

NATIONAL TRACTOR PARTS DEALER ASSOCIATION

WINTER 2011

“USED, REBUILT AND NEW AGRICULTURAL AND INDUSTRIAL REPAIR PARTS”

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From the President's Pen ..

Change Is Good??

Typically, I believe that change is good and that if you're not changing, your business is probably dying. But I also believe that change for the sake of shaking things up is just not good business sense, and I suspect that most of you share that thought with me.

Our organization today is faced with some potential changes.....and not just because we want to; but because as business models change and customers



Jeff Griggs - President

change, well, we may need to follow suit and adapt.

One of the interesting things that has dropped on my lap (well, on the Board's lap, that is!) is the changing (evolving?) business models of existing NTPDA members which, coinciding with the fact that recently a few OEM's have either applied for, or inquired about membership, well I guess ultimately it has forced our board to address the current member criteria (Regular, Associate) and their definitions. As those definitions are currently worded in our by-laws today, OEM's do not fit into either category.

But folks, it really doesn't stop there. I mean, if we start rewriting the criteria to accommodate a new membership group, I can assure you that the next issue is going to be about policing our existing members to make sure they are what they say they are, ie: "Regular" members are involved in dismantling equipment and selling used parts. And you know what? The reality is that we need to get that updated if your business model has changed.

I ask you all – should we create a membership category for equipment manufacturers and accept their applications, or aggressively invite them in? And what about YOUR business – are you a "Regular" member who no longer dismantles tractors or sells used parts?

Talk to me, talk to a board member, voice your opinion..... cuz my friends, we are here to represent the membership and its best interests. The answer might well be that we do nothing different with the current membership statuses and do not let the OEM's in. That's OK too, as I am certainly not advocating change just so that it looks like I'm doing something as your Prez; but more importantly I (we) just want to do what's right for the group.

Merry Christmas to you all and Happy New Year!!

Jeff Griggs

e-mail: jeff@asapagparts.com



BULLETIN

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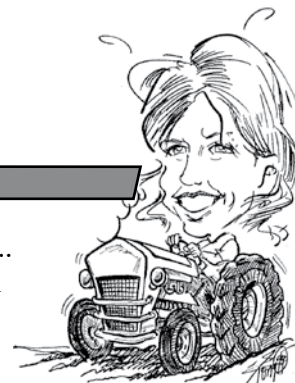
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Message from Phyllis



It's that time of year again...time for Christmas and all that comes with the season! And...as always...right around the corner...after we bring in the New Year is our NTPDA Conference & Trade Show. I hope many of you are planning to come and I always look forward to seeing my old friends and making new ones!

This year our trade show will be a little different. You will note on your Program at a Glance (page 5) that on Thursday evening during the "Welcome to San Antonio" reception we will kick off Marketplace I. The board has planned this event in hopes of getting every attendee to visit every booth during the trade show. Our Marketplace II will continue on Friday during trade show hours as well. You will also note that we will hold our Cocktails/Dinner event on Friday night instead of Saturday night. And on Saturday the trade show will end at noon. You are welcome to head home at that time or stick around for dinner on Saturday night when we will go off-property to Rita's on the River.

I want to take this opportunity to thank all of the attendees, displayers and sponsors that helped make our trade show come together. Plans are already underway for our 2013 conference and trade show to be held in Little Rock, Arkansas!

By the time you read this I'm sure your holiday shopping will be done and your Christmas decorations are up and you are enjoying time with your family and friends.

I look forward to seeing you in January!

Happy Holidays,



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NATIONAL TRACTOR PARTS DEALER ASSOCIATION
28th ANNUAL CONFERENCE & TRADE SHOW
Crowne Plaza Hotel/Riverwalk San Antonio
January 18 – 22, 2012

PROGRAM AT A GLANCE*

Wednesday, January 18, 2012

3:00 p.m. – 6:00 p.m. Early registration /Fiesta Pavilion Foyer
6:00 p.m. “Early Arrival Party”/River Plaza/Bad weather - San Antonio Ballroom

Thursday, January 19, 2012

7:00 a.m. Displayers set up. Must be completed by 4:00 p.m – Fiesta Pavilion
8:00 a.m. – 12:00 Noon Registration – Fiesta Pavilion Foyer
8:00 a.m. Continental Breakfast/Executive Salon 5

MORNING SESSION (Afternoon is on your own)

San Antonio Ballroom
9:00 a.m. – 10:15 a.m. Brandon K. Moore, CPA – “Financial and Tax Strategies for the Next Generation”.
10:15 a.m. – 10:30 a.m. Break
10:30 a.m. – 11:45 a.m. Donna K. McElroy, Attorney at Law – “Managing Employees in a Difficult Economy”

Noon. Lunch – Pick up box lunches in Fiesta Pavilion

6:00 p.m. “Welcome to San Antonio” - Reception/Sneak Preview of Trade Show
NEW EVENT: NTPDA Marketplace I – Associate and Regular members meet in small groups for potential business opportunities. (Details to follow)

Friday, January 20, 2012

10:00 a.m. Trade Show Opens
NEW EVENT: NTPDA Marketplace II - Associate and Regular members meet in small groups for potential business opportunities.
9:30 a.m. – 5:00 p.m. Registration - Registration Booth/Fiesta Pavilion Foyer
11:00 a.m. – 12:00 Noon General Session/Election of Officers – Fiesta Pavilion – All Members Please Attend
12:00 Noon Lunch/Trade Show Area
4:30 p.m. – 5:00 p.m. Displayers Meeting – Trade Show Area - Board Members Please Attend
5:00 p.m. Trade Show Closes
7:00 p.m. – 7:45 p.m. Cocktails/Lone Star Room – Lobby Level
7:45 p.m. Dinner/San Antonio Ballroom
After dinner enjoy the sites and sounds of San Antonio’s famous Riverwalk.

Saturday, January 21, 2012

7:30 a.m. Board Meeting/Private Dining Room/Lobby Level
9:00 a.m. Trade Show Opens
12:00 Noon Lunch/Trade Show Area

Following lunch - TRADE SHOW CLOSES

For those of you who are staying over Saturday night and wish to participate:

7:00 p.m. Depart for Dinner – Rio Plaza/Rita’s on the River

Sunday, January 22, 2012

All Day Departures

**Tentative schedule, subject to change.*

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The NTPDA Board of Directors, members and staff would like to take this opportunity to thank all of our Sponsors!

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NATIONAL TRACTOR PARTS DEALER ASSOCIATION 28th ANNUAL CONFERENCE & TRADE SHOW FEATURED GUESTS

Thursday, January 19, 2012 - San Antonio Ballroom - "Financial and Tax Strategies for the Next Generation"



Brandon K. Moore

Brandon K. Moore received his Bachelor's Degree in Accounting from Angelo State University and has worked in public accounting for the last twelve years as a Certified Public Accountant (CPA) mostly specializing in tax compliance and consulting for small businesses and individuals. He also works as a financial advisor and registered representative with INVEST Financial Corporation.

As a CPA, Brandon has worked with Real Estate Investors, Construction Companies, Restaurants and Bars and High Net Worth Individuals to analyze their organization and make the necessary adjustments to increase their bottom line and reduce their tax burden. As a financial advisor, Brandon aids individuals in identifying their retirement and savings goals, then assists them in creating a plan to accomplish those goals.

Brandon K. Moore is a husband of 15 years and a father of four children ages six months to 13 years. Originally from Dallas, Texas, Brandon and his family have spent most of their time in and call San Angelo, Texas home. While not working, you may find Brandon as a second degree black belt and volunteer certified instructor of taekwondo for the American Taekwondo Association.

Thursday, January 19, 2012 - San Antonio Ballroom - "Managing Employees in a Difficult Economy"



Donna K. McElroy

Donna K. McElroy received her Law Degree from Tulane University Law School, J.D., cum laude, 1986. Donna was selected for inclusion in The Best Lawyers in America, 2006-2012 and "Texas Super Lawyer" by Law and Politics Magazine, 2003-2008, 2010-2011.

Donna K. McElroy leads the Employment Department at Cox Smith Matthews Incorporated. She is a problem solver who focuses on developing and implementing solutions to everyday challenges her clients face. Donna takes a straight forward, street-wise approach because she knows the answers are not always found in the books. She is Board Certified in Labor and Employment Law by the Texas Board of Legal Specialization and frequently defends clients in state and federal courts as well as in arbitration or administrative proceedings. Donna is often called upon to speak on various labor and employment topics and actively participates in many professional and community organizations including the Bexar County Women's Bar Association, YMCA board member, the Headwaters Coalition and Our Lady of Grace Teen ACTS program.

Friday, January 20, 2012 - San Antonio Ballroom - Evening Entertainment



Drew Kennedy

Drew Kennedy writes songs for a living, and has been doing so since 2004. He loves music. He loves hearing songs that are intelligent, thought provoking, and honest. They give him hope, and those who wrote them inspire him.

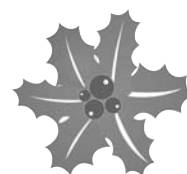
Drew recently finished recording his fifth album and writing his first novel, both of which were scheduled for release in November of 2011. He decided to call them both Fresh Water In The Salton Sea. He thinks it's a clever title, but admits he is often wrong about these types of things. The music on the album and the words in the book both mean a great deal.

Drew lives in New Braunfels, Texas with his wife, three dogs, a cat, and a generous school of fish that he tries not to forget to feed when his wife assigns him the task (the fish, that is... the dogs let him know if he is forgetting about them in their unmistakable way).

Drew travels a lot for his job. There's not much of a point in writing songs if you don't share them with an audience. Besides, the dogs can't clap, he can't hear the fish, and the cat generally doesn't care about what he does... and everyone needs a little positive affirmation in their lives from time to time.

NATIONAL TRACTOR PARTS DEALER ASSOCIATION 28th ANNUAL CONFERENCE & TRADE SHOW DISPLAYERS

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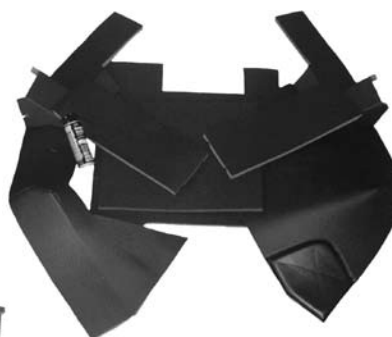
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NATIONAL TRACTOR PARTS DEALER ASSOCIATION

"Used, Rebuilt and New Agricultural and Industrial Repair Parts"

TO: NTPDA Members

FROM: Nominating Committee

RE: 2012 Board Nominations

DATE: November 21, 2011

The NTPDA Nominating Committee would like to present nominations for the 2012 Board of Directors, including President, Vice President, Secretary and Treasurer. This is our present slate of nominees for NTPDA Officers, Board of Directors and Associate Directors. Please be advised that we will continue to accept nominations and will accept floor nominations. The election will be held during our annual business meeting on Friday, January 20, 2012 at our 28th Annual Conference & Trade Show being held in San Antonio, TX.

OFFICERS

President: Jeff Griggs, All States Ag Parts, Inc., Urbandale, IA
Vice President: Doug Swanson, Abilene Machine, Inc., Abilene, KS
Secretary: Terri Stevens, The Tractor Barn, Inc., Brookline, MO
Treasurer: Tom Winkleblack, Schaefer Enterprises, Wolf Lake, IL

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John Burgh, Burgh Implement, Harmony, PA
Scott Draper, Draper Tractor Parts, Garfield, WA
Glen Leaders, Leaders Salvage, Dunlap, IA
Chris Minzenmayer, B & M Tractor Parts, Inc., Taylor, TX
Jamie Neldon, Worthington Ag Parts, Maple Grove, MN

ASSOCIATE DIRECTOR

David Eftink, Jr.'s Construction Parts, Inc., Sikeston, MO
Randy Madden, Quality Power Products, Solomon, KS

The After Market Sales Force

by John Walker, President, After Market Services Consulting Co., Inc.

How do you sell your dealership?

I would like my readers to know up front that this article has nothing to do with the wave that is sweeping the country today. That is, selling a dealership to a competitor, merging with another group handling your same line, taking on a line of product identical to what you have been selling for years; except that while the product is identical, the name is different and the manufacturer is suggesting that one dealer or the other “buy out” his competition. Many suppliers are telling dealers their “market share” is not high enough and they have a choice to make with their business. They must decide whether they want to become a **“buyer or a seller”**, one or the other. You may think you don’t have a third choice, but you do! It is called providing your current and prospective customer base positive Customer Satisfaction with the services your company provides.

What we will be discussing in this article is how do you sell your dealership to a prospective customer or even a current customer who is looking to buy from you or your competition?

“Ducks Quack—Eagles Soar”

Recently we received an email from a client that totally explains how enhancing a customer’s buying experience can most certainly develop the Customer for Life Culture within your dealership. It takes a rather simple experience that we all have encountered at one time or another, a simple ride in a taxi from one location to another. It is entitled: **Ducks Quack – Eagles Soar**. The author’s name we believe to be Harvey Mackay. He states: **“No one can make you serve customers well and that is because service is a choice!”** He then goes on to tell a wonderful story about a taxi ride that proved his point.

‘Harvey Mackay was waiting in line for a ride at the airport. When a taxi pulled up, the first thing he noticed was that the taxi was polished to a bright shine. Smartly dressed in a white shirt, black tie, and freshly pressed black slacks, the taxi driver jumped out and rounded the car to open the back passenger door for Harvey.

He handed Harvey a laminated card and said: ‘I’m Wally, your driver. While I am loading your bags in the trunk I would like you to read my mission statement.”

Taken aback, Harvey read the card. It said: Wally’s Mission Statement: To get customers to their destination in the quickest, safest and cheapest way in a friendly environment.

This statement blew Harvey away. Especially when he noticed that the inside of the cab matched the outside. Spotlessly clean.

As he slid behind the wheel, Wally said, would you like a cup of coffee? I have a thermos of regular and one of decaf. Harvey said jokingly, no I would prefer a soft drink. Wally smiled and said no problem. I have a cooler up front with regular and Diet Coke, water and orange juice. Almost stuttering, Harvey said, I’ll take a Diet Coke.

Handing him his drink, Wally said, if you would like something to read, I have The Wall Street Journal, Time, Sports Illustrated and USA Today.

As they pulled away from the curb Wally handed Harvey another laminated card. Stating I get station WLW and the music they play, if you would like to listen to the radio.

And as if that were not enough, Wally told Harvey that he had the air conditioning on and asked if the temperature was comfortable for him. Then he advised Harvey of the best route to his destination for that time of day. He also let him know that he would be happy to chat and tell him about some of the sights or, if Harvey preferred, to leave him with his own thoughts.

Tell me, Wally, Harvey asked the driver, have you always served customers like this? Wally smiled into the rear view mirror, No, not always. In fact it has been only in the last two years. My first five years driving, I spent most of my time complaining like all the rest of the cabbies do. Then I heard the personal growth guru Wayne Dyer on the radio one day.

He had just written a book called: **You’ll See It When You Believe It**. Dyer said that if you get up in the morning expecting to have a bad day, you will rarely disappoint yourself. He also said . . . Stop complaining. Differentiate yourself from your competition. Don’t be a duck. Be an eagle. Ducks quack and complain. Eagles soar above the crowd.

That hit me right between the eyes, said Wally. Dyer was really talking about me. I was always quacking and complaining, so I decided to change my attitude and become an eagle. I looked around at the other cabs and their drivers. The cabs were dirty, the drivers were unfriendly, and the customers were unhappy. So I decided to make some changes. I put in a few at a time. When my customers responded well, I did more.

Harvey said: I take it that it has paid off for you. It sure has, Wally replied. My first year as an eagle I doubled my income from the previous year. This year I will probably quadruple it. You were lucky to get me today. I don’t sit at cabstands anymore. My customers call me for appointments on my cell phone or leave a message on my answering machine. If I can’t pick them up myself, I get a reliable cabbie friend to do it and I take a piece of the action.

Wally was phenomenal. He was running a limo service out of a Yellow Cab. I have quite probably told that story to more than fifty cab drivers over the years and only two took the idea and ran with it. Whenever I go to their cities, I give them a call. The rest of the drivers quacked like ducks and told me all the reasons they could not do any of what I was suggesting.”

Wally the taxi driver made a different choice. He decided to stop quacking like a duck and start soaring like an eagle.

It is all about Customer Satisfaction! The term Customer Satisfaction has been talked about for years. According to Tom Peters, who wrote: **In Search of Excellence**, it is an over worked term that should be replaced by the phrase **“Customer Delight”**. He may call it an over-worked term, but is it an over-worked fact? How many taxi cab drivers are there in North America, hundreds of thousands, how many satisfying taxi rides have you taken in a

Continued on page 20

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DID YOU KNOW?

By Kim Carroll



Do you know the value of associating with other NTPDA members? In this segment of Did You Know, I want to share a great article I came across about the value of association. It made me think about this Association and how much knowledge and years of experience our members have in the agricultural and industrial parts industry. Many have been in business for decades and in order to remain a thriving entity you need to surround yourself

with the best in the industry. At one of our past conference and trade shows, some members left their thoughts about what NTPDA means to them. It is under our Testimonials page on the NTPDA website. If you would like to add your own testimonial, please e-mail me at kim@ntpda.com. And if you haven't registered to attend the conference and trade show yet to associate with other members in person, it isn't too late. Send me an e-mail or give me a call, and we will get you signed up.

Achieving Greatness: The Value of Association **By Don Yaeger**

Association leaders and corporate executives have long recognized that great lessons – lessons in leadership, team building, handling adversity, and managing success – can be learned from their peers in the world of sports.

This explains why some of the most sought after public speakers at corporate events are sports greats – Miami Heat President Pat Riley, Duke basketball coach Mike Krzyewski, former Pittsburgh Steeler running back Rock Bleier and former LSU basketball coach Dale Brown are among the most popular speakers on the circuit. The lessons they teach and exhibit in their world translate perfectly into yours.

In my 20-plus years as a writer for *Sports Illustrated* and author of more than a dozen books, I have been blessed to spend hours interviewing great winners like Riley, Krzyewski, basketball legend Michael Jordan and Hall of Fame running back Walter Payton.

Some of the best lessons I have learned, however, have come at the foot of the greatest winner of them all, the late John Wooden, former UCLA basketball coach and winner of unprecedented 10 NCAA championships. Wooden also was an oft-tapped corporate consultant on the subject of leadership.

Before Wooden's passing, I often traveled to Los Angeles to talk with him about Greatness and the traits of those who have achieved it. One characteristic he was passionate about was that the truly "great" understand that value of association. They know they can only become great if they surround themselves with others who are headed in that direction.

Just a couple of years ago, the then 97-year-old Wooden, his mind sharp as any 30-year-old I had met, got a twinkle in his eyes when told me he had a story to share, one I would enjoy sharing with others.

"Many people, when they ask me about coaching great players, always ask me about my two most famous centers, Lew Alcindor (who became Kareem Abdul-Jabbar) and Bill Walton," the coach said, "But one of the greatest I have ever coached is a player many wouldn't suspect. It was Swen Nater."

I think Coach enjoyed the look of surprise on my face. I remembered Nater, but just barely. What I remembered was that he was cut from his high school basketball team as because, even at 6-foot-11, he was too clumsy to offer the team any value. He didn't give up, though, and several years later made a community college team. He became talented enough that several four-year colleges offered him scholarships.

At the time, UCLA and Wooden were in the middle of one of the most spectacular runs in all of sports, winning seven of eight national championships. Alcindor had graduated, but Wooden had a new center, Walton, who he thought might be even better.

Nater's community college coach asked Wooden to consider his player. "I was told he could, at the very least, be a great practice opponent for Walton," Wooden recalled. "So I spoke with Swen. I was honest. I told him he could go to a small school and play all the minutes he wanted, or he could come to UCLA, where he likely would never start a game, but where he could play against the best center in the country every day. That's the best I could offer him."

Nater didn't flinch. He accepted the opportunity and, as Wooden had promised, he didn't start a single game at UCLA.

"Swen understood that to become the best he needed to associate himself with the best he could find," Wooden said. "There was no better than Bill Walton."

Or John Wooden.

When his three years at UCLA were complete, Nater had been part of a team that won a record-breaking 88 straight games and had played for three more national championships – all as Walton's backup.

Nater then made history when he became the first player selected in the first round of the professional basketball draft without ever starting a college game. He played 12 years professionally and now is a senior executive in the corporate offices of COSTCO. His career "is absolutely and directly the result of having made the decision to associate myself with folks who were the very best," Nater told me. "I learned that you are who you associate yourself with."

Coach Wooden was succinct: "Mark these words... You will never out-perform your inner circle. If you want to achieve more, the first thing you should do is improve your inner circle."

Continued on page 13

Continued from previous page ... Did You Know?

At its core, that is exactly why associations hold annual events. Those conventions are a member's opportunity to improve his or her inner circle, to learn and associate with the very best.

Like Swen Nater, I hope that each of you have identified those in your profession from whom you could learn, those who share your passion for greatness. Then, while attending your state or national conferences, introduce yourself, spend time asking and learning what it is they do that makes them successful. These lessons are often transferable.

Then take the lessons home with you. Make your aspirations known to your staff and your membership because they want to associate themselves with greatness, too. You'll be amazed by what you can achieve when you surround yourselves with those headed in the same direction.

At each of these steps you'll understand why John Wooden agreed that the value of association is one of the most significant traits of greatness.

Don Yaeger is a nationally acclaimed inspirational speaker, New York Times best-selling author and longtime associate editor of Sports Illustrated. He speaks on the subject of Greatness, taking lessons from the world of sports and translating them to business and professional audiences. He can be reached through his Web site: www.donyaeger.com.



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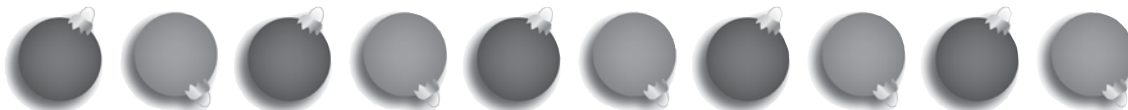
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Cayden Zboril (grandson of Phyllis) welcomed his new baby brother, Rylan on Friday, December 2!
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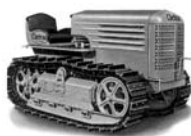
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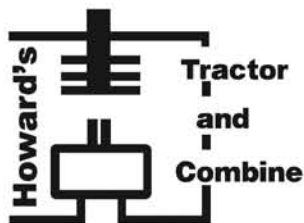
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Continued from page 10 ... How do you sell your dealership?

life time? How many would like to have a taxi ride with Wally? How many taxi cab drivers would put forth the effort that Wally did, even recognizing the sales increase and profitability it would bring to them? How many of you equipment dealers would be willing to put forth an effort to create a Customer for Life culture within your dealership?

Equipment dealers should agree that for parts and service there should be three distinct goals: Increased **Productivity**, increased **Profitability** and increased **Customer Satisfaction**! Nothing within the dealership drives any of these three goals more than providing customers with **world-class service** after the sale has been made.

Customer Satisfaction: What is it (really)? How is it measured (difficult)? Customer Satisfaction has been called **"The moment of Truth!"** It begins with everyone in the dealership asking of them selves: What would it take to satisfy me as a customer? Analyze how you feel about customer satisfaction and you will begin to understand how your customers feel about Customer Satisfaction. Ask yourself how you like to be treated, what makes you happy, and why do you shop where you do?

It took Wally five years to discover that providing the same service to customers as his competition, was not the answer and that a change was necessary. So many equipment dealers realize the importance of Customer Satisfaction but they continue to put off doing something about it. They continually state that they haven't yet gotten **"around to it!"**

We constantly tell clients that business goes where it is wanted and stays where it is appreciated! That business starts with satisfying the customer before the sale, which is called **"word of mouth"**. That begins with explaining thoroughly to the customer how providing quality service during and after the sale is priority #1 with your dealership and then following up after the sale to provide the best customer service available. This all leads to increased Customer Satisfaction indexes.

Increased Customer Satisfaction indexes increases **Customer Loyalty**, which in turn increases **Customer Retention**, which continues to increase **Dealer Profitability**, all which does one very important thing that all your manufacturers and suppliers want to happen, it increases your overall **Market Share**!

So to all you dealers out there who are quacking like ducks, who have those good intentions to change, do it now, now is the time to get **"around to it"** and turn yourself into a world-class equipment dealer. To maintain the status quo is to leave survival to chance! Recognize that it does little good to recognize a problem or an opportunity if no further action is taken!

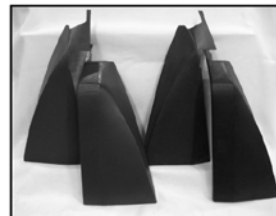
That my readers is tying it all together: Customer Satisfaction, Customer Loyalty, Customer Retention, Customer Awareness, Dealer Profitability, and yes, Increased Market Share all join together to develop a culture, a **Customer for Life Culture**. try it within the walls of your dealership and see what happensyou can all "soar with the eagles!"

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Greetings from

Greasy Girl

By Terri Stevens

Dear NTPDA Friends

Have you ever had a time in your life when a lot of things happened that you didn't plan for? I think probably we all have. This last month Russ's Dad passed away. He was 89 years old and worked until he was 87. He had sold his house, all of his furniture and had moved in with Russ's sister. He passed away in his sleep one night. The most important thing about it was he had everything prepared. His finances were in order, he had made his funeral arrangements and he even had his tomb stone done. It was an easy thing to deal with because he had gone before us and had made everything as easy as he could on all of his kids. At his funeral they did the military honors.

I had never been to a service where they performed that ceremony. It was a beautiful fall day and in the distance I could see the flag flying. When they started playing taps and did the military salute and shot the guns it was a very moving experience. As I stood there and reflected on all he had done and experienced and thought about how the WW2 vets are almost all gone it made me so sad. They had seen and done many things in their lifetime. It is funny...as he got older he became more vocal about his love for his kids. Every time we saw him he told us how much he loved us and how proud he was of us.



It really made Russ and I stop and think about whether we show our love for the people we care about or do we take them for granted? Russ has his Dad's phone number on his cell phone and he has started to call him many times since his death. Our granddaughter even told Russ yesterday that she would like to go see Russ's dad.

I guess what I'm trying to say is that I think we don't need to take one second of our life for granted because it can change in a blink of an eye. It is impossible to be prepared for the unexpected things in life but we can cherish each day and love one another.

As we go into this holiday season stop and think about all the people in your life that you love and tell them. After all what is life without love. The Bible says that love never fails. So smile at someone you don't know and offer kindness to those people that come into your path. Take time to appreciate those we love. I hope you all have a wonderful winter full of love and joy.

You each one are special and I am looking forward to being with you in San Antonio.

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Budgeting for Value and Opportunity Cost

By Tom Winkleblack

Last winter in sunny Orlando during the Treasurer's Report of the General Session we discussed some of the conflicts involved with declining revenues and the Association's reliance on the Trust Fund for operating capital.

For fiscal year 2010 the Board of Directors formulated a budget that would cut expenses by \$77,000 and actual expenses were \$68,000 less than they were in fiscal year 2009.

Unfortunately, our revenue stream from royalties continues to diminish and the stock market yo-yos up and down with too many negative tendencies (five straight months of losses until October of this year).

During the summer board meeting in July in Kansas City a budget for 2012 was submitted and approved by the Board of Directors. Although a sideways trend of \$125,000 annual drawdown was extended for the 2011 budget only \$66,000 has been withdrawn from the Trust so far this calendar year.

The Board of Trustees had a conference call in October with financial consultant Craig Shaver to discuss the state of the Trust. They concluded that our investment mix is the correct one, but we are challenged with volatile times in the financial markets. To maintain the long term integrity of the Trust it was recommended that the Board of Directors reduce the withdrawal of funds by \$45,000 per year from the current budget levels. Although the Standing Rules dictate that the budget for the upcoming fiscal year be ratified at the summer board meeting prior to we intend to heed the advice of our financial consultant and the recommendation from the Trustees and trim expenses as rapidly as possible.

The Board of Director's fourth quarter teleconference lasted over two hours and much of the discussion centered on what else we could live without.

The first victim was the National Farm Machinery show in Louisville where we will have a reduced presence in the future. There have been contracts signed and commitments made pertaining to the upcoming Convention & Trade Show in San Antonio for 2012 that must be kept. Besides, speakers and entertainment may seem expensive, but they also kind of make it special, i.e. provide value to the members. If we don't provide a certain level of value to our members participation in the trade show and eventually membership will decline.

Considering the time constraints that we are operating within the Scholarship Program also needs to be reduced dramatically until better times return. We all agree that this is a very worthwhile endeavor, but it can be severed with the least amount of pain to the overall organization.

Economists define the "opportunity cost" of any good or service as the value of all the other goods or services that we must give up in order to produce it.

The opportunity cost of any decision consists of everything we must give up in order to carry out that decision.

The ultimate source of opportunity cost is the pervasive problem of scarcity (unlimited wants and needs, but limited resources). Herein lays the essence of opportunity cost-doing one thing prevents doing another.

The Board of Directors has some very difficult decisions to make and we need your input. Don't be bashful!



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