



EMDA How to use this Directory

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EMDA INFORMATION p. 3

Pages 3 to 32 contain information about the Association, its Convention, Officers and Directors, and Past Presidents.

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PRODUCT CODES p. 27

These codes represent 39 major categories of product lines. Section also includes geographical overview of product distribution.

DISTRIBUTORS & REPS, Alphabetical Index p. 33

EMDA member firms are listed in alphabetical order in this index.

DISTRIBUTORS & REPS by Nation, Province or State p. 37

Directory pages 37 through 118 list members in alphabetical order of the city in which the firm is located within the particular state or province. The listing tells the corporate name of the firm, lists key personnel and the firm’s address, telephone, FAX numbers, email and Web addresses. The page also lists locations of branches or distribution points, territories served by the company (including a map highlighting the territory) and products served by the company. Each member’s listing also includes a brief business profile of the firm. A tab on the bottom of each member’s page indicates the firm’s primary business function: that of a distributor or a manufacturer’s representative.

TERRITORIES SERVED p. 119

This section of the *Directory* is an alphabetical listing of the provinces, states and nations and the member firms who are represented within those states.

PRODUCT INDEX p. 129

This index is a listing of the product codes and the member firms who market them.

ASSOCIATE MEMBERS p. 143

This section lists Associate members, alphabetically by company. Each listing includes a contact person, the firm’s address, phone and/or FAX numbers, email and Web addresses, and a brief product/service description.

TERRITORY

PRODUCTS

ASSOCIATES

PERSONNEL



A few words about EMDA

During their 2008 Fall Conventions, members of FEWA and AIMRA voted on the merger of the two associations – strengthening the position of the Association in North America as a marketing and distribution organization designed to promote marketing of equipment. AIMRA (the Agricultural & Industrial Manufacturers Representatives Association) and FEWA (formerly the Farm Equipment Wholesalers Association) merged to form the leading association devoted to the marketing of specialized equipment – **Equipment Marketing & Distribution Association (EMDA)**.

FEWA was originally incorporated in the state of Delaware in March, 1945, as the National Wholesale Farm Equipment Distributors Association. The Certificate of Incorporation was amended in November, 1952, to change the name to **Farm Equipment Wholesalers Association**. A member vote held during the 2005 Fall Convention changed the Association’s official name to **FEWA**, and added the Marketing & Distribution Association tagline.

Originally organized in 1961, the **Agricultural & Industrial Manufacturers Representatives Association (AIMRA)** was incorporated under the laws of the state of Arizona as the American Farm and Power Equipment Agents Association.

Patricia A. Collins, EMDA Executive President noted, “Consolidation made sense because the two associations and their memberships have common goals and objectives. With our successful history of collaboration, we took the next step to maintain our strengths and build upon them through a merger.”

In the short-term, EMDA expects improved operational efficiency by reducing duplication of efforts and anticipates improvements through new programming and services. But most important, in the long-term, the Board believes this strategic restructuring will make a more effective association able to provide increased value to its members.

Collins adds, “We can build upon our strengths to become a comprehensive, one-stop marketing resource for manufacturers.”

EMDA Convention . . . *the place to do business*

Almost 1,000 persons, including wholesalers, manufacturers, manufacturers representatives and other industry guests and spouses, attend EMDA's Annual Meeting and Convention and the concurrent convention of the Farm Equipment Manufacturers Association (FEMA).

Historically, approximately 75% of the association's distributor and rep members take advantage of what many firms feel is the most important member service the Association offers – attendance at the Fall Convention.

The Annual Meeting and Convention is held each fall (usually the last weekend in October or the first weekend in November) in a large easy-to-get-to hotel. During the 2½-day meeting, member wholesalers, reps, associates, manufacturers who do business with them, and vendors of goods and services of interest to wholesalers *and* suppliers, can interact, learn from each

other and do business – all in one location.

Traditional convention programming includes roundtable discussions on current topics of interest to members and joint programming events with FEMA mem-



Industry Showcase

bers. The opportunity to network with wholesalers from across North America has always been among the most popular aspects of the convention.

EMDA has a long history of sponsoring invaluable wholesaler, manufacturer and vendor contact sessions at its convention. Appointment opportunities

are the non-scheduled times during the convention which are kept open for wholesaler-supplier interviews. Distributors, reps and their suppliers and vendors are encouraged to schedule interviews in advance as much as possible so that they may meet before the convention, during EMDA's Industry Showcase, during EMDA's Contact Session, between con-



Contact Session

vention events and even following the convention.

The Convention Schedule at a Glance

EMDA's Convention begins with a **Joint Opening Session & Breakfast** with FEMA members, and is followed by **EMDA Corporate Annual Meeting**. Distributors and Reps then take their seats at the **EMDA Contact Session**. While attendees are encouraged to schedule appointments in advance as much as possible, the Contact Session was created to provide yet another venue to make appointments with the EMDA members. For 1½ hours, all Member Distributors and Reps in attendance at the Convention are seated in one room and are available for a quick meeting to determine whether a full-blown appointment should be arranged. Members are encouraged to leave the two hours following the session free for appointments made during the session. The rest of the day is free for pre-scheduled appointments. That same evening, EMDA members and their spouses gather for a **Partners Party** – and the manufacturers that do business with members receive special invitations to this party as a token of appreciation to those manufacturers who support the distributor and rep way of doing business.

Day Two of convention week begins with a **Joint Breakfast Buffet** with FEMA members. When a full-blown appointment isn't necessary, many attendees meet here. The rest of the morning is free for appointments before EMDA's **Industry Showcase** opens. EMDA's Industry Showcase consists of some 100+ display booths representing products and services of interest to those attending their industry conventions. The Showcase is open for one afternoon only and is characterized by the high qualifications of the attendees – the Showcase is not open to the public and attendees are all qualified buyers for the firms they represent. The session is designed to help factory people obtain appointments with reps and distributors for interview periods during convention week. Day Two ends with the **Joint Industry Reception** – a reception for all EMDA and FEMA members.



Registration material for the Convention, the Contact Session and for the Industry Showcase is usually available in July, and is posted on the Web Site (www.EMDA.net) at that time as well. EMDA convention registration material also includes an Appointment Book to help manufacturers and distributors keep track of appointments. **EMDA members often come to the Convention with much of their appointment time already booked. Manufacturers looking to meet with distributors and reps during the Convention are encouraged to contact them early.**

How to get the most out of the convention

Whether you are a shortline manufacturer, a farm equipment distributor or an independent rep – EMDA and FEMA, the sponsoring associations, have spent the numerous hours arranging these conventions want to welcome you. One thing that will become apparent soon after your convention attendance begins – while both associations do combine in some joint activities, these are really two separate conventions. Each is devoted to that specific segment of the ag equipment industry in which they specialize; i.e. manufacturing or distribution and repping.

Because a significant amount of staff time by both associations is devoted to these conventions, to attend any one meeting, including the joint activities, requires registration with the association of your choice.

So You're New? Everyone attends their first Fall Convention at *some* time. One thing that you'll readily see, attendees aren't shy! If you have a question, ask someone. And if they don't know the answer, ask any of the association staffs at their respective convention registration desks. They'll be glad to help. The individual that stands around waiting for something to happen is usually the person "left in the dark."

The Step Before the First Step: Convention programs are great. They're educational, often entertaining, and provide a key networking source for you to meet others in this business called "shortline farm equipment." But in reality, the number one reason most companies attend is to meet with either those who will market your product or with those who manufacture the product.

It can't be emphasized enough – *well prior to the conventions (July is not too early), you should personally phone or write to the companies you want to contact.* Try to set up an appointment during the convention. If you don't know who you want to talk to – ask the appropriate association to send you their membership directory. Or, check out the membership list on the association's respective web site. Most convention attendees have their appointments scheduled well before the convention even starts. And it is a safe bet that *most* of the companies listed in these directories will be attending the fall meetings.

Now, The First Step: Even before you arrive, be sure that you are registered for one of the two conventions. While you may register at the convention itself, your name won't be placed on any advance registration lists, nor will your name badge and convention tickets be awaiting your arrival.

How to get the most out of the convention (cont.)

No matter which convention you're attending, after checking in to your sleeping room in the hotel, stop by the registration desk for the convention you're attending. Check to be sure you have all name badges, tickets and programs that you should. Don't forget to complete your company profile card in the Communication Center.

The Communications Center: EMDA and FEMA jointly sponsor a "Communications Center" where company profile cards for each convention attendee are posted on display boards. Attendees fill in their room numbers on the cards and can use the Communications Center to leave messages for other convention attendees, as well as pick up their own messages. Be sure that your room number is correctly displayed – this is how attending manufacturers, distributors and reps will know how to contact you in the hotel.

Where to Hold Appointments: Meetings between manufacturers and distributors and/or independent reps are usually scheduled in the sleeping room of either the manufacturer or marketer. It should be mutually agreed upon between the two parties before the appointment time and it should be indicated by writing the appointment time in your printed appointment book. Both associations provide Appointment Books to their registered attendees. These booklets will help you keep track of the convention program events as well as your appointments with manufacturers and/or marketers.

Registration Lists: As soon as registrations are received, advance registration lists are posted on the association web sites. *Don't wait* until a company you're interested in meeting appears on the registration list, however, before making initial contacts. Assume that most CEOs or sales executives from both of the associations will be attending. If they are not, they will either tell you who will be attending or if they, in fact, will not be there. Waiting until convention time to try and schedule appointments will usually result in the party you are trying to reach already being "booked up" with previously scheduled appointments.

Contact Session: EMDA hosts a **Contact Session** at which you can introduce yourself and your product or service to attendees. This is an excellent sessions where you can contact individuals with which you have not been able to make previous appointments.

Associate Memberships

In conducting their businesses, EMDA's member firms purchase and utilize a multitude of products and services from a diverse group of vendors. From mainframes to desktop computers and related products to felt tip pens . . . from FAX machines to postage meters . . . from warehouse shelving to catalogue printing and everything in between . . . EMDA distributors and reps are consumers as well as wholesalers.

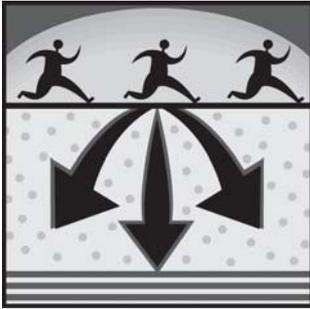
EMDA's Associate Membership category was established in 1989 to provide proximity to member wholesalers and to provide a means for allowing those vendors and suppliers access to EMDA conventions and visibility through the *Membership Directory* and publications.

If your firm would like a closer working relationship with EMDA's wholesaler members, Associate membership might make good business sense for you.

- Associates are listed in the *Membership Directory*.
- Associates receive complimentary copies of Association publications including *Membership Directory*, and the weekly newsletter/blog.
- Associates members who are registered for EMDA's Fall Convention are eligible to participate in all phases of the convention programs.
- Associates who are registered for the Convention have full access to the Joint Communications Center and the Industry Showcase.
- EMDA Associates who register for an Industry Showcase booth are given a 20% discount off the registration fee and are given booth location priority whenever possible.
- Members can take advantage of programs offering cost saving discounts on long distance phone service, freight, shipping and car rental needs. Many members are saving more than the cost of membership dues through these valuable programs.

Suppliers can contact the EMDA office or browse the Web Site (www.EMDA.net) for more details on the Associate Membership program.

Determining the Best Marketing Channel for your Product



Marketing channel decisions are among the most critical decisions facing an organization. The chosen channels intimately affect all other marketing decisions. The organization's pricing depends on whether it uses mass merchandisers or independent wholesaler-distributors or independent manufacturer's reps. The firm's sales force and advertising decisions depend on how much training and motivation the dealers need.

In the shortline farm equipment industry, there are several distribution channel options available to a manufacturer:

- **Sell Direct to End-User**
- **Sell to Retail Dealers** – Both channels require using your own inhouse company sales force which provides the most control over selling activities, but entails high fixed costs and supervision.
- **Sell through Manufacturer's Representatives** – Companies who sell non-competing, complementary products to a group of customers, paid a commission based on the amount sold, can provide quick access to new markets. Reps do not take title to the products they sell, and perform the same functions that an inhouse sales force does.
- **Sell through Wholesaler-Distributors** – Independent companies that specialize in the selling, storage, and servicing of other business customers for a wide variety of product lines. They provide market coverage over a large geographic area, and sell non-competing, complementary products that they take title to.

Many factors affect choosing a marketing channel

- **Market factors** including: Customer profiles; Type of customer; Market size and geographic location
- **Product factors** including: Product complexity; Price; Product life cycle
- **Producer factors** including: Resources; Desire for control

Determining the Best Marketing Channel for your Product

Which provides the best coverage of the target market sought?

Which satisfies the buying requirements of the target market?

Which channel maximizes revenue and minimizes cost?

What marketing functions will be performed?

- Information – Collect and disseminate marketing information about potential and current customers, competitors, and other aspects in the marketing process.
- Promotion – Develop and share marketing communications designed to inform and attract customers.
- Contact – Order processing, Determine reorder point, relevant cost comparison, optimal order quantity
- Matching (including such things as manufacturing, grading, assembling, and packaging)
- Negotiation – Reach final agreement on the price and other terms of the transaction.
- Physical Distribution – Store and move products to the customers.
- Financing – Acquiring access to funds to finance inventories at different levels of the marketing channel.
- Risk Taking – Take on risks associated with performing the functions of the channel. Obsolete or damaged inventory, bad debt, and slow payment are a few examples of this risk.



It's not a question of WHETHER these functions are done, but of WHO does them.

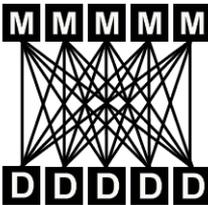
You can bypass the wholesaler, but you can't replace the cost of distribution

	Manufacturer	Wholesaler	Dealer
MANUFACTURE			
Primary Product	•	•	
Customer-Specified Product	•	•	
Subcontract	•	•	
PRE-SALES SERVICES			
Generate Lead	•	•	
Provide Information	•	•	
Take Order	•	•	
Check Credit	•	•	
Accept Payment	•	•	
FULFILL			
Source Products		•	
Inventory Product		•	
Assemble Bundle		•	
Pick & Pack		•	
Deliver		•	
Collect Payment		•	
CONSUME			
Receive Product		•	•
Store at Point of Consumption		•	•
Acquire/Deploy		•	•
POST-SALES SUPPORT			
Tech Support	•	•	•
Follow-up	•	•	•
Reorder	•	•	•

Market Product Direct to End-User or Direct to Dealer

Manufacturer performs all functions – for each individual dealer/end-user.

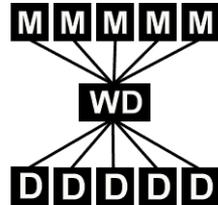
Cost to a supplier of covering all customers with its own in-house direct sales force is prohibitive – especially if products are sold to a large number of customers spread out over a wide geographical area



Market Product through independent Distributors or Reps

Distributors and Reps perform channel functions more effectively and efficiently than either manufacturers or dealers.

Manufacturer deals with one Wholesaler-Distributor or Rep, instead of 600 dealers – the average number of accounts each EMMA member wholesaler supports.



Value-Added Wholesale-Distribution

In a functional sense, these are some examples of the types of resources that marketing channels offer. Each adds value to the promotion, the transaction, or the services associated with the purchase. Through their acquired expertise and economies of scale, wholesalers offer these activities more efficiently than many organizations, particularly smaller ones, could provide on their own. The marketing channel allows the producer and the channel members do what they each do best in higher volumes.

LOCAL MARKET KNOWLEDGE

- Identify the North American markets for your product. Not only farm equipment dealers: auto parts stores; building contractors; construction equipment dealers; co-ops; farm supply stores; feed mills; fertilizer/chemical dealers; golf courses; hydraulic suppliers; industrial dealers; irrigation dealers; lawn & garden dealers; machine shops; mass merchants; oems; outdoor power equipment dealers; recreational/atv dealers; rentals; short-line only dealers; skid steer dealer; turf equipment dealers . . .
- Physically gets your product and represents you in the market area on a local level
- Full time sales force maintaining regular personal contact with dealers

INVENTORY

- Provide reliable inventories of wholegoods
- Maintain an extensive stock of replacement and repair parts

PRODUCT PROMOTION

- Advertising
- Exposure at Trade Shows
- Catalog Services
- Product Demonstrations

FINANCIAL

- Wholesalers buy in volume, no collections
- Consolidation of invoicing
- Credit & Collections
- Wholesale and Retail financing

WARRANTY

- Warranty Representation, Claim Processing,
- On-site Warranty Investigation and Evaluation

SERVICES

- Assembly and Trucking
- Drop-ship programs
- Customs Clearance
- Dealer Training

EMDA Members

Your Distribution & Marketing Partners

An EMDA Rep or Distributor is a good partner in many ways.

- He operates in an atmosphere of competition from other wholesalers placing him constantly under pressure to perform or close his doors.
- His firm has been in business an average of 58 years.
- He has dedicated, experienced employees behind him who have their careers tied to the future of farm equipment marketing.
- He offers valuable services to his customers and suppliers, and if these services did not exist, they would still be necessary.

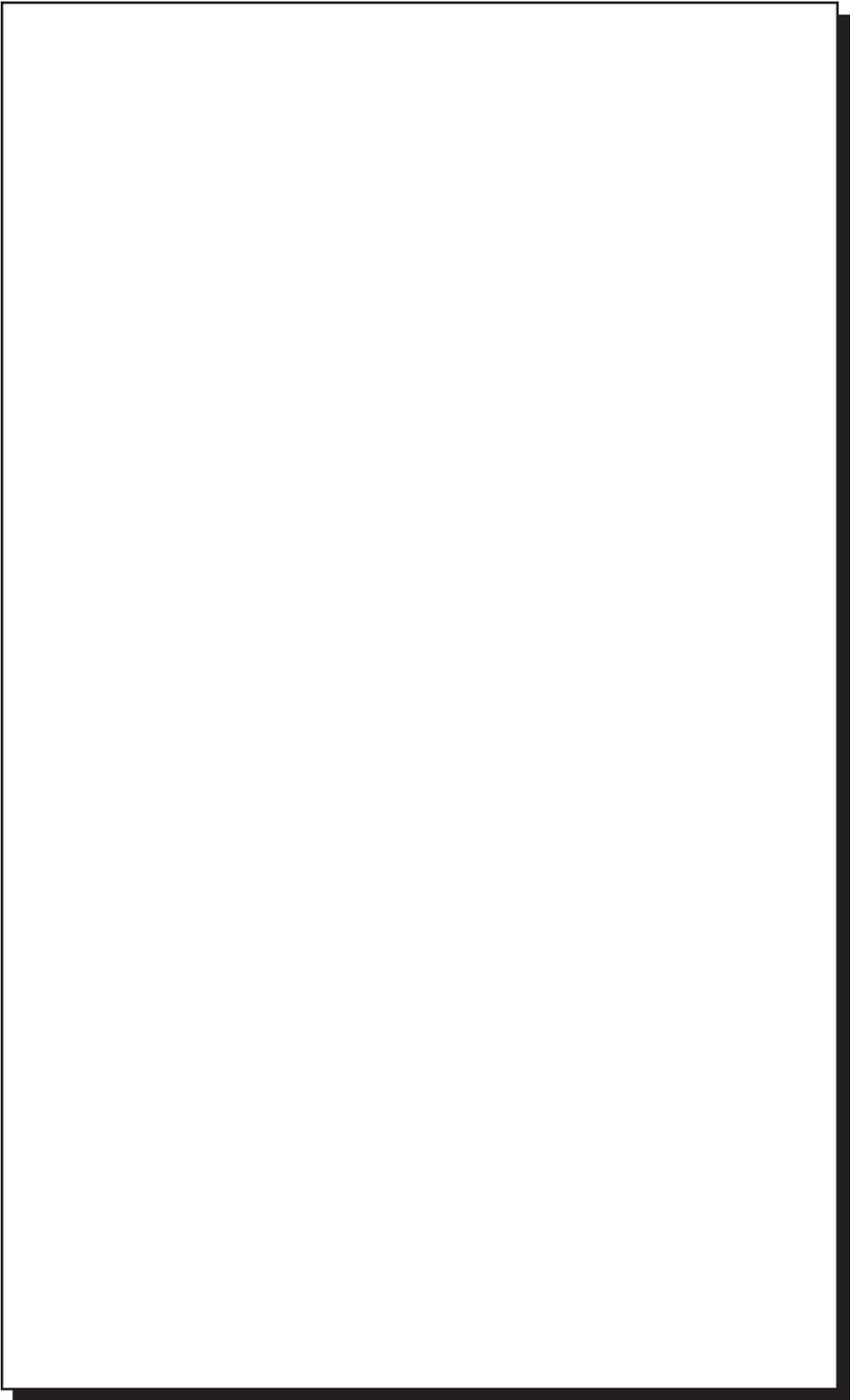
EMDA members are confident of the role they play in distribution because they **lower the total cost of distribution**. Through the value-added services, members maximize (and/or even establish) market penetration and market share. The distributor or rep enhances consumer services and satisfaction, while actually *reducing* the overall distribution costs – thus increasing the manufacturer and dealer profitability.

EMDA member firms are expected to measure up to standards of good management, reasonable financial stability and good reputation within the industry. Firms listed in this *Directory* are constructive forces in their market area who maintain their role as a vital source of supply and service to retailers and their customers.

Manufacturers, distributors, reps and dealers – are all vital links in the farm equipment marketing chain. ***And EMDA's member wholesalers are the value added link between manufacturer and dealer. Your link to profitability and marketing success!***

The North American Industry Classification System code 42 covers “wholesale trade” and further defines two main types of wholesalers:

- **Wholesale merchants or Distributors** – establishments that sell goods on their own accounts. Read more about EMDA Distributors in the *Directory* section titled: *Minimizing the Cost of Farm Equipment Marketing – A guide from your business partner – The Full Service Distributor*
- **Agents, Brokers or Manufacturer's Representatives** – establishments arranging for the purchase or sale of goods owned by others. Read more about EMDA Reps in the *Directory* section titled: *Manufacturer's Representatives - The Better Way to Market.*



Minimizing the Cost of Farm Equipment Marketing:

A guide from your business partner –

The Full Service Distributor

Your local independent farm equipment wholesaler-distributor is the manufacturer's logical choice as an effective business partner . . . affording your best avenue of bridging the profitability gap between you and your dealers.

Marketing Policies

The goal of any distribution system is making merchandise available to the ultimate consumer in a timely and cost-efficient manner. At best this should be accomplished through a distribution network that is efficient and one which rewards participants based on their individual efforts.

EMDA member wholesalers provide the functions which lower the total cost of distribution and increase your market share.

Their primary role is marketing – to help you sell more goods at a lower overall cost than you could sell *without* the wholesaler.

But, distribution is not just selling. If it were, the wholesaler's role would be reduced to that of a simple sales agency. The wholesaler's participation in your marketing plan is one of the last great business bargains.

Capital Investment

EMDA has large distributors and small ones, but *most* are closely-held firms, using their own money to help market your goods on the most cost effective basis.



Wholesale distribution is both **capital and labor** intensive, but the average EMDA distributor, with literally millions of dollars in sales, can spread his costs and provide a *variety* of services based on manufacturer, dealer and end-user needs.

As a group, EMDA member wholesalers market almost **one-half billion dollars** in product for almost 800 suppliers and manufacturers located in all parts of the globe.

The Full Service Distributor – Minimizing the cost of farm equipment marketing:

The EMDA distributor's expertise extends beyond farm equipment: 85% of wholesaler members distribute industrial equipment; 12% handle irrigation equipment; 70% wholesale outdoor power equipment and 79% selling forestry equipment; 26% handle power transmission products; and 84% wholesale turf and grounds maintenance equipment. Members are continuing to expand into other commodity lines as well, including recreation vehicles, hardware and safety and environmental products.

Labor Intensive



Even though EMDA distributors, like their manufacturer and dealer colleagues, work diligently to reduce overhead, the average wholesaling firm still has 19 employees who work in these highly specialized areas (with many employees covering more than one area): 10 in Marketing (including 5 outside salesmen; 3 inside salesmen; 2 parts salesmen); 2 in Purchasing; 2 in Delivery; 6 in Warehouse (including 3 in warehouse parts and service); 4 in Office and Data Processing; 3 in Administration. These well-trained and highly-motivated farm equipment experts know their local markets because it is where they work and live. If wholesaling is labor intensive, it is this labor intensity that pays off . . . for you.

Responding to the Market

EMDA distributors have an intimate knowledge of local markets and provide maximum market penetration for manufacturers while giving the end-user the most profitable selection of merchandise. The marketing partnership of the manufacturer and distributor succeeds because the distributor works hard to earn the manufacturer's trust every working day. This competent and personal contact by the distributor's sales representatives cannot be accomplished by faceless long-distance representation.



Extra Value Added

EMDA distributors also provide solid business consultation on all phases of their dealers' business operations, providing not just mate-

The Full Service Distributor – Minimizing the cost of farm equipment marketing:

rials and information, but actual hands-on assistance. The result is more efficient, professional, business-like expertise, an invaluable asset to you the manufacturer and the industry.

EMDA distributors reduce your selling costs substantially by coordinating co-op programs, introducing new products and giving feedback on product movement – data so important to planning production schedules.



Value-added means many advantages for you including: Wholesaler willingness to stock extensive inventory • 90-95% (stocking) fill rate • Low or no cost delivery service • Warranty service • Same day shipping • Accounts receivable function • Diverse inventory locations • Product availability • Dealer support and follow through • Catalogs with prices • Dealer network (average member distributor calls on 625 dealer accounts) • Co-op advertising • Credit & collections • Dating programs • Dealer meetings and training • In-season sales delivery • New equipment and concepts demonstrations • Trade show promotion • Established dealer accounts • Knowledgeable sales force • Fast, efficient parts service • Financial stability and strength • Dependability • Market area expertise and access • Product and customer knowledge • Product loyalty • Product-projections ordering • Presence at dealerships • Niche market edge • New product support • Service schools • Single source collections • Warranty claims.

Strategic Warehousing

EMDA distributors have improved the efficiency of their warehouses substantially in the past several years. The typical member's warehouse employs 6 persons, including 3 in parts and service.



Efficient warehousing is essential in the distribution of farm equipment. It is an enormous logistic undertaking to **provide the customer with the parts, wholegoods and advice he needs – when he needs it** from a location

which he can receive **next-day service**.

With more than 2,000,000 square feet of warehouse space, plus an additional 6,000,000 square feet of outside storage, EMDA distributors reduce a manufacturer's need for regional warehouses.

The Full Service Distributor – Minimizing the cost of farm equipment marketing:

Merchandising and Advertising

In addition to obvious costs of personnel, facilities and inventory, EMDA distributors invest heavily in sales, advertising, training, promotions, merchandising, financing, dealer incentive programs, parts and service support, and more.

If the farm equipment distributor did not exist, a great deal of capital would have to come from somewhere. Gross margin earned by the farm equipment distributor does *not* all end up in his pocket. It is carefully allocated to those functions needed to serve the manufacturer and the retailer.

EMDA Distributor Members . . .

... are independent wholesaler-distributors, located throughout the U.S. and Canada, who distribute a wide range of product lines — farm, light industrial, commercial, recreational, irrigation, lawn and garden, outdoor power equipment, light forestry, power transmission, turf maintenance, etc. They perform various value-added services including warehousing, in-field sales representation, advertising and promotion, product education, service requirements, warranty representation, physical handling, and credit and collections.

They gather, at one or more key locations, the varied products of diversely located farm equipment suppliers for delivery to retail dealers. The member distributor anticipates the customer's needs and maintains sufficient inventory to meet those needs promptly and in sufficient quantity.

Member distributors buy in large lots to save freight costs to help the dealer hold costs down for end-users. EMDA members have served for generations as the vital link between supplier and retail dealers. Their field personnel know how new equipment works and they help demonstrate it to end-users. They listen to dealer and end-user concerns and suggestions about products.

Manufacturer's Representatives: The Better Way to Market

What is a manufacturers representative?

A manufacturers representative is a business entity, working in a defined territory, selling related but non-competing products for more than one manufacturer or principal. Income is generated from commissions on sales in the territory. A representative does not take legal title of physical possession of the merchandise to be sold, which generally is shipped directly to the customer from the manufacturer.

How do they achieve more sales?

Through multiple line selling the process of carrying more than one product line to market both the effectiveness and the cost effectiveness of the basic selling function are increased. Because they sell multiple lines, representatives are exposed to more customers within the territory than factory sales people. Multiple line selling thus creates a synergistic effect, with a broader, better defined customer base, and with more complete coverage, resulting in deeper market penetration and increased sales.

What other benefits does this system offer?

The use of representatives brings the manufacturer an established marketing network and territory saturation that accrue from a representative's knowledge of and experience in the territory. It allows entering new markets quickly, efficiently and effectively....particularly important in a volatile industry. While one branch of the industry is maturing, standardizing, turning to more routine distribution methods, a new segment of the industry is coming to life, seeking a sales organization with technical knowledge and marketing savvy to create a need for its products. Representatives supply an immediate available sales force whose members are highly trained and knowledgeable of the market. It develops a broader, more stable source of market feedback. Because representatives sell a number of lines, in a territory and to customers they know well, they provide a more reliable source for market intelligence. Their customers feel confident in discussing changes and opportunities in the marketplace with them, as well as airing criticisms, praise and suggestions they'd be reluctant to share with factory personnel. It establishes a highly motivated sales force. Representatives operate their businesses on commissions only. Their motivation is understandably higher than that of factory personnel who know a set income is guaranteed, regardless of their sales volume.

Manufacturer's Reps: The Better Way to Market

How do they achieve less cost?

The manufacturer's representative system eliminates the manufacturer's expenses in maintaining sales offices. From commissions, the representative maintains a staff and office operation. Representatives hire and train their own sales people. They pay their own taxes, insurance and retirement benefits, travel, entertainment, and secretarial expenses.

The system establishes predictable costs of selling. Commissions are paid only after orders are shipped. It reduces marketing costs. When they sell through representatives, manufacturers reap the benefits of extra services all at no cost beyond the commissions such as regional sales management and sales analysis; credit reporting; product detailing; application engineering; promotion and merchandising. In addition, reps can often provide local warehousing and stocking service, if required, a far lower cost than a factory warehouse.

Will my rep create business for me...or just collect orders?

If advertising and promotion efforts could, by themselves, create all the necessary sales effort, then neither manufacturer's representatives nor direct factory sales forces would ever have been needed. But because every principal has his own ideas about what constitutes adequate support, and because reps rely solely on commissions, they cannot depend on their principals to provide the only sales stimulus. They must, and do, create their own programs, designed specifically for their regions and the customers within them.

How much of my commission dollar does the rep actually keep?

Approximately 60% of every commission dollar a representative firm receives is paid out in direct salaries and compensation. The employment of personnel is the manufacturer's representatives' primary overhead investment. In addition, overhead in today's rep firm also includes all the extra administrative services now being performed for manufacturers, as well as expenses for communications equipment, travel and participation in sales meetings, and conventions.

EMDA Rep Members ...

The EMDA member rep takes an aggressive pride in his territory and he invests, literally, his whole lifetime in it. The better he is, the longer he stays and serves and succeeds in his territory. Factory sales

Manufacturer's Reps: The Better Way to Market

people come and go in a territory. The better they are, the quicker they change. Constant change. That's the complaint expressed most often by frustrated dealers: "Just when the factory person gets to know us and our special needs, he's off to a new, more lucrative territory." Not so with the manufacturer's rep. The better he is, the longer he stays and serves and succeeds in his territory.

His territory is his whole world! He has been around, in that same territory, for most of his life. He doesn't plan to leave it – ever. He has built his customer base with a meticulous care. He groups his product mix with his customer mix. He provides his factories and his customers with the kind of synergism that cuts out waste and inefficiency. His capacity for multiple line selling provides cost effectiveness and cost efficiency to both his manufacturers and his customers.

The manufacturer's representative is the mainstay of the marketplace he serves. He's the professional. He provides the manpower and the skills and the determination to succeed. He takes all of these assets and he builds his business under the most compelling of incentives: "We don't get compensated for our efforts unless and until we sell something."

That is why the independent manufacturer's representative takes such aggressive pride in his territory and why he invests, literally, his whole lifetime in it and why he does everything in his power to build those sales. His territory is his domain. He guards it with his reputation. And he will never leave that territory – except in the hands of those he has trained to serve it as solicitously as he has during his lifetime.

When a manufacturer turns to independent representatives to market its products, usually it is attracted by one or more of these "value added" advantages of rep distribution:

Multiple line selling. Representatives refer to the "synergistic effect of multiple line sales." Because they handle several compatible but non-competing lines, the sale of one product often triggers the sale of others. This creates a $1+1=3$ effect; increases selling efficiency; and spreads the cost per sales call over a larger product base.

Faster, more complete coverage and deeper penetration. Reps can offer immediate coverage and penetration into a given territory through established contacts with customers. This could be particularly attractive to manufacturers wanting to introduce their products through an entirely new channel, such as a rural dealer network. Developing a new sales force to reach this channel may be too expensive; and the existing one may not be qualified to sell the product through the new channel. The independent representative, with his contacts in his very familiar dealer network, with his expertise in product and application, with his total in-

Manufacturer's Reps: The Better Way to Market

volvement with the agricultural and industrial user the manufacturer is anxious to reach, can be just the right choice at the right time.

Cost effective marketing. The expense of selecting and training representatives is nominal. And, since they are paid for results only, reps constitute a relatively predictable and stable cost as a percent of sales. Reps maintain their own offices and staffs, and incur their own expenses that would otherwise contribute to the manufacturer's cost of doing business, such as the costs and the paperwork/administrative burden associated with payroll and FICA withholding; unemployment and worker's compensation; profit-sharing and bonus plans; life, health and accident insurance; pension plans; sick pay; vacations; relocation expense reimbursement; and other fringes.

Favorable financing implications. If a company does not have to tie up funds while building and maintaining a direct sales force, this releases capital for other business activities. By utilizing representatives, a company does not suppress or underfund other activities to finance the creation or expansion of its sales force.

Built-in regional sales management. Many rep organizations are fully capable of serving as your regional sales managers/offices. Among the services offered could be intelligence gathering, credit reporting, product detailing and application engineering. Not to mention warehousing. The 20-30 rep organizations the manufacturer uses to obtain maximum sales coverage across the country may employ a total of 100 salespeople.

A valuable source of market feedback. Since they handle several different product lines, established reps tend to have a broader range of customers and, thus, can often sense overall market changes and opportunities earlier and more accurately than sales personnel who concentrate solely on their own company's product line.

An available reservoir of competent sales talent. Qualified sales personnel are not always easy to find. Thus, the sheer availability of reps in a key area can be a potent advantage in the manufacturer's favor. Because well established rep firms have business and social roots in their territories and have worked them, for years, important customer contacts have been established. To some extent, therefore, the rep has cultivated local acceptance, a factor that can help break down customer resistance to any new line they take on.



EMDA Board of Directors

The Association's volunteer leadership consists of at least five directors representing different member firms. Directors are elected by the membership for a three year term. The Immediate Past-President may serve one additional year as a member of the Board of Directors, if nominated and elected and, traditionally, serve their final year on the Board as Secretary/Treasurer. At 2010 Fall Convention, *Bylaws* were amended to allow creation of an Associate Member Delegate seat on the Board of Directors. The Associate Member Delegate, if any are appointed by the Board, are elected to a two year term.

2022 Board of Directors

President: Mark Tibbitts, General Implement Distributors, Salt Lake City, UT
1st VP: Trey Price, Price Bros. Equipment Co., Wichita, KS
2nd VP: Bob Doran, Doran Distribution Services, Mt. Horeb, WI
Treasurer: Kent Zimmerman, John Day Co., Omaha, NE
Secretary: Shannon Soparlo, Adair Sales & Marketing, Swift Current, SK Canada
Director: Kris Yancey, Implement Sales, LLC, Stone Mountain, GA
Associate: Andy Robson, Teagle Machinery, Truro, United Kingdom

EMDA Past Presidents

2009 Joe Jandrisch, aemsco, Inc., Minot, ND
2010 Dan Peterson, Peterson Marketing, Inc., Sioux Falls, SD
2011 Robert Emhoff, Gearmore, Inc., Chino, CA
2012 Marcus Kimball, Kimball Sales, Lake St. Louis, MO
2013 John Fonda, John Day Co., Omaha, NE
2014 Ted Traeder, Traeder Enterprises, INc., Hillsboro, WI
2015 Kevin Wolters, Southwest Distributing Co., Inc., Clinton, OK
2016 Wayne Barber, DFK Equipment Sales, Inc., St. Marys, ON Canada
2017 Ron Chandler, Becknell Wholesale Co., Lubbock, TX
2018 Jerry Nettles, Short Line Sales, Memphis, TN
2019 Jennifer Edney, Edney Distributing Co., Inc., Lakeville, MN
2020 Steve Prouty, McNeil Marketing, Albany, OR
2021 Kent Zimmerman, John Day Co., Omaha, NE

FEWA's Past Presidents



- 1945-47 R. G. Lindsay, Sr.*, Lindsay Brothers, Milwaukee, WI
1948-49 C. J. Reilly*, J. S. Woodhouse Co., Brooklyn, NY
1950 Paige Newton*, Mitchell, Lewis & Staver, Portland, OR
1951 R. C. Cropper*, R. C. Cropper Co., Macon, GA
1952 J. W. Martin*, The H. C. Shaw Co., Stockton, CA
1953 Hugh T. Lindsay, Lindsay Bros. Co., Minneapolis, MN
1954 G. W. Hammons*, Price Bros. Equip., Wichita, KS
1955 A. D. Byerline*, General Implement Distributors, Salt Lake City, UT
1956 C. R. McMicken, B. Hayman Co., Los Angeles, CA
1957 H. C. Tharpe*, Lovett & Tharpe Hdw., Dublin, GA
1958 R. J. Hamilton*, Hamilton Equipment, Ephrata, PA
1959 George G. Clark*, Port Huron Mach., Des Moines, IA
1960 E. W. Dickson, The Parker Company, Denver, CO
1961 Wade Newbegin*, R. M. Wade & Co., Portland, OR
1962 Wm. L. Wyatt, Jr.*, Job P. Wyatt & Sons, Raleigh, NC
1963 Roger E. Moulton, Eastern Mach., Portsmouth, NH
1964 Carl J. Hill, Jr.*, Connally Impl. Supply, Amarillo, TX
1965 Jackson C. Lindsay*, Lindsay Brothers, Milwaukee, WI
1966 Ray McCune*, McCune & Co., Youngstown, OH
1967 R. M. Lewis*, Linney Co., Stockton, CA
1968 Frank King, Jr., King Sales Company, Memphis, TN
1969 E. F. Stanton*, A. A. Klughart Co., Kansas City, MO
1970 W. G. Tempel*, Implement Sales Co., Decatur, GA
1971 Howell Appling, Jr., Independent Distrib., Portland, OR
1972 S. R. Snyder*, Eastern Farm Mach., Guelph, ON
1973 William F. Reilly*, J. S. Woodhouse Co., Camp Hill, PA
1974 J. E. Hardy*, Brinly-Hardy Co., Louisville, KY
1975 John D. Wallace*, Wallace Hardware, Morristown, TN
1976 Seabrooks Pates*, Midland Implement, Billings, MT
1977 Robert L. Kummer*, Polson Company, Seattle, WA
1978 H. Corwin Johnson*, Gearmore, Inc., Emeryville, CA
1979 Ken V. Dean, Dean Distributors, Saskatoon, SK

FEWA's Past Presidents



1980	Sol M. White*, White's, Inc., Houston, TX
1981	Joe L. Canady, Southeast Tractor Corp., Decatur, GA
1982	Robert Lemay*, Forano Ag, Plessisville, PQ
1983	John C. Hughes, DaKON, Sioux Falls, SD
1984	Dorsey R. Meyer, Sr., Meyer West, Stockton, CA
1985	Ed Eivinsen, Crawford's of Alberta, Camrose, AB
1986	Dick Price, Jr., Price Bros. Equipment, Wichita, KS
1987	John P. Beck, Floyd Wonser Supply, Battle Creek, MI
1988	Robert J. Hamilton, Jr., Hamilton Equipment, Ephrata, PA
1989	Henry C. Mitchem, Henry Mitchem Equip., Leesburg, FL
1990	David G. Hill*, Connally Impl. Supply, Amarillo, TX
1991	Henry C. Neufeld, Robinson-Alamo Distr., Winnipeg, MB
1992	Jere W. Fonda, John Day Company, Omaha, NE
1993	Marion Ed. Grimes*, Superior Impl. & Supply, Greenville, OH
1994	F. Mitchell Elkins, Implement Sales, LLC, Atlanta, GA
1995	Wendell E. Nelson, General Implement Distributors, Salt Lake City, UT
1996	Stephen J. White, White's, Inc., Houston, TX
1997	William J. Reilly, J. S. Woodhouse Co., Lewisberry, PA
1998	R. John Melanson*, Maritime Farm Supply, Moncton, NB
1999	W. Douglas Edney, Edney Distributing Co., Lakeville, MN
2000	Doyle M. Wallace, Wallace Hardware, Morristown, TN
2001	L. R. Sights, Southwest Distributing, Clinton, OK
2002	David C. Rankin, Rankin Equipment Co., Yakima, WA
2003	James W. Cummings, Cummings & Bricker, Carlisle, PA
2004	Erik Skjaveland, Norcan Farm Equipment, Ayr, ON
2005	Brad Stout, ACI Distributors, St. Charles, MO
2006	Christopher J. Ford, Ford Distributing, Marysville, OH
2007	Ed Liles, Alliance Distributing, Hewitt, TX
2008	Reed Cutler, Stan Bonham Co., Salt Lake City, UT

*Deceased

AIMRA Past Presidents

- 1962-65 Reading Overstreet, Overstreet & Co., Phoenix, AZ
1965-66 C. D. Otterson
1967 W. G. Huseth
1968-69 James R. Kanik, Black River, NY
1970 H. L. Daugherty, Daugherty Sales Co., Warren, IN
1971 Lloyd Beckman, Western Agents, San Francisco, CA
1972 R. A. Wihebrink*, Sales Engineering Co., Waycross, GA
1973 V. C. Brubaker, Newton, IA
1974 Don Markus, Independent Reps of Bloomfield, Bloomfield Hills, MI
1975 Charles Ward*, S & S Ward Distributing Co., Phoenix, MD
1976 W. C. McDaniel, Excelsior, MN
1977 Alan S. Elkerton*, Elkerton & Elkerton, Sommersworth, NH
1978 C. S. Long, C. S. Long & Assoc., Shawnee Mission, KS
1979 Thomas W. Jopling, Mechanical Sales Co., Mississauga, ON
1980 Don L. Cohoon, D.L.C. Associates, Omaha, NE
1981 Albert R. Price
1982 Ray Badger, Badger Associates, New Brighton, PA
1983 Robert W. Vierck, R. W. Vierck & Assoc., Oshkosh, WI
1984 Clayton Roberts, Lubbock, TX
1985 Bob Thorne*, Thorne Sales Co., Nashville, TN
1986 Ted Standbury, AG Marketing, Inc., Columbus, IN
1987 Glynn E. Hadskey, Sr.*, Short Line Sales, Baton Rouge, LA
1988 Art Melchel, CPMR, Melcher Equipment, Watertown, WI
1989 Bill Stephenson, CPMR, Stephson Agri Sales Co., Poultney, VT
1990 John Atkinson, Jack Atkinson & Assoc., Amherst, NS
1991 Larry Dismore, Larry Dismore & Assoc., Lexington, IN
1992 Henry Chapman, Agri-Master, Milledgeville, GA
1993 Bob Gutzman, CPMR, Gutzman Marketing Services, Wichita, KS
1994 Bobby Hadskey, Short Line Sales, Memphis, TN
1995 Pete Kimball, CPMR, Pete Kimball Sales, Lake St. Louis, MO
1996 Jerry Schuttloffel*, CPMR, J & L Marketing, Westminster, CO
1997 Terry Twiestmeyer, Twiestmeyer & Associates, Fullerton, NE
1998 Wayne Norvell, WENCO Sales, Lake St. Louis, MO
1999 Mark Smith, SCS Distributing, Franklin, IN
2000 Bill Gunn, CPMR, Gunn Sales, Springfield, IL
2001 Tim Congdon, CPMR, Congdon Associates, High Bridge, NJ
2002 John Stone, John M. Stone Sales Co., Mound, MN
2003 Tim Traeder, Traeder Enterprises, Hillsboro, WI
2004 Ries Morrissey, RM Enterprises, Slater, IA
2005 Mike Kowalczyk, MJK Purveyors, Inc., Alto, MI
2006 Ron Reed, Reed Equipment Sales, Shippensburg, PA
2007 Rob L. Neal, RLN Marketing, Memphis, TN
2008 Glynn Hadskey, Jr. Short Line Sales, Memphis, TN

*Deceased



EMDA Product Types

The Directory listings note 39 major categories of product lines. Product Types reported by member firms indicate those product lines most closely associated with the listed firm. The codes are provided as a reference guide for the convenience of the membership and their suppliers and appear just before the territory listing for each distributor and rep. A Product Code Index is located on Pages 129-142 of this Directory.

Components, Accessories & Parts

Ag Replacement Parts & Accessories - (Canvas, canvas parts, swather parts, lacing, crop lifters & guards, lights & bulbs, etc.)

Engine & Power Units - (Engines, generators, more than 45 cu. in. displacement)

Farm Hardware - (Fencing, gates, wheel rims, wire, etc.)

Farm Supplies - (Twine, ag chemicals, hand tools, petroleum products, tools, etc.)

GPS Guidance - (Auto steering systems, receivers, monitors, data mapping, etc.)

Hydraulic System Components - (Pumps, motors, valves, etc.)

Implement Replacement Parts - (Plow shares, axles, bearings, blades, castings, chain, disc blades, forgings, roller chain, springs, drive chains, s-tines, sweeps, etc.)

Service Shop Equipment - (Hoists, dollies, hydraulic forklifts, presses, test equipment, parts cleaners, tools, trailers, etc.)

Sprayer Parts - (nozzles & nozzle accessories, valves & manifolds, gauges & calibration, hose, pumps, spray guns & accessories, tanks & tank components, monitors & accessories, etc.)

Tractor Accessories - (Cabs, radios, lights, flashers, etc.)

Tractor Replacement Parts - (Steering wheels, fasteners, pins, radiators, PTO shafts, linkage parts, hoses, engine components, etc.)

Crop & Livestock Wholegoods

Chemical Application Equipment - (Dusters, sprayers, spreaders, fertilizer equipment, etc.)

Crop Conditioning & Storage Equipment - (Crop drying, crop cooling, etc.)

Cultivators & Weeding Equipment - (Row crop & field cultivators, rod weeders, tool bars, etc.)

Cutter/Mixer/Feeders - (TMR feed wagons, TMR mixers/feeders, hay and grain grinders, etc.)

Feeding & Livestock Equipment - (dairy equipment, poultry equipment, equine equipment, silo unloaders, electric powered bunk feeders, bale cutters, choppers, forage cutters, manure spreaders, barn or gutter cleaners, agricultural loaders, feed meters, electrical controls and supplies, waterers, etc.)

Fencing Equipment - (post drivers, diggers, wire rollers, wire unrollers, wire winders, etc.)

Grain & Feed Handling Equipment - (Elevators, augers, blowers, conveyors, hoppers, spreaders, unloading wagons, grain vacs, belt conveyors, bins, etc.)

Harvesting Equipment - (Combines, heads, corn pickers, field shellers, cotton pickers, fruit harvesters, peanut harvesters, potato diggers, etc.)

CROP & LIVESTOCK WHOLEGOODS category continued on next page



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Crop & Livestock Wholegoods

continued from previous page

Haying Machinery - (Mowers, balers, shredders, choppers, wrappers, windrowers, rakes, forage harvesters, bale loaders, hay racks, tedders, rotary cutters, etc.)

Planting Equipment - (Planters, drills, seeders, transplanters, etc.)

Tillage Equipment - (Plows, tillers, listers, harrows, rollers, mulchers, pulverizers, etc.)

Tractors - (Farm, utility, industrial)

Wagons & Farm Transportation Equipment - (Wagons, trailers, carriers, boxes, racks, fuel trailers, etc.)

Related Industry Equipment

ATV Equipment & Attachments - (pull-type implements, seeders, sprayers, spreaders, etc.)

Commercial Equipment

Compact Implements - (utility wagons, utility boxes, compact cultivators, water carts, water trailers, etc.)

Earth Moving Equipment - (scrapers, etc.)

Industrial Equipment - (Loaders, backhoes, ditchers, cement mixers, scrapers, trenchers, portable generators, fuel trailers, etc.)

Irrigation Equipment - (Pumps, pipe, sprinklers, fittings, etc.)

Lawn & Garden Equipment

Light Forestry Equipment - (Winches, chippers, loaders, shredders, mowers, shaving mills, tree shears, etc.)

Outdoor Power Equipment - (Lawnmowers, tillers, riding mowers, compact tractors, chain saws, small engines, snow throwers, etc.)

Power Transmission Products

Recreation Vehicles & Attachments - (ATVs, snowmobiles, etc.)

Safety & Environmental Products - (Biodegradable cleaners, respirators, safety glasses, safety storage cabinets, signs, lockout devices, floor matting, sorbents, secondary spill containments, etc.)

Skid Steer Attachments - (Pallet forks, bale spears, augers, post hole diggers, etc.)

Snow & Ice Control Equipment - (snow blowers, snow buckets & brooms, snow pushers, snow blades, sand & salt spreaders, etc.)

Turf & Grounds Maintenance Equipment - (Aerators, blades, grass cutters, landscape/grooming rakes, mowers, rakes, seeders, sprayers, tillers, roadside embankment shredders, etc.)

Geographical product distribution.

EMDA divides the U.S. and Canada into six geographical regions. Under each region are listed the common, ordinary pieces of farm machinery that are sold in these areas, as reported by dealers, distributors and reps serving each area.



Region 1 (Connecticut, Delaware, Indiana, Kentucky, Massachusetts, Maryland, Maine, Michigan, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Rhode Island, Virginia, Vermont, West Virginia)

No till pasture renovators	Cattle feeding equipment
Hay and grain handling equipment	Grinder chippers
Snow removal equipment	Mulching machines
Light industrial equipment	Front end loaders
Hydraulic hoses and fittings	Diggers
Combine harvesters	Post drivers
Tractor tire chains	Landscaping equipment
Repair parts	Small sprayers
Hay tools	Planters
Sprayers	Vineyard equipment
Backhoes	Chisel plows
Lawn and garden equipment	Subsoilers
Augers	Land leveling scrapers
Rotary tillers	Ditchers
Lawn mowers	Moldboard plows

Region 2 (Alabama, Arkansas, Florida, Louisiana, Georgia, Mississippi, North Carolina, Tennessee, Texas)

Hay equipment	Outdoor power equipment
Ground engaging tools	Rotary tillers
Rotavators	Hay and grain handling equipment
Grain augers	Fertilizer seeders
Backhoes	Tillers
Spraying equipment	Post hole diggers
Transplanters	Chisel plows
Seeders	Subsoilers
Pulverizers	Land leveling scrapers
Lawn, garden & landscaping equip	Moldboard plows
Small harrows	Manure spreaders

Geographical product distribution.

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Region 3 (Iowa, Illinois, Kansas, Minnesota, Missouri, Nebraska, North Dakota, Oklahoma, South Dakota, Wisconsin)

Grain handling & harvesting equip	Seeders
Snow handling equipment	Manure spreaders
Lawn and garden equipment	Front end loaders
Light industrial equipment	Harrows
Hydraulic equipment	Grain augers, grain carts
Farm supplies	Backhoes
Light construction equipment	Plows
Turf equipment	Field cultivators
Sprayers	Chisel plows
Livestock equipment	Combine harvesters
Hay rakes	Mowers

Regions 4 (Arizona, California, Colorado, Idaho, Montana, New Mexico, Nevada, Oregon, Utah, Washington, Wyoming)

Snow handling equipment	Dusters
Planters	Mowers
Loaders	Backhoes
Sweepster brooms	Loaders
Post hole diggers	Vineyard equipment
Trailers	Sprayers (orchard, vineyard & row crop)
Hay equipment	Manure spreaders
Rotary cutters	Disk harrows
Rotary tillers	Moldboard plows
Transplanters	Chisel plows
Seeders	Field cultivators
Liquid and dry chemical applicators	Soil pulverizers
Scrapers	

Geographical product distribution.

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Region 5 (New Brunswick, Ontario, Quebec)

Hay and grain handling equipment	Sprayers
Moldboard plows	Planters
Snow blowers	Grain drills
Rock picking equipment	Fertilizer applicators
Tillage equipment	Manure spreaders
Cultivators	Disk harrows
Plows	Chisel plows
Hay equipment	Post hole diggers
Backhoes	Transplanters

Region 6 (Alberta, British Columbia, Manitoba, Saskatchewan)

Tillage tools	Hydraulic hoses
Grain handling equipment	Grain augers
Engines	Livestock related items
Batteries	Combine harvesters
Farm chemicals	Post hole diggers
Hay equipment	Planters
Mowers	Swathers
Balers	

