



International Harvester Collectors • Chapter #23

ALABAMA

Fall 2020

First “In-Person” Meeting of the Year is Planned for Dothan on October 17



Chapter #23 members finally have something to get excited about in 2020. Following nine straight months of tractor show cancellations, Landmark Park at Dothan in southeast Alabama plans to host a face-masked and socially distanced version of their annual Fall Farm Day at the park on October 17.

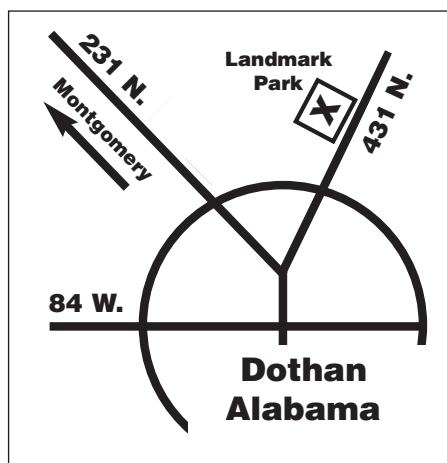
We have held state shows as well as chapter meetings here in the past, and it always proves to be an entertaining as well as educational way to experience the harvest season in this part of the state.

In addition to a good tractor show and tractor-pull, visitors will see how peanuts were harvested in the area 100 years ago and enjoy the sweet smells of cane grinding, syrup making, butter churning, soap making and other traditional farm activities. There will also be one of the largest quilt displays in the state.

For those who want to arrive and set-up on Friday, the park will be open from 8:00 a.m. to 5:00 p.m. Displays will be secured overnight.

The gates will be open by 7:00 a.m. on Saturday morning and set-up needs to be complete by 10:00 a.m. Admission for adults will be \$8, \$6 for seniors and military, and \$4 for kids, however, exhibitors will get in free. Saturday's Farm Day events will run from 10:00 a.m. until 4:00 p.m.

The fourth and final Chapter #23 meeting of the year is scheduled to start at 11:00 a.m. We hope to see a good turnout of Chapter #23 members along with their red tractors and other IHC items and implements.



Randy's Ramblings

• President's Letter from Randy Bodine •

As I put pen to paper (I have always wanted to write that), while "penning" my Ramblings for the fourth quarter meeting newsletter, I am doing something that has never been done before. I am writing the next Ramblings before I have even received my current newsletter which included the Ramblings I previously wrote (you may need to read that again). This year will forever be remembered and go down in history as one of the most strange and unusual years. I don't know quite how we arrived at this point. The "new normal" as some have said. Clay works incredibly hard at producing one of the best, if not the best newsletter of any chapter in the IH world. He has a schedule that works like a well-oiled machine. He always keeps me on track by setting deadlines of when I need to get my Ramblings to him, when it goes to the printer, etc. I appreciate his discipline and organizational skills that keep me straight. That is why it is heartbreaking when he does everything right only to be let down by the post office. This is something completely out of his control.

Dad had a saying when things didn't go as planned. He would say, "son, I have been 'snakebit'". I knew exactly what he meant when he said it – the tractor had been stuck, the planter broke before he could finish a field, or the cotton picker picked up a rock in the header before he could completely load the wagon. Just a slang way of saying things didn't go well or as planned. That is the saying that comes to mind about 2020. The good thing is he didn't mean it literally that he had been bitten by a snake, even though he was actually bitten on the foot by a Copperhead when he was running around in the cotton fields when he was a young boy. Clay's wife, Toni, was bitten on the hand while working in the yard by a Copperhead. Rodney Miller with "Small Town, Big Deal" spent several days in the hospital after being bitten by a snake. So, luckily, I have never actually been bitten. Growing up, I wonder how I kept from it with all the places and things I got into. I remember one morning when the blackberries were ripe, we each picked five gallons of blackberries around the field edges. The fertilizer that runs out of the cotton fields to the edges makes for great, large blackberries. This one particular morning, we encountered and killed a total of four snakes - one Copperhead, one Cottonmouth (Water Moccasin), and two Rattlesnakes - one with thirteen rattles and a button. If that

bad boy had gotten me, I wouldn't be here today to tell you about it. However, we loved blackberry cobbler, jams, and jellies so much that we didn't let a few snakes stop us from bringing back full buckets of blackberries! I feel the same way about 2020 – things haven't gone as planned, but tractor shows must go on and we must overcome the obstacles.

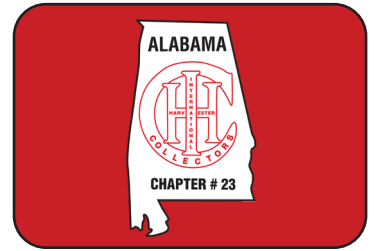
We have been "snakebit" when it comes to tractor shows and newsletters. As of this writing, the third quarter newsletter has been at the post office for weeks waiting to be delivered. Hopefully, you have received it before this newsletter. So, we have adjusted our schedule and we are putting the newsletter out even earlier to try to make up the longer lag time at the post office. That is why I am writing these Ramblings before I receive the current newsletter. This is the "new normal". I don't like it. Having to wear a mask, tractor shows cancelled all around us, and supplies running short. It is bad enough that tractor shows have been affected, but it almost caused college football to be cancelled. This would have been tragic here in the South.

As most of you know, I like anything IH. Of course, I grew up around working red tractors and cotton pickers so I know them best. However, the old saying that "you always want what you don't have" comes into play. I have developed a curiosity toward other things IH that I didn't grow up around. One of those is what I, and many others, call the "yellow" side of IH – Industrial and Construction equipment. In the spirit of expanding our members' taste, this newsletter touches a

CONTINUED ON PAGE 4



Randy's grandson, Owen, having a ball in the cockpit of Bodine Farms' International Industrial 2806.



An Alabama 501 (c)(7)
Non-Profit Corporation

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Ronnie Lott

Sherman Roberts

**Minutes of AL Chapter #23
International Harvester Collectors
Meeting Online via ZOOM
11:00 a.m., September 19, 2020**

6 Directors present

Conrad Bell	Larry Lemmond
Buck Brown	Jason Moore
Joe Criswell	Clay Nordan

2 Advisors present

Robert Bodine
Sherman Roberts

9 Members present

Gary Bell	Tony Martin
Jana Bodine	Gene Preston
Kasey Bodine	Jane Roberts
Randy Bodine	Brandon Sieger
Gary Couey	

This meeting had been previously scheduled to take place at Hartselle Depot Days, but due to the Corona virus pandemic, the city cancelled their annual fall festival this year. In order to go ahead and conduct our third meeting of the year, the ZOOM online meeting app was employed again in the same way we have used it for two previous meetings in April and June.

When it was determined that a quorum of five directors were present for the virtual meeting, president Randy Bodine was able to call the meeting to order as usual.

Following his printed agenda, which had been distributed by email ahead of time, Randy welcomed everyone who had been able to join the ZOOM meeting.

In his opening remarks, Randy recognized a new member, Brandon Sieger of Bogalusa, LA who was among the other Chapter #23 members participating in today's ZOOM meeting. Brandon is the nephew of long-time Chapter #23 member, Buddy Banks, also from Bogalusa, and Randy welcomed Brandon to the club.

He also welcomed another new member, Gene Preston, to the Zoom meeting. Gene is president of New York IHC Chapter #35 and has joined #23 recently. Some collaboration and sharing of ideas has gone on with Gene and other New York members since the Winter Convention this year, and Gene has told us that he wanted to become an Alabama member in order to get on our newsletter mailing list and also keep up

with all the activities our chapter has going on.

The first agenda item was Clay's reports. His first report was that our membership roster currently stands at 315 and includes three new members who joined since the last newsletter. He then moved to his financial report. He said that our primary chapter account currently stands at \$5554.31 following a payment of \$1061.92 for the cost of printing and processing the Late Summer newsletter.

Although the newsletter was completed and delivered to the U.S. Postal Service to meet our usual schedule for delivery, recent unexpected changes in the way the P.O. processes the mail have caused delivery of copies of this newsletter to be delayed. The P.O. has had the newsletter for two weeks, but as of today, none have arrived in any member's mailbox. Anticipating that this problem would not be resolved before today's meeting, Clay went ahead and e-mailed the minutes from the newsletter to every member who we have an e-mail address for, but not every member has had an opportunity to review the minutes of our last meeting.

With all that being said, he reported that he had nothing to add to the minutes and made a motion to accept the minutes as printed in the newsletter and also submitted to members by e-mail. There was a second, and the motion passed.

The next agenda item was a brief mention of the Red Power Round Up that was held in Huron, South Dakota in August. Randy said that it was a good show and that Chapter #21 worked hard to put on a good show and bring a good selection of exhibits to the show. He said that the only disappointment was with attendance. Sherman said that they made money in spite of the impact of the corona virus and that 11,500 people came through the gates over three days.

Randy then moved to an update on the "B" cotton picker restoration project. He said that he knew that we now have a hood and Robert has sent photos showing it has been installed. He said he heard from Larry Lemmond that he was working on the oilers and oil lines for the picker header and that he has lined up a good friend of his at Hartselle who

is a retired auto-body painter to put on the final coat of paint. Randy said that they should soon be able to set a date and time for the painting because just a few little things need to be completed and the project will be ready for the last coat of paint.

Randy said that we are only two work sessions away from being complete. Once the painting is finished, all that will be left will be installing the decals, steering wheel and seat and other finishing touches such as installing the wheels. He said that he is hopeful that circumstances come together soon so that we can get this project completed before winter weather rolls in.

The agenda then moved on to our next chapter meeting, which is scheduled for October 17 in conjunction with Fall Farm Day at Landmark Park in Dothan. Randy reported that he has spoken with the director of the park and that he was told that they have every intention of going ahead with their Farm Day activities and the tractor pull. Randy said that, based on what he has been told, we should plan on having our fourth and last meeting of the year at 11:00 a.m. that Saturday and he encouraged all directors and members to try to come if they can and said that this is always a great show.

The next agenda item led the meeting into a discussion and update about which remaining 2020 shows have been cancelled and which shows will actually be put on. (NOTE: The schedule printed on page 5 of this newsletter reflects what was known as we went to press in the last week of September).

Randy continued through the agenda and reminded everyone that chapter branded merchandise is available and that Jana Bodine can take orders for hats, shirts, jackets, etc. He also asked that any photos or suggested topics for the newsletter be sent to Clay. And then the meeting concluded with a run-down of the dates for upcoming major state and national shows and events that have definitely been set at this point.

With no further business to discuss, the meeting was adjourned.

*Respectfully submitted,
Clay Nordan – Secretary Treasurer*



Brandon Sieger at 2018 RPRU

Financial Report

Net Assets, Sept. 2020 \$6591.23

Income

Dues Collected..... 25.00

Expenses

Newsletter 1061.92

Net Assets, Oct. 2020..... \$5554.31



This photo gives a good overall look at the Bodines' impressive 2806 Industrial tractor on display at a tractor show.

CONTINUED FROM PAGE 2

little on that side of International Harvester.

The good news is that things appear to be getting better and moving back to normal. We will have a show and fourth quarter meeting as planned at Landmark Park in Dothan, Alabama

on October 17, 2020 at 11:00 a.m. Don't miss this opportunity. Landmark Park is a great venue with lots to see and do. We especially encourage our members and friends that live in lower Alabama to take advantage of this meeting and show coming to your area.

Since it is our fourth meeting of the year, we will be electing three new directors and setting our chapter meetings for 2021. Please make plans to attend, bring an exhibit, and show your support for Chapter #23.

Stay safe, wear your mask, practice social distancing, wash your hands frequently and attend a tractor show – all of which is good advice.

Happy Tractoring!

Randy

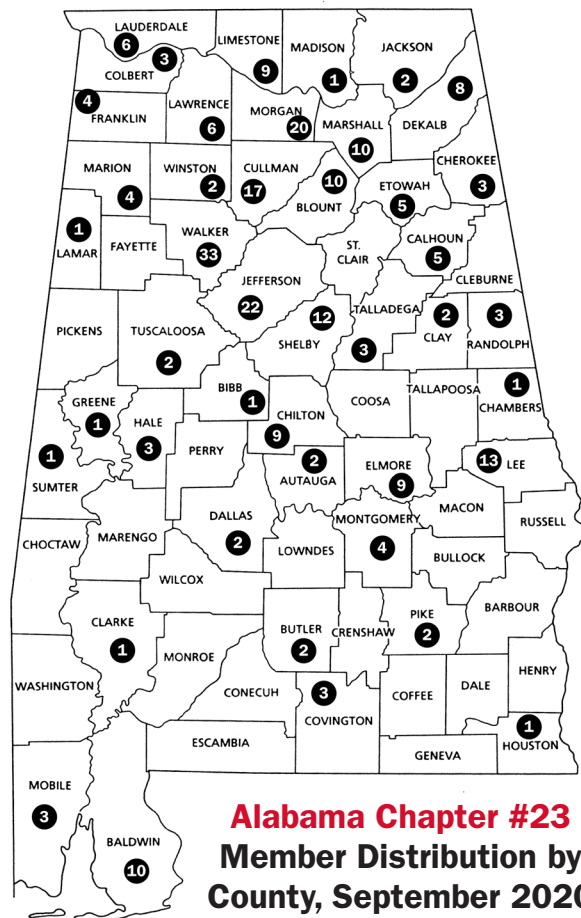


Matt Bodine welcomes an International Industrial forklift to the Bodine Farms collection.



This compact International loader is an additional IH Industrial machine the Bodines have collected.

315 Active Members



Alabama Chapter #23
Member Distribution by
County, September 2020

53 Out of State Members

Florida	6	New York	1
Georgia	11	Pennsylvania	1
Indiana	2	Tennessee	5
Louisiana	9	Texas	2
Mississippi	16		

FOR SALE

Two IH Farmall A Tractors

Both tractors have all rims; rear wheel weights; rear drawbars; both straight and right-angle PTO shafts; Manual lever implement lifts; rear wheel fenders; good sheet metal. One tractor has a 60" Woods belly mower. There is one cultivator outfit. One tractor has a rebuilt engine with less than 100 hours since the rebuild.

These tractors were stored in a barn that burned in August of 2020. The roof of the barn over the tractors burned but not the sides. The metal does not appear to be damaged by heat. Looking to sell soon. \$900 for both. Tractors located near Moulton, AL. If interested, text "tractor" and your phone number to Dwight Vanderford at (256) 476-1584.

2020 Tractor Show Schedule

Montevallo FFA (CANCELLED!)	April 4
Snead – JD Ag Supply (CANCELLED!)	April 4
Tuskegee (CANCELLED!)	April 4
Wetumpka (CANCELLED!)	April 4
Loxley (CANCELLED!)	April 11
**Snead – Case IH (CANCELLED!)	April 18
Houston, MS (CANCELLED!)	April 25
Moulton, Alex. Lumber (CANCELLED!)	April 25
Franklinton, LA (CANCELLED!)	May 1-2
Chalybeate (CANCELLED!)	May 9
New Market (CANCELLED!)	May 9
Tannehill State Park (CANCELLED!)	May 22-23
Point Mallard (CANCELLED!)	May 23
KY IH State Show (CANCELLED!)	June 5-6
Haleyville (CANCELLED!)	June 6
Moulton (CANCELLED!)	June 6
Summerdale (CANCELLED!)	June 6
**Hanceville, (CANCELLED!)	June 13
Cotaco – Soggy Bottom	June 20
NEW So. Flywheelers (CANCELLED!)	July 11
Fairview– (Hwy. 69 North)	July 11
Guntersville (CANCELLED!)	July 18
Speake (CANCELLED!)	July 25
Athens – Piney Chapel	August 7-8
Huron, SD – Red Power Round Up	August 8-10
Lawrenceburg, TN	August 21-22
Russellville (CANCELLED!)	August 22
Fyffe (CANCELLED!)	August 29
Fairview– (Labor Day)	Sept. 7
Eagleview, TN	Sept. 11-12
Town Creek	Sept. 12
Inman, Georgia IH State Show	Sept. 18-20
Hartselle (CANCELLED!)	Sept. 19
Eva (CANCELLED!)	Sept. 26
Winfield – Mule Day (CANCELLED!)	Sept. 26
Centre – Fall Fest	Oct. 3
St. Florian	Oct. 3
Gadsden HOKES BLUFF CITY PARK G Roundup	Oct. 9-10
TN #9 – IH State Show (CANCELLED!)	Oct. 9-10
Jean's on The River (CANCELLED!)	Oct. 10
Falkville – Festival (CANCELLED!)	Oct. 10
Shelby – Iron Works (CANCELLED!)	Oct. 10
**Dothan – Landmark Park	Oct. 17
Jasper – Heritage (CANCELLED!)	Oct. 17
Wedowee	Oct. 17
Hartselle – Southland Flywheelers	Oct. 24
Greenville	Oct. 24
Jasper – Veterans (CANCELLED!)	Nov. 7
Orrville	Nov. 14
Perry, GA – National Antique Ag Show	Nov. 19-21

****Alabama Chapter 23 Meeting at 11:00**

Show Books \$20

2018 Red Power Round Up Show Books can now be purchased at cost. Be sure to pick one up at the chapter tent when we meet at the Dothan show on October 17.







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A Brief History of International Harvester's Industrial and Construction Equipment Divisions

The slightly modified tractors and Special Duty Equipment that comprised the start of the Industrial Equipment product line fit very easily in the traditional IH Farm Equipment Dealer's way of doing business in the decade of the 1950s.

When the Industrial Equipment Group was formed in the IH Farm Equipment Division, the Construction Equipment Division paid very little attention to the "Other Yellow" organization that painted agricultural tractors federal yellow and marketed a few "light-duty" pieces of earth moving equipment.



Payline to Change Product Identification

Reprinted from the January / February 1979 issue of *The International Distributor*

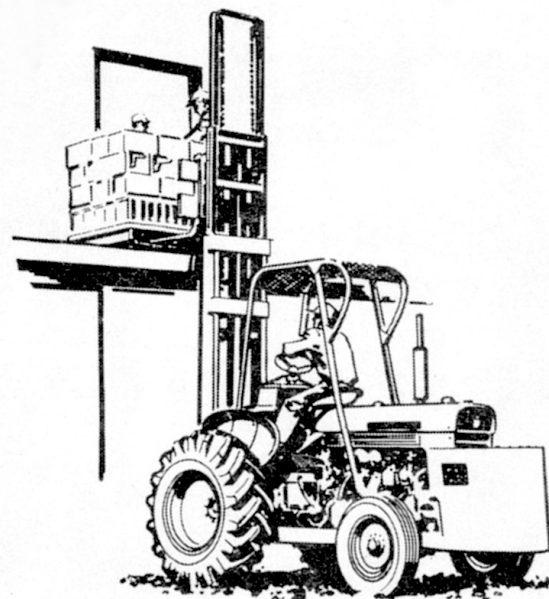
What name stands out when people speak of International Harvester construction and industrial equipment? In a word, it's "International." Beginning immediately, and on a worldwide basis, nearly all equipment manufactured by the Payline Group will be identified by the name "International" followed by the product number. We believe the time is right to unify our product identifications. Gone will be such terminology as Pay Hoe, Pay Scraper and Hough. The move is

The decade of the 1970's brought larger, more specialized equipment into the Industrial Equipment product mix. Few of these products were related to similar farm equipment products.

To many people, a wheel loader is called a PayLoader, thanks to the dominance of the classic rubber-tired, hydraulic front-end loader first developed by the Frank G. Hough company in 1944. When International Harvester acquired Hough and combined it with its struggling Construction Equipment Division in 1974, Pay Line was born, with the PayLoader as its signature machine.

The Construction Equipment product line and the Industrial Equipment product line began to overlap at the lower and higher end, respectively. The entire industry struggled with what might be the most cost-effective way to serve these diverse but related markets. By 1975, International Harvester chose to combine the two efforts. The "Other Yellow" line of Industrial Equipment products was absorbed into the International Pay Line Division.

By 1982, dire financial stress at the corporate level of IHC resulted in the sale of Pay Line to Dresser Industries and the Farm Equipment Division to Case/Tenneco. Pay Line marked the high point of International Harvester's foray into manufacturing and marketing heavy construction equipment on the world stage.



designed to eliminate confusion occurring in non-English speaking countries when names such as Pay Hoe or Pay Hauler are translated colloquially as well as to more clearly identify machines sold in the U.S. Worldwide, the International name is well known and respected – and the word International says a lot about where the Payline Group is headed. We are certain the new designation will be a significant marketing and communications asset.

Some Exceptions

There will be a few exceptions to the new designation system. They are necessary to protect trademarks and maintain certain existing and exceptionally strong product identifications. First, for trademark protection, the PAY Loader designation will remain on all rubber-tired loaders. Second, aircraft tow tractors will continue to be called PAY Movers. Last, crawler units will still carry the letters TD followed by the current system of model numbers. Additionally as new models are introduced, they will be further identified by the word "series" followed by a letter. For example, the present International 260 will become the International 260 Series B when redesigned.

Payline, not Pay Line

The Payline Group name will continue, even



though its products will carry the International logo. However, "Payline" will be spelled as one word rather than two. Payline will be changing its collateral material to the new spelling as existing supplies are depleted. We ask you to do the same with your literature and advertising.

EDITOR'S NOTE

This feature on International's 1970's-era Industrial and Construction Equipment Division, known at the time as **PAY LINE**, was inspired by the first issue of an IHC publication that Chapter #23 director, Buck Brown came across and sent in to us.

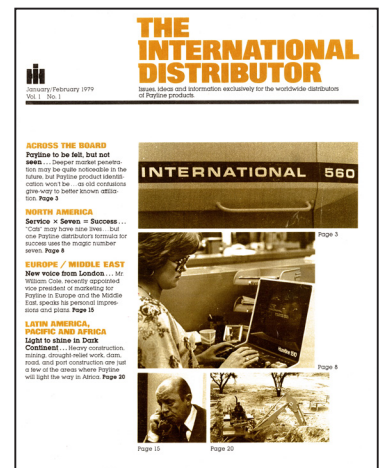
Buck works for Tractor and Equipment Co., which has its headquarters in Birmingham, and he is based in the company's Anniston branch. TEC was the IHC **PAY LINE** distributor for Alabama and northwest Florida at the time and had four branch operations in north Alabama as well as three that serviced south Alabama and the Florida panhandle.

In January of 1979, IHC made the decision to unify its product identification scheme and replaced the **PAY LINE** designation on those products with the much stronger and more familiar **INTERNATIONAL** worldwide brand.

To emphasize the importance of this significant re-branding, Volume 1, Number 1 of **THE INTERNATIONAL DISTRIBUTOR**, a 28 page corporate magazine, was sent to all **PAY LINE** dealership branches around the world.

This past year, as he was cleaning out files at the TEC office in Anniston, Buck came across a copy of this first issue. He saw that it contained not only extensive coverage of the **PAY LINE** to **INTERNATIONAL** transition, but also a lengthy story on Alabama's Tractor and Equipment Co., that focused on its highly successful business, its organizational structure, and the management philosophy which has developed skilled, loyal, and knowledgeable employees.

We hope you enjoy learning a little about the IHC industrial and construction equipment divisions prior to their sale to Dresser two years before the demise of International Harvester.



International

PAY LINE DIVISION



Customers Toss In Cat Hats For Payline Service.

Tractor and Equipment Company, headquartered in Birmingham, Alabama, succeeds with a strong emphasis on service through an effective network of seven branch operations.

Birmingham, AL: "I refuse to let this company be intimidated by Caterpillar. They're not any smarter than we are. They're not any more energetic than we are, and they're not any more ambitious than we are."

Jim W. Waitzman, president and chief executive officer of Tractor and Equipment Co. Inc., Birmingham, Alabama, has proved through time that what he says is true.

The company, one of Payline's top distributors, has waged a successful battle with major competition in every heavy equipment market in Alabama and northwest Florida. Waitzman credits Tractor and Equipment's strong emphasis on customer service and parts availability for the winning record.

"Our salespeople can tell the customer with all sincerity that we can support him with service and parts at least as well, if not better than, Cat or anybody else," Waitzman said.

Bill Arnwine, senior executive vice president, directs the parts organization of the company with the attitude that "the only part we can assure ourselves of making a profit on is the one we have in stock and on the shelf. Our parts managers are directed, and make every effort, to control parts inventories that will accomplish having what the customer needs

and when he needs it." Arnwine is also responsible for business operations, data processing, finance, credit and collection.

A closer look at the company's growth shows that an effective broad marketing approach and a carefully planned network of seven branch operations have made the service emphasis possible.

"Branch operations are very important to us and a major reason for our success," Waitzman said. "We couldn't serve our trade without the branch concept," Bill J. Roberts, vice president and general sales manager, added. The company has field representatives covering not only Alabama's coal-oriented market, but five other major markets as well.

Although 40 percent of its equipment sales comes from the coal industry, Tractor and Equipment has historically developed contracting / construction customers, government contractors, the forestry market, crushed stone, and industrial accounts such as U.S. Steel and Martin-Marietta.

It would have been easy for Tractor and Equipment to concentrate on coal business, especially because current energy shortages have increased coal demand and the company has been selling to

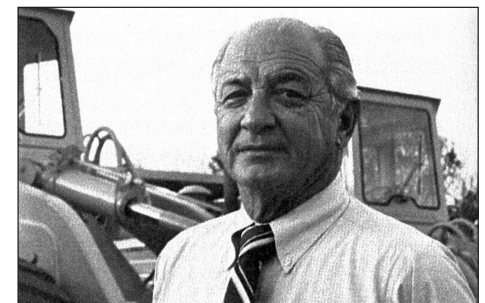
surface mining firms since 1943, when it was founded. However, the broad market approach was undertaken, and the results are evident.

"One thing we've tried to do is cover the entire market and stay fairly strong in all areas year in and year out," Roberts said.

"When one market is down or one branch has a sales drop-off, we try and pick up the slack through another branch," he added.

As a result, Roberts said, "In all markets in which we are involved, we continually get a pretty good chunk of the business."

The company could have taken a different track in 1973 when severe energy shortages increased the demand for coal.



**Mr. Jim W. Waitzman
President and
Chief Executive Officer
Tractor and Equipment Company
Birmingham, Alabama**

"There were a couple of years," Roberts noted, "when we could have devoted all our time and energies to selling equipment to the coal market. We could have made a lot more money in the short-term, but run the risk of losing business later."

Sticking with an overall sales effort aimed at reaching more than one market has paid off for Tractor and Equipment. According to Waitzman and Roberts, the company nearly matches Caterpillar, sale for sale, with machines that are competitive in the coal market.

To serve its diverse markets, the company assigns 28 field sales personnel through the seven branch operations, which cover the entire state of Alabama and northwest Florida. The nucleus of a typical branch office includes a sales manager, service manager and parts manager, backed up by adequate personnel in parts and service. A smaller branch, such as Panama City, might have only two people assigned to field sales. On the other hand, six salespeople operate out of Birmingham.

The multi-branch concept of the company is a natural outgrowth of its service philosophy "Our philosophy is, has been, and always will be to be at a customer's job site within an hour of the original call. We can just about do that using the branches," said Roberts.

The company opened its first branch in Decatur, Alabama in the early 1950's. "After starting the first branch and struggling with it, learning the goods and bads, we came to the conclusion that if we were going to progress in the construction and industrial equipment business and beat competition, we had to get our service facilities closer to the customer," Waitzman explained.

"As we were able to develop employees and accumulate net worth, we began to expand to other branch operations that

would accomplish our goals of taking service to the customer," he added.

Other branches were opened in the late 50's, 1963, 1969. and 1971.

The people Tractor and Equipment recruits to staff its field group may not be exactly what customers are expecting, Roberts explained. Newly hired sales personnel are rarely older, experienced individuals.

"We look for young people ... those who are honest. with good character ... someone who will represent us to maintain the reputation that Jim and the people before him built for this company," said Roberts. New salespeople are often college-educated.

Most of the company's sales force are in their 30's or younger. including Jim Waitzman, Jr., general sales manager for four northern Alabama branch operations, and Bill Bixby, general sales manager for three southern Alabama and Florida branches. Many started in parts and service.

"We want a person who works for us to reach the potential that he would like to reach. We try to lead them and help them reach their goals. Many times our goals for them are higher than the ones they set for themselves," Waitzman added.

The management philosophy that determines how salespeople are trained and treated at Tractor and Equipment offers much opportunity for growth. "One of the primary reasons for our success," Waitzman noted,

"is we give top management, middle management and lower management as much responsibility as we feel they are willing to accept. And when we give it to them, it's with no strings attached."

Waitzman said he follows an old axiom: "I never learned anything doing it right. You've got to make some mistakes in order to learn."

Training new salespeople involves a short period in the parts and service department, then accompanying an experienced employee on his field calls.

"Our basic thought is that we



ATD-25 undergoes thorough diagnostic evaluation.

want new people to be sure they understand the customer must be served in the way he wants to be served, when he wants to be served, normally as quickly as possible," Waitzman said.

"The best way to learn that is in parts and service. He's on the tiring line all the time."

For Tractor and Equipment, sales and rentals, new and used, account for 59 percent of annual income; parts, 31 percent; and service, 10 percent. The converse of these percentages applies in how people are employed. The company puts emphasis on service and shows it by employing 60 percent of its personnel in that department.



(A)

T&E puts considerable emphasis on the parts and service aspect of its business by (A) maintaining a strong inventory of parts at all times, (B) their own renewal center for efficient restoration of machine components and replacement parts, and (C) a computer system for inter-branch parts exchange.

The sales force comprises 10 percent of the total, followed by 30 percent in parts.

To gain one-third of its income from parts, Tractor and Equipment maintains a large portion of assets in parts inventory. In addition, each branch has use of a computer system, along with direct lease line telephones, to tell what parts each branch has in stock. If a branch, Decatur for example, needs a part that's in stock in Anniston, the Decatur parts manager will dial a lease line to the Anniston branch and ask it to send the part using the best possible mode of transportation. The customer thus gets his part much faster.

Six full-time parts travelers operate in the field, making recommendations on replacements and helping customers with problems.

One of the newest aspects of the company's support operations is a renewal center. Located at Birmingham, the 12,000 square-

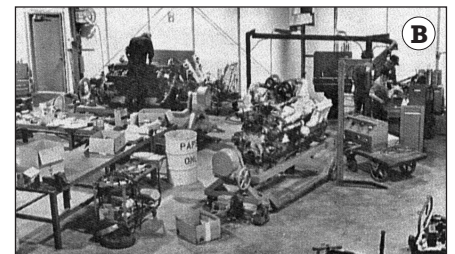
foot Renew Center restores heavy equipment components for use as replacement parts.

When a customer needs an engine or transmission rebuilt, the branch calls the Renew Center for an exchange component. A renewed component is sent immediately to the customer's nearest branch for installation. The replaced component will then be sent to Birmingham for refurbishing, ready for another call. A staff of 21 at the Renew Center completes a teardown, rebuild and test of each renewed component. The concept is another typical Tractor and Equipment measure to give the customer top service by eliminating downtime on equipment. Throughout its entire operation, the company has shown that "the customer is number one" is not just a slogan.

And it's a philosophy that has paid off.

Looking ahead. Tractor and Equipment is optimistic. Bill Roberts concluded: "If the

competition gets better, we'll get better. In some areas, we set the pace. I think today we're stronger than we've ever been, so I see no reason to think that five years from now, we won't be even stronger."



(B)




(C)

A Red Power Flashback



One of the enduring images in the mind of anyone who attended the Red Power Round Up at Garrett Coliseum in Montgomery in 2018 was the giant IH logo sign that was draped across the front of the building for the entirety of the show. If you have ever wondered how the sign was installed, this photo sequence shows it all. It was no easy undertaking, and took two attempts to complete. The hardest part was finding a skilled installer capable of going all the way to the top of the building to do the job in the swaying "man basket". In the end, the sign was ready for the first day of the show.



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