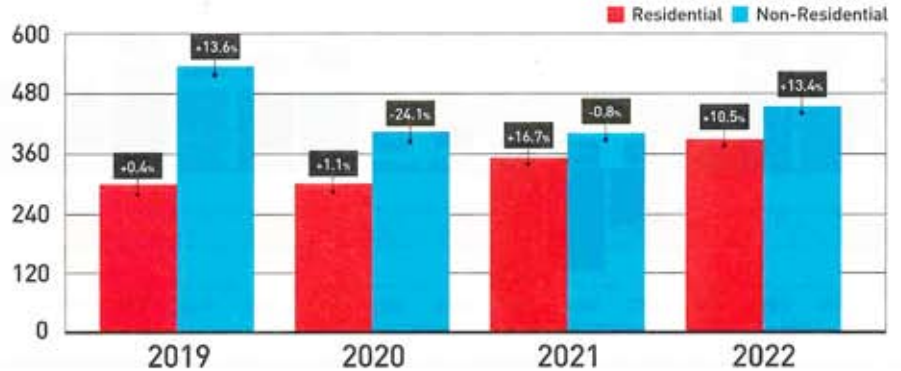
In the retail sector, a 10% jump is estimated for 2021, with a 14% gain in 2022. Branch attributes this to the rise in multifamily housing in smaller cities and subur-

ban areas. The hotel sector, especially affected by COVID-19 restrictions, dropped 51% in 2020 and another 18% in 2021. A recovery of 24% expected in 2022. "We don't really expect business travel to return in force until probably the back half of 2022," says Branch, which will "certainly suppress construction activity for hotels."

Office construction took a sizeable hit in 2020 amid the surge in remote work. After a 20% drop that year, office work is expected to increase 4% this year, followed by a 10% boost in 2022, according to Dodge. The FMI forecast is less optimistic about office construction, expecting a 6.1% drop in 2021, with a further decline of 2.6% next year. The lodging and amusements and recreation sectors also will go down, says Bowman, adding that "construction typically lags overall economy by one to two years. It will take a while for people to decide what they're

ConstructConnect Starts Forecast

(\$ BIL)



SOURCE: ConstructConnect.

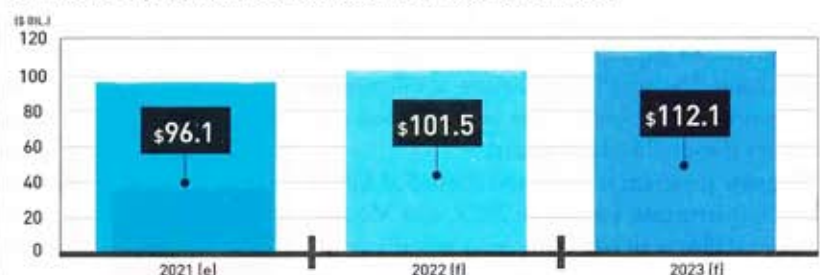
COVER STORY
2022
FORECAST

ARTBA FORECAST

Highways and Bridges to Increase 6% in 2022

The American Road & Transportation Builders Association estimates total spending for highway and bridge construction to decrease 4% in 2021, and 6% in 2022. The recently signed infrastructure act will play a large part in spending for the next several years, says Alison Black, senior vice president and chief economist for ARTBA. "Spending will continue to ramp up in 2023 and 2024 as work continues and new projects get started," she says.

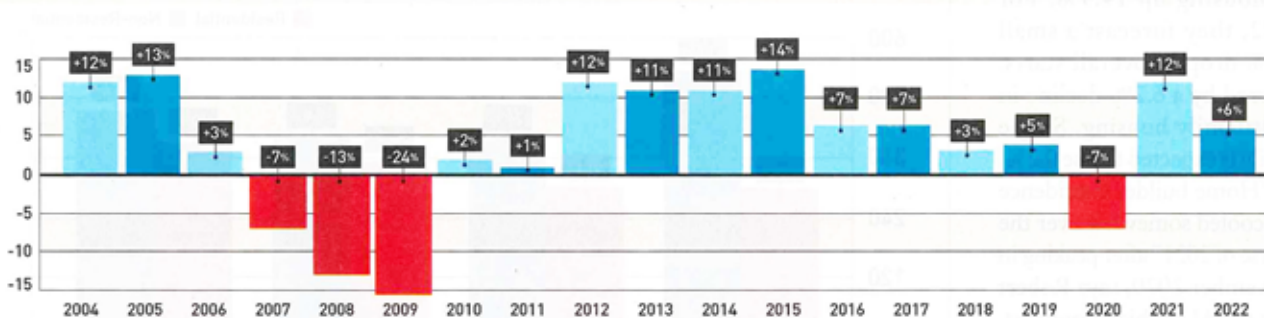
ARTBA Forecast of Real U.S. Highway & Bridge Construction Market Activity Expected Growth of 6% in 2022 and 10% in 2023.



SOURCE: ARTBA forecast of U.S. Census Bureau highway and bridge value of construction put in place, adjusted for expected project costs and inflation.

Dollar Volume of Construction Starts Is Forecast To Rise 6% in 2022

(% ANNUAL CHANGE)



SOURCE: Dodge Data & Analytics. Annual percent change for dollar volume of total construction starts.

going to come back to following COVID and what will be permanent changes.”

Federal infrastructure funding will provide a significant boost in transportation investment “that will impact every state highway, bridge and transit program,” says Alison Black, American Road & Transportation Builders Association senior vice president and chief economist. “The increase in the federal-aid highway program is the largest boost in funding since the first two years of the program over 60 years ago.”

In the highways and bridges sector, the group expects to see a 4% drop in 2021, with a 6% increase in 2022. Black says issues with supply and inflation remain. “The increase in fuel and input prices have been a challenge this year for the entire construction industry, and some contractors have also faced significant delays for select materials,” she says. “Most economists believe the price increases are a temporary supply-side issue. So, while the price pressures will likely continue through the first part of 2022, we expect project costs to moderate as supply issues are resolved.”

Dodge estimates highways and bridges to drop just 1% by the end of this year, with road construction down 2% and bridges up 1%. In 2022, Dodge forecasts a 6% increase overall, with 3% in each sector. Like Black, Branch also notes that the infrastructure act is the main catalyst for this forecast. The program “will have a profound impact on construction starts in the years to come,” he says. “In 2022 alone, it will increase public works construction starts by \$11 billion over and above if the bill had not passed.”

The new program is set to add about \$35 billion to U.S. construction activity in 2023, says Moody’s Analytics. “This is an especially economically propitious time to increase public infrastructure investment, since the return is substantially greater than the government’s cost of financing given extraordi-

“I expect to see a significant upward pressure on prices as we move into the new year.”

Julian Anderson, president, Rider Levett Bucknall

narly low interest rates,” say Moody’s chief economist Mark Zandi, and Bernard Yaros, assistant director. “Thirty-year Treasury bond yields are close to 2%, while the return on almost any public infrastructure project is likely to be meaningfully greater.”

Moody’s sees benefits in new Amtrak funding for the Northeast Corridor infrastructure upgrade and route expansion, as well as in measures favoring more use of public-private partnerships.

The program also “sets the stage for further strong growth in volume and earnings for companies that produce aggregates, concrete and cement,” says Emile El Nems, Moody’s senior credit officer. “Half of aggregate demand in the U.S. typically goes to public infrastructure.”

While the firm also notes a “benefit” from more activity for construction and engineering companies and other sectors including transportation, utilities, renewable energy and telecom, “the magnitude of the impacts on revenue and profitability will depend on the amount of work they win and margins they generate, and on the effects of pricing pressures on inputs and labor.” Says Moody’s: “The most serious concern ... is around execution risk.” The infrastructure and reconciliation packages “are complex, with lots of massive moving parts.” ■

COVER STORY
2022
FORECAST

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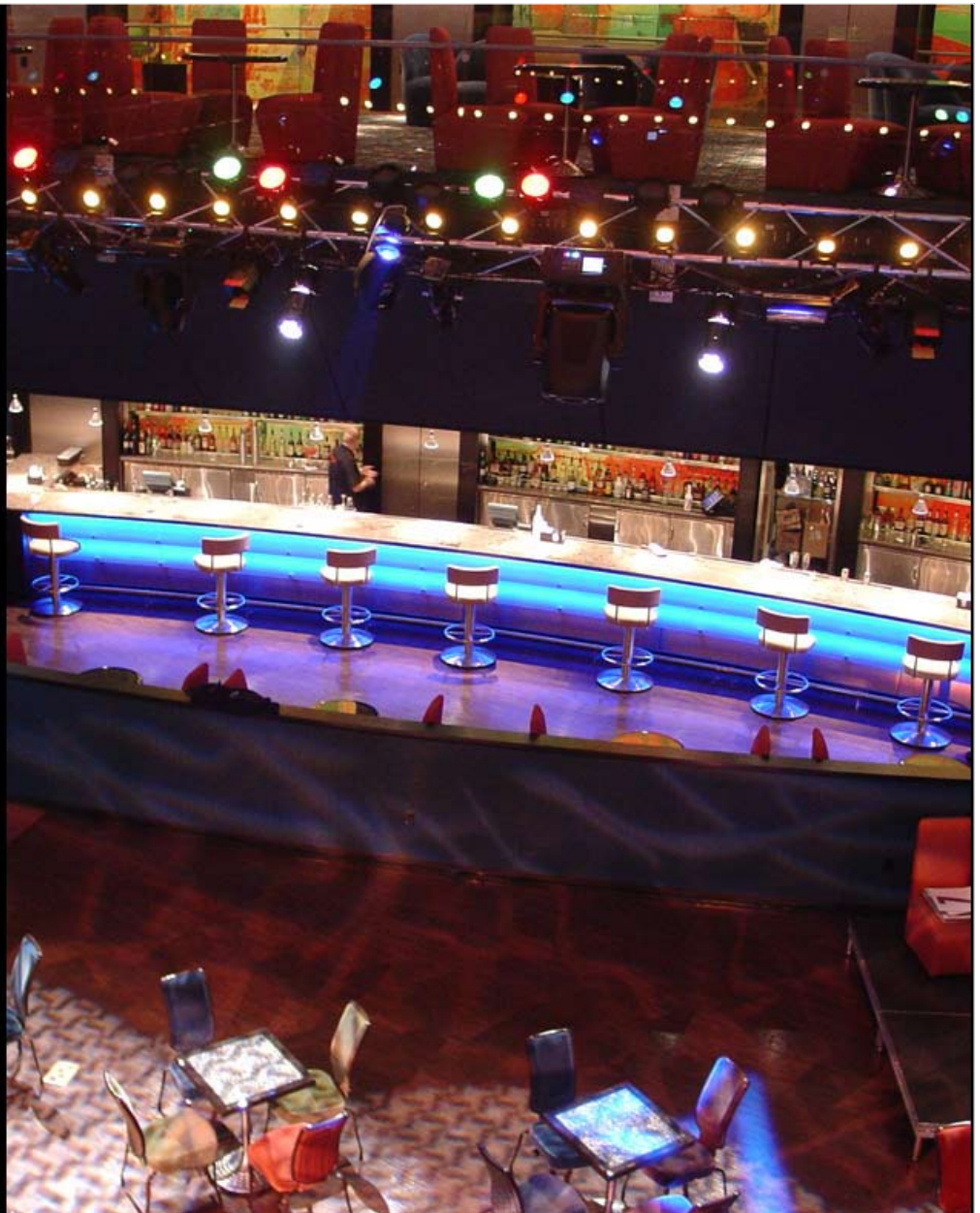
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Early Arrival Party

You won't want to miss our Early Arrival Party on Thursday evening!!!

Join us in the VooDoo Lounge for some great live music featuring KB Borderline

(you may know someone in the band!) great food and drink and plenty of time to network and reconnect with your NTPDA friends. You might want to wear your dancing shoes!



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PROGRAM AT A GLANCE

NATIONAL TRACTOR PARTS DEALER ASSOCIATION
38th ANNUAL CONFERENCE
Harrah's – Kansas City

Wednesday, January 19, 2022

Early Bird Arrivals – Evening is On Your Own

Thursday, January 20, 2022

11:00 a.m. – 4 p.m. Early Birds leave for Blvd Brewery Tour/Lunch followed by
Team Building – TopShotz - Meet at Hotel Entrance to board bus

2:00 p.m. – 6:00 p.m. Displayers set-up – Nevada Ballroom

2:00 p.m. – 6:00 p.m. Early Registration – Laughlin Room

7:00 p.m. “Early Arrival Party” – Voodoo Lounge – Harrah's

Friday, January 21, 2022

8:00 a.m. Breakfast – Laurel Lounge

8:00 a.m. – Noon Registration - Laughlin Room

8:00 a.m. – 4:00 p.m. Displayers set-up

9:00 a.m. – 4:00 p.m. Depart for Site Visit – Cook Tractor – Meet at hotel entrance

1:00 p.m. – 5:00 p.m. Registration – Laughlin Room

5:00 p.m. – 6 p.m. Trade Show Opens – “Welcome to Kansas City” – Nevada Ballroom

6:00 p.m. – 7 p.m. **NTPDA Marketplace I** – Regular members meet in small groups for potential
business opportunities with exhibitors. (Details to Follow)

7:00 p.m. – 8:00 p.m. “Welcome to Kansas City” reception continues

Saturday, January 22, 2022

8:00 a.m. Networking – Coffee & Conversation – Breakfast Served – Nevada Ballroom

9:00 a.m. Trade Show Opens – Nevada Ballroom

9:00 a.m. – 11 a.m. Registration – Laughlin Room

10:00 a.m. – 11:00 a.m. **NTPDA Marketplace II**

11:00 a.m. -12 Noon General Session/Election of Officers – All members please attend.

12 Noon Lunch/Trade Show Area

1:00 p.m. More Trade Show Time

1:30 p.m. Displayer's Meeting – All Board Members Please Attend

2:00 p.m. – 4:00 p.m. **Marketplace III**

4:00 p.m. Trade Show Closes

4:00 p.m. Board Meeting – Board Room

7:00 p.m. Cocktails/Dinner/Auction – Voodoo Lounge

Sunday January 23, 2022

All Day Departures – Please use your Sunday breakfast voucher! Have a safe trip home!

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WHERE ARE THE WORKERS?

By Michael Libbie



If your business is like any other you know it's difficult, if not impossible, to find employees. So, the question has to be, "Where are the workers?". Read on because I'm about to share where they have gone and why.

I was at a major business meeting put on by the Greater Des Moines Partnership, one of the largest combined business groups in the nation. The event was to highlight their legislative wish list for 2022.

During the Q & A session one business person asked this: "Everywhere you look there are businesses looking for workers but they are not there. Where have these workers gone?" That caused us to do some research and the answer to that question is complex. But, let's take a shot.

Money

An MIT and CNBC analysis earlier this year found that even a \$15 minimum wage wouldn't be a living wage for many families. Anecdotally, businesses paying higher wages haven't struggled as much with labor shortages and understaffing. "Show me the money" is what we're hearing.

Love/Hate

The love, hate you job issue is real. According to an Indeed survey of about 1,000 people who "voluntarily resigned from at least two jobs since March 2020," most of them (92%) said "the pandemic made them feel life is too short to stay in a job they weren't passionate about." In other words, why stay in a job you don't like?

Flexibility

One of the industries feeling the most pain is leisure and hospitality. Even if employers in that sector increase wages, they may have trouble finding workers because those jobs have to be done in person and there isn't much flexibility in scheduling. According to one survey of 10,000 knowledge workers from Future Forum, workers want flexibility in both location and schedule.

Child Care

Child care is an issue. First will the children be safe and, secondly, child care is so expensive that many parents have done the math and it makes more sense to stay home than pay child care costs that may be more than their mortgage payment.

Fear of Illness

As the pandemic stretches on many workers don't want to chance getting sick. The Bureau of Labor Statistics said that, in November, 1.2 million people didn't look for work because of the pandemic. In addition, some workers may be quitting or staying out of work because they're hesitant to get the vaccine, as more businesses put requirements in place.

Retirement

More workers have also retired, some earlier than planned. A recent federal study indicated that some 3 million workers retired early. Now many economists are pleading with retirees to reverse course, "unretire," and fill some of those empty jobs.

Immigration

Immigration is also a root cause of the labor shortage. There are about 1.2 million adult foreign workers or work-eligible immigrants who are just not here because of the restrictions that have been imposed during the pandemic.

Job Disconnect

There is also a job disconnect between available workers and the jobs that are open. 48% of jobseekers surveyed by FlexJob said that they're frustrated with the job search, because they weren't finding the right positions — and the ones that are open pay too low. Back to pay again.

Job Burnout

Job burnout is another factor...some workers are resigning because of burnout, putting added stress on employers and the remaining employees. Workers are taking on extra duties as companies struggle to fill positions, leading these workers to also feel burned out.

Technology Filters

Technology is also to blame? Yes, qualified workers might be applying for roles that fit them, but hiring managers don't even know they are in the system. Some are getting filtered out by hiring software. As the Wall Street Journal first reported, a Harvard Business School study found that over 10 million workers are filtered out by hiring software. Employers also filter out workers because of preexisting biases and inequities. Roughly 70 million workers don't have a college degree, but are known as "STARS" — Skilled Through Alternative Routes. They account for two-thirds of American workers, but many may be filtered through educational requirements...that often really don't match the

Continued on page 19

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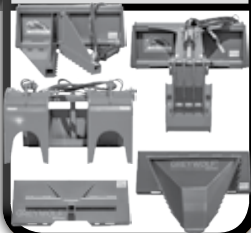
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RETAIN OR REPLACE YOUR CUSTOMERS

By Michael Libbie

A couple of months ago I did a business interview with a fellow by the name of Basel Nasser. Basel was one of the very first to bring Greek Yogurt to the United States some twenty years ago. Today he has a company based in Washington State that creates ultra-high-end dog and cat food. The company is called Boss Nation.

During that interview he said something that triggered a marketing tip I'd like to share with you. Basel said that his marketing team at Boss Nation wanted him to spend thousands of dollars on social media but he pushed back saying that he believes building solid personal relationships is so much more important. Building relationships with those people who not only sell your product but those who also buy your product.

And, he is right.

We all want to matter...in our personal lives and in our business lives....if we matter to those who are trying to sell us something we are much more inclined to stay with their product or service...for, often....years. That is true of startups and established businesses...but sometimes the bigger we get...the more distance we put between our business and our customers.

Let me share a story...

There is a very large, Iowa based grocery store company...that has been around for decades. They had one of their stores very close to where we lived in Urbandale, Iowa. The grocery store wasn't huge, by today's standards...and it wasn't tiny either...as Goldilocks might say...it was just right.

And when it came to relationships...they had the secret sauce down. My bride and I knew the manager, the assistant managers, the store clerks...and more importantly...they knew us. When we went into the store it was not uncommon for the folks that worked there to shout hellos...and even call us by name.

And, it wasn't so strange for my bride to go to their small public dining area and sit with the Garden Center Manager, Jerry and the store assistant manager Curt or produce manager Matt during their lunch breaks. They would all sit and chat about friends, family and maybe a little business.

But, then the company made the decision to build a much larger store at that location....so along came the demolition experts and a few months later a massive new grocery store opened its doors... It was at least twice the size of the old store...with twice the number of people working there.

Things Changed

No longer was there time to sit down for lunch... and...as new people came to run the store....I think they

have had five store managers in as many years....we became...shoppers...and no longer...friends. And, there was something about that...feeling of not really mattering that had a negative impact. Look, I'm not saying that folks should bow down when we come into the store...but the whole vibe changed...it was no longer our store...it was...a big, fancy showplace...and those relationships that had been built over the years...drifted away.

Sure...we still shop there...from time to time...but it's no longer our "go to" grocery store.

They lost the secret sauce....

So...why am I telling you that story?

Because it's a great example of how businesses, large and small, grow out of the relationship business and it is those relationships that keep people coming back, year after year.

And, the best news is it doesn't really take that much of an effort to build those customer relationships. Ask any car dealer, large or small, they build their business on customer service and their long-time consumer relations. And, studies show that it takes so much more money to attract a new customer than it takes to keep the ones you have.

This marketing tip is all about taking the time to show appreciation to your customers. Go out of your way to let them know you really do care. It doesn't have to be fancy. Simply remembering a customer's name and saying hello rather than asking, "Did you find everything you were looking for?"

It matters.



Where Are The Workers? *Continued from page 17*

real world job requirements. Often felons are filtered out and there continues to be a big divide when it comes to white workers vs. black workers...with black unemployment still high.

Entrepreneurship

Finally, people are done working for others and want to become their own boss. According to Bloomberg's reporting on business applications from the Census Bureau, there have been a record number of applicants in the first nine months of 2021 compared to the first nine months in previous years. The US reached its highest number of unincorporated self-employed workers during the pandemic so far in July 2021 — also the highest number since the last big crisis to hit our country in 2008.

So, where have all the workers gone...? Lots of possibilities.



About Our Members

They Are Back!

Recently our friends from Schmidt Machine re-joined our Association and we're grateful they are back with us. Schmidt Machine is a family-owned company that has been at the same location for generations. The company manufactures aftermarket parts, does specialty fabrication and will also do repairs. Based in Upper Sandusky, Ohio they do business nationwide. Recently Kevin Schmidt did a broadcast interview with Insight on Business the News Hour and you can hear that story here or hover over the QR code with your phone camera to hook up or look for it on our NTPDA home page in the Blog Section.



If you have news about your member business let us know. Send press releases to Michael@NTPDA.com or call us at 877-668-0900.

News From K&M

K&M is pleased to announce that we will be featuring some new products from Great Northern Equipment Distributing. K&M MFG and Great Northern Equipment Distributing share ownership and operate as one company with separate business divisions. While this is not a new development, we are now building upon combining the strengths of both companies. By offering products from both divisions, we are able to considerably expand the types of products that we can offer NTPDA members.

K&M will continue being a supplier of high-quality aftermarket parts for the AG, Construction, Turf, and Industrial markets. GNE supplies Pro consumer products for major Hardware, Rental, and Retail markets. GNE is a highly reliable supplier of Honda powered Banjo pumps, commercial grade stump grinders, log splitters, cement mixers, tillers, zero turn mower attachments and many other diverse products.

We are excited to present this opportunity to all of our members, and will have details available at our showcase at the annual convention.



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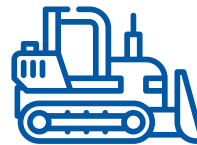
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Greetings from **Greasy Girl**

By Terri Stevens

These days they are a changing!

I love change and I think it is so good for us to have change in our lives; however, sometimes change is so difficult. I recently lost an employee that I have had for 8 years. He was like a son to me, and I loved him. However, in this job market, a big company offered him more than I could provide and he took it. That was not a change that I saw coming or one that I liked. So here I am at the fork in the road. I sometimes wish the Lord would say go this way or don't go this way. However, He gives us free will and knows that He has given us a guidebook to help us make the right choices. I have heard that it is good for your brain to drive a different way just to give yourself a change. Sometimes I do that just for fun to see if I can find a better way.



At our association we are getting ready for a similar change. Phyllis is getting ready to retire and Kim is getting ready to take over the reins. Phyllis is a networker of all networkers and Kim is the person that is behind the scenes and makes it all come together. They both bring a lot of talent

to our association and I honestly can say I would not have friends across this great country if it weren't for Phyllis and this association. I want to say "thank you."

As we all face that fork in the road from one time to another may we not resist it but go with it. Look at it as an adventure instead of, 'Oh no I've got to get out of my comfort zone.' We all like that place where we are comfortable but is it best for us? Probably not! I think the more adaptable and resilient we are the better life will be. It has taught me a very important lesson. I am not in control; only the good Lord above is, and I am so thankful that He is. He knows what is up ahead and I don't. So, as we go into another year, may we approach it with excitement for the changes in our lives and embrace our old friends as well as our new ones.

Numbers 6:24-26: *The Lord bless you and keep you: the Lord make his face shine upon you and be gracious to you: the Lord turn his face toward you and give you peace.*

THESE DAYS THEY ARE A CHANGING...

Greasy

IN MEMORY

It is with a heavy heart that we let you know that Jim Vanderleest passed away last week. We want to send our condolences to Sid and his family. Sid has shared Jim's obit with us:

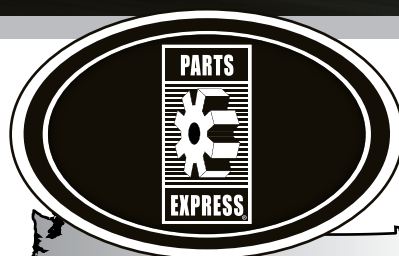
James (Jim) Vanderleest entered into the presence of the Lord on December 17 at the age of 79 years. He will be lovingly remembered by his three children, Janice (John), Charles, and Sidney (Jennifer), three grandchildren, Josh (Hannah), Nash and Nate and one great grandchild, Miles. Jim is survived by his brother Andy (Lynn) as well as numerous nieces and nephews. He is predeceased by his wife Janet, his parents and his sister Emma and brother in law Bob. Jim will be remembered for his kindness and generosity. He will also be remembered around western Canada for starting Westlock Tractor Parts and his fair and honest business deals. As Jim's health was failing, he was thankful for the help of his good friend Shirley Lane who helped him stay at home for as long as possible as well as the staff of the Westlock Healthcare Centre who took great care of him.

In lieu of flowers, donations can be made to Westlock Health Care Auxiliary Society or Youth For Christ (Westlock).

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