

Maximizing Performance, Collaboration & Accountability Within Your Precision Business

Heather Hardy
Precision Farming Coordinator • H&R Agri-Power
January 9-10, 2017



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Our Team

- 8 Precision Specialists
- 13 Locations
- AL, IL, KY, MS, and TN
- Diversity of crops:
 - Corn
 - Soybeans
 - Tobacco
 - Cotton
 - Peanuts



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Overview

- Collaboration: Our story and how we identified our inefficiencies.
- Accountability: How we changed how we operated.
- Performance: Some thoughts on how it all ties together.



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Collaboration:

- Put yourself in the shoes of a new employee.
 - What tools do you need to function as a representative of your business?
 - Identify the most important pieces of “general knowledge” and identify where it is taught or can be found.
 - Start a list of operations or processes that are not straightforward or may be confusing.



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Collaboration:

- Host a team meeting
 - Have an agenda, even if part of it is an open floor, give that segment a theme (i.e. processes, product needs, or hot item of the season).
 - Create the expectation of having a productive conversation and not a gripe session.
- Head off any sore subjects before the team meeting.



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Our Results:

- Financial statements were not getting out in time.
- New hires didn't know where to start, especially if they didn't have another specialist in their store.
- There were instances of duplicate paperwork.
 - Example: Our process for billing customers involved 6 different employees and 13 steps.



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Accountability: Financials

- Who was responsible for making sure it was accurate?
- Were we accurately capturing sales?
 - Labor sales
 - Parts sales
 - Service related sales
- Result: We created talking points for the store managers on a monthly basis to get to know their precision specialist.



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Accountability: New Hires

- New Hires - Developed a checklist of topics for training.
- Some items on the checklist:
 - Provide an intercompany phone list
 - Learn the ordering process for vendors
 - Learn how to file a support ticket with the different vendors. Includes support phone numbers.
 - Learn how to write up a warranty work order.



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Precision Ag Specialist Training Guide

Employee Handbook:

- Company Vehicle Policy
- Travel Reimbursement Policy
- PayCom Introduction

Technology Request Form

Coworker Introductions (Store and Corporate)

Intercompany Phone List

Schedule of Hours

Safety Procedures

Precision Ag Department:

- Call Report
- How to Update Software
- Proper Calibration Procedures
- Electronic Service Tool
- 3rd Party Vendors and their Ordering Processes
- Other Tools and Supplies
- Introduction to Precision Ag Vendor Representatives
- Introduction to Customers
- Financial Statement Explanation

Keystone:

- Creating a Service Ticket
- Creating a Quote Ticket
- Unit Lookup/ Define Search

Dealer Portal:

- How to do a Knowledge search and File an ASIST
- AFS Pricing Guide
- CNH Precision Farming Store
- WebU Log In
 - Precision Assessment
 - Online Modules

Service Department:

- How to Use a Time Card for Service Tickets
- How to Write Up a Work Order
- Explanation of a Warrantable Failure
- How to Write Up a Warranty Work Order

Parts Department:

- Introduction to the Precision Ag Parts person
- Parts Ordering Process
- Subscription Ordering Process



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Accountability: Processes

- Processes/ Procedures: Department meeting every 6 months.
 - Review changes and suggest new ideas.
 - Someone is assigned responsibility.



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Performance:

- Measure progress with accurate reporting.
- Reward performance.
 - Incentives
- Continuously challenge the status quo.
 - New products
 - New prices
 - New markets



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Scott Meldrum
Integrated Solutions Manager • Van Wall Equipment
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Maximizing Performance

- Training
 - Know how your equipment effects agronomy
- Servant Leadership
 - You are there for your team
- Thank your team!!!
 - Make your team feel appreciated



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Collaboration

- External Collaboration
 - Play nice with those around you
- Internal Collaboration
 - Precision dept. works with every other dept. at a dealership



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Accountability

- Set attainable yet challenging goals
 - Make sure team members know where they are going
- Measure progress toward goals
 - Meet regularly to assess progress
- Charge for your time!



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Matt Eldridge
Director of Aftermarket Sales • Smith Implements
January 9-10, 2017



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Just Like Everybody Else...

- Late 90's – GPS, Yield Monitoring
- Early 2000's – Turning Point For “*Support*”
 - Documentation (Required Input)
 - Yield Mapping (Machine Cal.)
 - Data Management (Data Analysis)
 - Universal Guidance (Accuracy \pm 10 in.)



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“It’s no longer an accessory...”

- Today – Full *tractor/implement integration*
 - Section Control (Timing of inputs)
 - Multiple Rx’s (3rd Party file transfer)
 - Wireless Data Transfer (iPad data analysis)
 - RTK, repeatability (Managing networks)

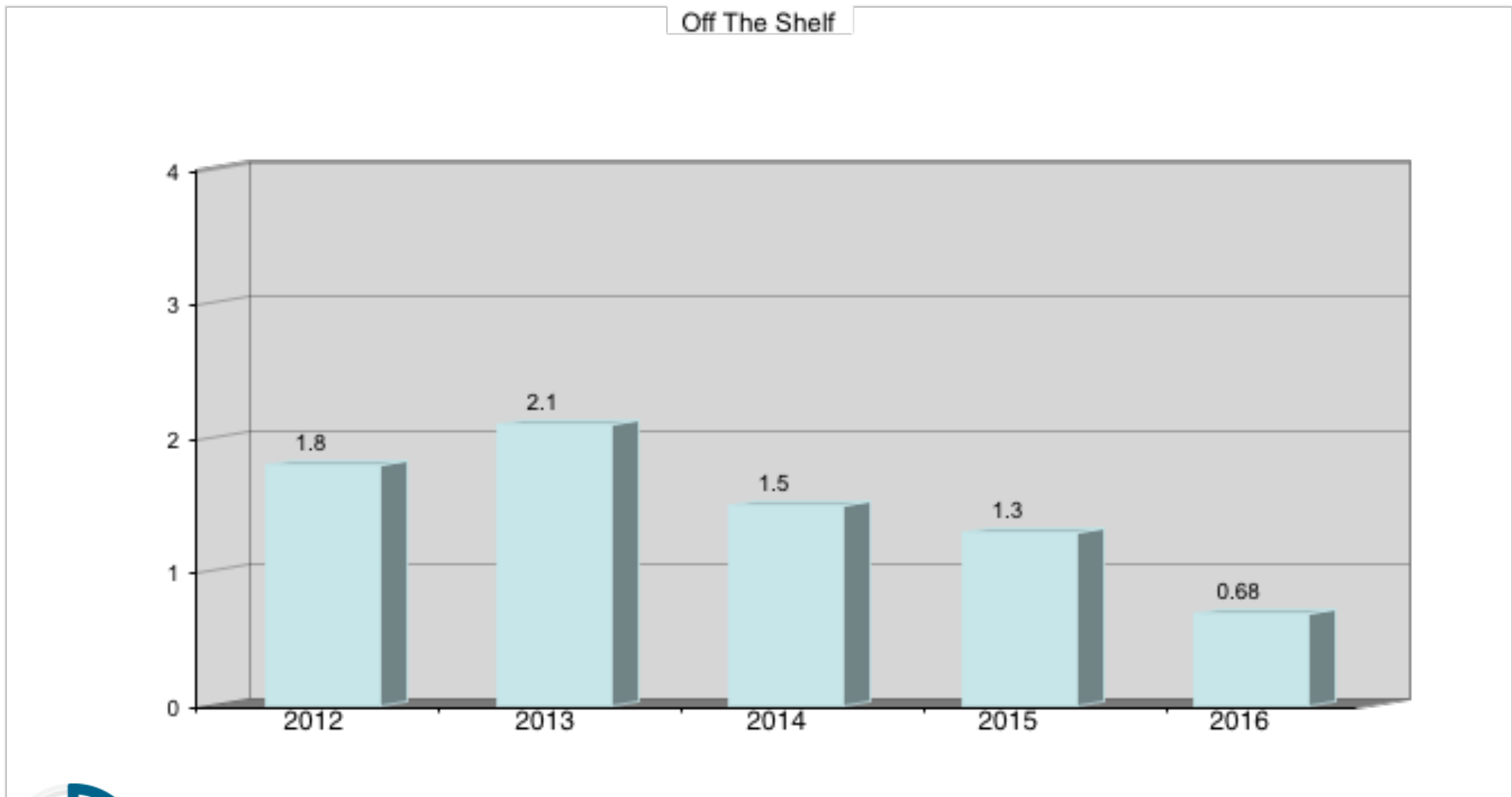
“Machine Down = My Tractor Won’t Steer”



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Sales of Precision Ag Hardware



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Our Structure

Then

- 4 Specialists
- 5 Ag locations
- Quote, Configure, Sell, Install, Support
- Each taking 30-40 calls/day



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We Were Failing

- Poor response times
- Sales had no knowledge = no credibility
- Low margins on high support products
- Each taking 30-40 calls/day
- Technology now needed a service truck



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Integrate Precision Ag

- Focus on our 3 core profit centers
 - Specialists go away (- 4)
 - IS Manager, Ag Sales, Marketing, Training
 - Help support the transition and produce revenue
 - Sales – (+12)
 - commission = pre-test, training, take 1st call
 - A-B set up, calibrations, button pushing, Rx's



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Integrate Precision Ag

- Focus on our 3 core profit centers
 - Parts – (+20)
 - Manage wholegoods, accurate sourcing
 - Pre-test, training, working knowledge of product
 - Service – (+14)
 - Min. of 2 techs/location, volunteers!
 - Youngman's game – leveled the playing field
 - Install, field-start, diagnose, and repair, 13-RTK



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Non-Negotiables

- Top Down Driven
 - Support the goals.....
 - Let them walk.....all or nothing
 - Commitment to in-house training expense
 - If sales can't fix it, a WO is generated !
 - Renew commitments annually & on-boarding new employees
 - Package everything you can !!!!



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Our Structure

Now

- 1 Director of Aftermarket – keep focus
- 1 IS Manager – KAM, drives strategy
- 1 Specialist – Data Management, CCA
- 35 Precision Ag Techs
- 14 Ag Sales -1st calls, configure, sell product
- 54 Performance Edge Packages
- 300 + packages sold in last 24 months



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Net Gain

We're becoming proactive, that's an edge

- Began taking care of customer needs, no missed calls.
- Drove the business back to our **CORE** profit centers.
- Potential to make a profit with precision ag support.
- Raised the bar and credibility with our sales staff.
- Launched in-house & customer training events...an edge.
- Package Selling = billing gains & work flow
- Parts has gained credibility by being in the discussion.



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Lessons Learned...

- IS broke even in 2016...that's ok
- Growth – KAM, Service Packages, RTK
- We see ourselves as Enablers in the agronomy space.....
- Brand your service !



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