

## A Message from the Owner

*The start of a year* is often a time to make plans, set goals, gather the team around a table with large pots of coffee and dig into objectives and strategy for a new year. It's not when everyone does this sort of thing, but since many companies operate around a calendar year, the end of one year or the very beginning of the next is a logical time to do so.

For those who buy, sell, rent, repair, or operate heavy construction or agricultural equipment, it's also a very sensible time. In most parts of the US, ice, snow, and cold arrive to the extent that working outdoors is somewhere between tough and impossible. Things don't grow, ground can't be tilled, frozen dirt is hard to dig or compact properly, machines don't want to start or move and trying to build something outdoors when it's minus 5 with a 20 mile an hour wind can be brutal.



Because everything above is true for most of the US and all of Canada, it means that revenues dry up and the frantic pace of life for 9 months of the year, slows to a modest and manageable speed. Unless you're a parts manager or equipment manager, with the responsibility to get all that idle equipment up to par for the coming year.

Forecasting is a tricky business. That's true for weathermen and economists. It's equally tricky for businesspeople who are attempting to decide when or even if to buy new equipment, or if now is a good time to expand, moving into a bigger facility or wait – maybe waiting too long - while holding out for more certainty. And there's the marketing plans to evaluate and budget for including how much to spend and where to spend it.

I could certainly go on, but it's not necessary. Most of you reading this are seasoned vets.



You've done or attempted to do these things before and clearly with at least some level of success. How do I know that? Well, you're reading this, which means you're still in the game. However, and let me take the liberty of being a little bold here, "still being in the game" while It's better than having to leave the field is not really anyone's definition of true success. For those of us who've been at this for a while, we continue to do what we do because we find satisfaction in the work, enjoy building teams to help us all achieve our goals, and want to contribute things which matter to our industries, our communities and our families. Yep, money certainly helps make all that happen, and none of it will happen for very long without guite a bit of it. But amidst the uncertainties of forecasting, projecting, planning and delegating responsibilities, I think we all want to make sound bets for the year ahead.

To that end, let me offer a few suggestions...

1. Invest in Your People. Invest in the people who helped you get to where you are not (still on the field and in the game) and whom you believe are the right people to help you to the phase of success. While you're doing that, make the tough decisions about who is right for your team moving forward and who doesn't share the sense of commitment to your values and objectives. Dave Ramsey is fond of saying that *clarity is kindness*. If you want people to stay with you then tell them. If you think people on your team are no longer a good fit, help them see that and give them a chance to change. For those with potential that isn't being utilized well, explain that and offer to work with them. In short, invest in the best and speak truth to the rest. Your best team members want you to do that for the sake of the business they care about too.

**2. Invest in Yourself.** Commit to learn something new and helpful this year. Or commit to a better routine that keeps your health and family and personal life thriving. Maybe take an online course or develop a fresh hobby that helps you think in new ways.

**3. Develop Goals.** Create a few simple and doable actions which can be taken regularly to help engender loyalty to your customers. Think about what you'll look back on with regret. Plan today, plan this year, for a future that doesn't leave you hating what you get and regretting what you didn't.

**4. Make Strategic Moves.** Make decisions with all your stakeholders in mind and their stakeholders in mind. Think several moves out and several circles of influence out. Sure, it may not look smart to your accountant in the short run, but remember, you're playing the long game.

5. Play the Long Game. Trying to get it all and get it all right now seems enticing. We've all been there at one time or another. Sure, there are times to take a big risk. Some big deals are potentially worth the risk. Many actually only look that way. But deciding to care for your team, yourself and your customers will keep you all on the field and enjoying what you do longer. It will also contribute to a little peace of mind. And it will ensure that everyone who's a stakeholder in your endeavor is served to the best of your ability.

Here's to an intentional 2025. One you'll be able to look back on with satisfaction, and one that sets you up for a great 2026 and beyond!

-Glenn Singer

## **Upcoming Events**

National Railroad Construction & Maintenance Association Conference Jan 5-8, Marco Island, FL

AED Summit Jan 15-17, Orlando, FL

National Pavement Expo Jan 16-17, Tampa, FL

World AG Expo Feb 11-13, Tulare, CA

Ritchie Bros. Auction Feb 17-21, Orlando, FL

National Farm Machinery Show Feb 20-22, Eugene, OR

Construction Expo and Safety Conference Mar 3-5, Oakbrook Terrace, IL

**Ag-Con** Mar 11-12, Las Vegas, NV

World of Asphalt Show & Conference Mar 25-27, St. Louis, MO



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