



make it grow

OUR LITTLE BIG SYSTEM

LARRY BEAM

PERMAPIPE™

SOLUTION FOR
CORROSION, ACIDITY
AND SALINITY WATER

TURN YOUR IRRIGATION PERFORMANCE INTO A RELAXING EXPERIENCE.



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**make
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A WORD FROM THE CEO



JOSÉ FERNANDO TOMÁS



It is my pleasure to present you with the third issue of MAKE IT GROW. Our focus this time will be on our affiliate, Pierce Corporation and its core markets in North America and Australasia. Pierce introduced its first patented couplers in 1932 followed by a complete fittings catalogue that customers cherished. As the irrigation industry developed, Pierce completed its product portfolio with mechanized irrigation (center pivots and linear systems) which were sold all around the world. Our products have always been designed following the best engineering practices to guarantee customer satisfaction even in the most demanding conditions in the field.

85 years later, Pierce is still focused on providing the best products to the mechanized irrigation industry. Our CP models are an intelligent integration of the accumulated experience of our best in class field and research engineers. The structural strength and versatility of our machines is a testament to our engineering success. We recently raised the bar by introducing our state of the art control technology through the iControl product range. Our control technology integrates one of the most reliable control panels (iControl Panel™) in the market with a user friendly monitoring and control technology (iControl Remote™) to take charge of your irrigation equipment

through your smartphone. Please do not hesitate to visit www.icontrolremote.com to learn more about our monitoring and control products and to interact our demo software. As always, please send us your comments as we fully appreciate that the best advice comes from our loyal customers in the field!

Finally, let me introduce you to the President of Pierce Corporation, Omar Houssainy. Omar has been leading the business since early 2015 in both North America and Australasia to expand our footprint and forge strategic long term partnerships with our dealers. We did witness unprecedented growth since Omar joined Pierce and we are confident that Pierce is moving in the right direction under his leadership.

In closing, I must reiterate our core objectives of supporting our dealers and providing them with the best advice possible through our Project Engineering and Project Management departments. We will continue to supply the best Farming and Irrigation Equipment, guaranteeing best in class installation and maintenance either directly through our affiliates or through partner dealers around the world. This would ultimately achieve our vision of providing farmers with solutions for life.



***Together, let's
MAKE IT.. HAPPEN!!***



WELCOME TO PIERCE'S ISSUE OF “MAKE IT GROW”

*“It is with a deep sense of gratitude, and a great deal of optimism that I write to our valued customers, partners, and to farmers around the world in this first issue of Pierce’s “**Make It Grow**” magazine.*

Our most important message to the farming communities we serve, our dealers, and our supply partners is that Pierce is here to stay. Pierce’s presence in its primary markets of North America and Australasia remained steadfast through good times and bad. More recently, Pierce secured a number of wins in the marketplace through close collaboration with its international affiliates and a well-intentioned restructuring of its operations and sales organization. This set the stage for Pierce to regain its position as one of the top names in the irrigation industry despite being

faced with a generally declining market for irrigation equipment and low crop prices. We genuinely look forward to continuing our journey to regain the trust of our loyal dealers in North America and Australasia. That said, we fully understand and appreciate that our progress comes with an even greater responsibility to deliver an impeccable product free of defects in a timely and coordinated manner. Through a hands on approach and an unwavering commitment to our dealers, we will add great value to the farming communities we proudly serve.”



Omar Houssainy
President
Pierce Corporation



Dealer of the Year

A LIFETIME IN THE PIVOT INDUSTRY



Monte Vista, Colorado

Located in the Rocky Mountains of Colorado, in the San Luis Valley, is one of the world's largest alpine deserts at an average altitude of 7500'. Mountain peaks of 12000' to 14000' surround

the area's varied agriculture endeavors. Crops grown in the area include barley for Coors beer, seed potatoes for the growers in the western United States, alfalfa and carrots.

Ted Hammonds, President of TKZ started as a Valley Service Tech in 1976, and 42 years later is still working in service and sales for the pivot industry. Ted started working for Lockwood in 1981, as a corner technician. While at Lockwood, Ted met his future wife Kelly and they were married in 1984. April 1986 brought the Z into the team and Zachary was born. Now 31 years old, Zach has 2 children and lives in Colorado Springs.

In 1990, Ted and Kelly decided to start TKZ on a shoestring and a prayer. With \$1500.00 and an old Dodge pickup, they started a journey through life as a pivot family. A journey that has had many ups and downs but continues to this day.



"Ted and Kelly with their grandchildren in Colorado"



In 1990, Ted and Kelly decided to start TKZ on a shoestring and a prayer. With \$ 1500.00 and an old Dodge pickup, they started the journey through life as a pivot family. A journey that has had many ups and downs but continues to this day.

TKZ sells between 10 to 20 Pierce pivots per year and has parlayed the \$1500.00 into a multi-million dollar company. Ted and Kelly both believe in the Pierce product, and think it is the best product for the price in the pivot industry today.

In March of this year, Ted and Kelly celebrated their 33rd wedding anniversary as well as the 27th anniversary of TKZ. Ted and Kelly work together every day, both in the field and in the office. They have been a Pierce dealer for 11 years and still enjoy the interaction with the farmers in the San Luis Valley. Five years ago they hired Doug, their right hand man. Doug will take the reins in a few years.

Pierce will still be represented in the alpine valley and TKZ will continue the highest quality work they are famous for. It is this dedication and zest for life and the industry that qualifies TKZ to be the *PIERCE DEALER OF THE YEAR FOR 2016/2017!*



Our little big system



— *Larry Beam*

National sales Manager

I have been in the irrigation industry for more than 40 years. Hopefully I can give a small insight in to a business that was started by accident those years ago.



Currently our business is supposed to be in a slump, caused by lower commodity prices and higher input costs than anything seen in the past. Pierce has seen an increase in sales during this period that has no precedence. I think that the farmers are finally starting to look at the excellent structure and the strength of our system and realize the value they receive for the dollar they invest. An advantage that Pierce has is a “niche” market. We are not presently of the size to challenge the BIG BOYS however we can sell against them because of our quality and our ability to react to situations as they arise.

The weather has created a perfect storm over much of the World's agricultural areas.

In the Midwest section of the United States farmers are having to replant corn for the second and third time due to rain and flooding. Snow in Colorado and Kansas damaged most of the wheat crop in April. This cost, although partially subsidized by the seed companies, is substantial and almost assuredly will make a profit this year impossible.

Farmers will be utilizing the insurance plans and government subsidies this year to stay in their chosen profession. The insurance, if purchased and most banks require it before extending credit, will at least allow the farmers to cover the input costs for this year. I personally have a small farm and my input costs for corn this year are \$4.24/bushel using a 200 bushel/per acre avg. yield. Presently corn is selling at the elevator for \$3.40 leaving a deficit of \$.84/bushel. Farming is FUN.

The average age of a farmer in the United States today is 58.5 years. This presents a problem for the family farm and passing the farm to a younger generation. The passing of a farm today represents a significant local state and federal tax liability. Most of today's younger generation does not want to borrow all the money he can, put it in the ground, and then pray all summer that he will have something to sell in the fall. If you want to know a gambler, just look at a local farmer.

A growing trend in agriculture today is the corporate farm. These farms have more capital, and the ability to use this capital to get better deals on fertilizer, chemicals, implements, and management with a higher education. Not many family farms can have a manager with a doctorate in crop sciences to help plan the future of the farm.



Climate



Insurance



Farmer age



willing and needing to spend it on upgrades to their property. Presently the feed lots report profits of more than \$500 per head on feed.

We should start concentrating some of our efforts in areas that support the cattle industry. Hay is a requirement of the industry and we need to start wooing the alfalfa growing areas of the world. Almarai Dairy has a 34,000 acre alfalfa and grain operation in the Phoenix AZ area where they raise and export hay to Saudi Arabia. Frederickson Farms in Boardman OR exports thousands of tons of Alfalfa hay in processed bales around the world from its farm operations there. Frederickson Farms use Pierce Pivots exclusively. We should try to get space at some of the beef and dairy cattle expos to take advantage of this.



Pivot



Alfalfa



Cattle

One of the bright spots in the Ag Industry presently is the cattle business. In the past 6 months there have been two incidents that have a total death to cows of more than 100,000. A large prairie fire in Texas and Oklahoma was the cause of 65,000 deaths, and a late snow storm in Colorado and Kansas took 35,000 more. China recently signed a treaty with the United States and will start buying meat from our packing houses in 2017. The cow calf operators as well as the feed lots have money presently and are

One of the bright spots in the Ag Industry presently is the cattle business.



Permapipe™

solution for corrosion, acidity and salinity of water

Pierce spans provide the solution for corrosion problems by lining the internal surface of its galvanized pipes with a high-density polyethylene (HDPE). Moreover, lined pipe with HDPE does not require gaskets between flanged pipes because of the unique mold-a-flange technology, which makes sealing an integral part of the liner material. The outlets of lined system are made of special high-strength polymer for attaching drops. A unique system of polyethylene weights on the drops is provided.



Combining the structural superiority of Pierce's CP 600 design with its poly-lined pipe brings untold advantages to farmers.

Poly is not only fitted on Pierce's span pipes but also on its tower joints reducing reliance on expensive stainless steel options offered by the competition. That said, the poly-lined Pierce machine is truly protected from corrosive conditions unlike the low cost options available in the market that include thick poly paint that is swabbed on the inside of span pipes. We take pride in our dealer testimonials on the superiority of the Pierce poly machine. Most recently, Pierce's dealer in the Delmarva Peninsula in Delaware, SMW Sales LLC <http://smwsales.net/>, introduced the Pierce poly machine in early 2016 with great success. We had the rare opportunity and pleasure to interview SMW's principal owner, Mr. Richard Carmine.

Over the last 40 years, Pierce and its affiliates around the world contributed to the many developments to pivot structural design as well as to advances in controls for mechanized irrigation systems. Without question, one of the most important developments is the integration of poly-lined pipe systems into center pivot and linear designs. In many areas throughout the world, the lowering in PH levels is shortening the life of pivot systems from their theoretical 30 year lifespan to 10 years or even less. Pierce's promise to deliver machines that last for generations is made good every time a Pierce poly-lined machine is delivered to farmers around the world. As Pierce Corporation pursues its strategy to regain market share in North America and Australasia, it will ensure that its "crown jewel" poly-lined pipe is brought to the forefront. Combining the structural superiority of Pierce's CP 600 design with its poly-lined pipe brings untold advantages to farmers. The structural integrity of the Pierce machine versus the competition is made all the more evident

from its capacity to carry the extra weight as a result of poly-lining span pipes.

MR. RICHARD CARMINE

**I can honestly say the Pierce CP600
has the best design of any system
I have ever sold.**



- Where do you see the need for poly-lined pipe going?

We feel the demand for poly-lined pipe will definitely increase in all areas of the US due to several factors. Increased input cost of center pivots will require a longer pivot life that will reduce replacement cost per acre each year. This will certainly increase investment return for the grower. The PH of the ground water in parts of our area has changed from 6.0 to 5.5. The expected life span of a galvanized pivot under these conditions is 12 to 15 years versus 30 years with a poly-lined machine. Not only the replacement cost must be considered but also crop damage and availability. Machines only fail when they are being used!

- How does it feel to be among the few dealers that are actively offering Pierce's poly-lined machines?

By offering our customers the poly-lined pivots, we are 100% confident we are providing them the best value possible with our Pierce Centre Pivots. We feel if the customer is shown the advantages of the poly-lined versus the cheaper built galvanized or Corten pipe pivots with galvanized components, most customers will spend a little extra for a much better product. At SMW Sales we feel the poly-lined pivot is the future of the center pivot business. We now sell 75% poly-lined machines versus 25% galvanized. We expect the poly-lined machines in the very near future to represent 90% or more of our total pivot sales.

- In general, how do you like working with Pierce as a dealer?

SMW Sales became a Pierce dealer in August 2016. Since that time we have sold thirty-one center pivots, including 5" galvanized, 6-5/8 galvanized, and 6-5/8 poly-lined machines. The acceptance of the Pierce equipment in our area has far exceeded our expectations. Due to our location in Delaware, which is about as far away from Pierce headquarters as you can get, we experienced a few issues in the first couple of months. But due to everyone at Pierce and our Pierce representative, Daniel Harpe, working very hard with us at SMW Sales, we now have a timely delivery schedule and good communications. My wife and I started a machine shop and fabrication shop in 1972 which we still operate today along with sales of irrigation equipment. I feel that I have the experience to pass judgement on the structural design of a center pivot system.

Have sold approximately 1000 pivots since 1981 including Reinke, Zimmatic, TL, and Lockwood; and I can honestly say the Pierce CP600 has the best design of any system I have ever sold. As a Pierce dealer I do not feel like SMW Sales is just a number. Instead I can call the President of Pierce with concerns or ideas and talk with someone that really listens and responds with our interest at heart.

SMW is glad to be a Pierce dealer with the only regret we did not sign on sooner.



OUR SUPPLIERS

PARTNERS IN WAREHOUSING

We had the opportunity to speak with Brad Herr, President of Apex Communication Supply, Inc. (Apex), located in Hayden, Idaho.



Apex joined the Pierce team in May, 2016 as a provider of outsourced warehousing for Pierce's center pivot irrigation equipment. Over the last year, Apex and Pierce have worked closely together, first to establish warehousing operations in Hayden, and now on improving the order fulfillment process. There have been numerous challenges to be sure, but the focus of this article is on how our companies have worked together to

nurture the partnership and the path we are walking to assure along and successful relationship.

At the top of both companies' lists is communication. Pierce's operations are dynamic and subject to constantly changing demands and priorities. To meet the needs of Pierce customers, the warehouse must prepare and ship rush orders on a daily basis while also planning

and scheduling full system builds and staging of orders that are less critical. These priorities can change at any time and it is critical that the warehouse remain on the same page as the Pierce inside sales team. Even more critical is that this information be communicated to Pierce dealers and customers accurately and timely.

From the perspective of the warehouse, resource limitations may limit our ability to meet all the competing requirements immediately. Apex has worked with

Pierce to establish

Apex's primary objective is to accurately deliver the products ordered where and when they are needed.

communications protocols and we hold a daily order review conference call to set the priorities for the day. If changes occur during the day, Pierce contacts Apex to make sure the new priorities are incorporated into the schedule in the most efficient manner after taking into account the status of all of the work in process at the warehouse. Maintaining the communication chain requires effort and all members of the order fulfillment team are working hard to make sure that customer needs are met.



Taking a high level view of the warehouse, Apex's primary objective is to accurately deliver the products ordered where and when they are needed. At the operational level, this requires that the warehouse has the parts needed to fill the orders with the ability to rapidly locate, stage and pack the parts for shipment, and that appropriate transportation arrangements are made to get the products on the road.

The Pierce supply chain involves international and domestic vendors and a large number of unique parts. When shortages develop, local suppliers can be used as stop gap measures, but the time for fabrication, galvanizing and transportation can impact product deliveries. All of these factors require that Pierce and the warehouse work together to monitor parts levels, anticipate needs and factor in lead times. This has been a learning process. Currently, Pierce and Apex are working together to make sure system data inputs and outputs accurately reflect requirements. In the end analysis, supply chain management also depends on communication.

Any partnership requires effort to succeed. The last year has seen a lot of effort and we are finally getting to a point where the kinks have been worked out of the system. The challenges we have faced along the way have been resolved by a willingness to discuss causes and make changes as needed. **So long as we continue to communicate on this basis, the Pierce-Apex-partnership will flourish.**



Any partnership requires effort to succeed.



We look forward to the next twelve months of the relationship and beyond where we can realize the benefits of the hard work to date. Apex appreciates the opportunity and the approach Pierce has taken to assure the outsourced warehousing arrangement works in the long run. The challenges faced along the way will make us stronger in the end and that strength will be reflected in a customer experience we can all be proud of. We are committed to the relationship and will continue to do all we can to improve.

<http://www.apexcomsupply.com/>



CHINA OPERATION

We had the opportunity to speak with Kevin Meusch, General Manager of Pierce Irrigation Equipment, located in Tianjin, China

Over the past 7 years, Pierce Irrigation Equipment (PIE) in Tianjin, China, supported the remaking of Pierce Corporation's supply chain to better serve the needs of Pierce's customer in North America and Australasia. PIE is also fully engaged in supporting the supply chain of Pierce's affiliates around the world. With a cost effective logistics base to serve the Pacific and Atlantic region out of the port of Tianjin, PIE has 30 days transit time to the west coast USA and 45 days transit time to the east coast USA. With a workforce of 40 people, PIE can ship and manufacture in a multi dimension sales environment.

Sales can support black steel component parts to all of PIE's affiliates. Along with this supply line, finished galvanized steel assemblies can be supplied. For support, PIE can ship complete units for whole goods sales to their business unit partners. PIE is currently carrying

Any means to reduce lead times and improve coordination with affiliated companies will only benefit the whole team.

a significant investment in stock to aid in rapid shipping and some expedited

orders. Standard production of 1 shift now currently can supply 60 of 400 meter units a month. For larger projects, additional lead time is needed. Standard lead time should be 2 to 4 weeks depending on shipping destinations and if items are included in the quarterly forecasts.

Now that PIE moved to the new factory just outside of Tianjin City in Jinghai County, it enjoys an almost green factory with only one Diesel powered lift. In this location, all inventory is under one roof. Also with the move all the jigs and fixtures were relocated. Doing this requalified and upgraded the tolerances to a very strict set

of standards. Quality control processes are all documented and reviewed to allow for operator error that can be recorded and solved.

Providing data that can be reviewed has allowed PIE to monitor changes to tooling and jigs that can be corrected and adjusted before being out of tolerance.

PIE is currently in the process of upgrading to a new ERP system, Oracle. The development team visited PIE and set the parameters for manufacturing. Inventory was organized in preparation to start the data upload. Within a few months inventory will be managed through the new ERP, improving accuracy in lead time forecasts. With the constant roller coaster in material costs, purchasing can also be strategically timed.

With PIE's sales staff dedicated to domestic orders, PIE heavily relies on the sales staff at its affiliates to supply and organize orders direct to export markets. Many planned orders are delivered direct from the factory to customer sites



without adding incremental freight charges. At its inception, PIE we was only aligned with approximately a third of Pierce's products but the product lines are being steadily aligned. China has a different market from the USA and other regions around the world, but this is for more cost competitive structural components. Unlike the use of corner arms for rectangular and square shaped fields, China needs long rectangular linear equipment. PIE is addressing the specific needs of the market in China, such as applications involving one or two span hose type linear irrigation machines.

Some of the goals for PIE's rise to the top is our nonstop efforts to ship structural components. Any means to reduce lead times and improve coordination with affiliated companies will only benefit the whole team. Now with a new and improved system in place, it is time to start moving forward with Pierce's dealer partners in North America and Australasia.

AI Sco
China



AI Sco General Meeting, April 2017

On April 26th and 27th, Pierce and its affiliate companies around the world participated in AISco's General Meeting for the year 2017 in the historical city of Cordoba in Andalusia, Southern Spain. The outstanding universal value of the city's historic center earned it uncontestable recognition as a UNESCO World Heritage Site. The meetings lasted for two days where Pierce and its affiliates had the opportunity to present their performance and forecasts in a collaborative environment. The active participation of the Heads of the service functions including

HR, Finance, Supply Chain, Marketing and Engineering were integral to the discussions held. This ensured that all of the priorities identified by the AISco Group of Companies are integrated into the team's efforts to turn strategy into action. The group was deeply honored by the presence of Sheikh Mohammed Alkhorayef, CEO of Alkhorayef Group, and Sheikh Abdullah Alkhorayef, CEO of Alkhorayef Industries, whose support and vision were the cornerstones of this strategic event.



OUR TEAM



NEW MEMBER OF THE TEAM

DANIEL HARPE / DISTRICT SALES MANAGER

How many years have you been in the irrigation industry?

-I have been involved in agriculture for as long as I can remember. I was born and raised in a rural farming community in South Georgia named Cordele. My family has farmed in some fashion or another for nearly 150 years. Agriculture and the passion to promote sustainable farming practices is in my blood. It is something I was born with, and something I take great pride in.

Could you tell us a little more about your background and experience?

-My grandfather has been in the Irrigation business since 1969. His business was always an interest to me growing up. Installing new pivots, the challenge of repairing old pivots, and the appreciation of knowing you are helping a grower to further his business by providing reliable services has always instilled pride in myself. I can remember operating a trencher as young as 8 years old for installation of mainline PVC pipe. After school and on Saturdays you could find me in the field, or behind the parts counter learning everything I possibly could about agriculture and the irrigation industry.

What training and education does one need to succeed in our industry?

-I would say hands on experience has been the largest factor in knowing what I know today. I have a degree, but physically being there and seeing the project teaches more than a book ever will. You learn to adapt, and reason in critical situations in a timely manner. Things do not always go as planned, therefore you always have to be ready to use deductive reasoning to get yourself through a tough situation.

What personal contacts in the industry helped steer your career? How did they persuade you to take a deep dive in the business?

-The family business (farming/irrigation) has helped to steer me in the direction of where I am today. My family has always been a “dealer” for many product lines including: pumps, tractors, center pivots, hard hose travelers, grain bins, and metal buildings. This experience has helped me to understand what a customer wants from a Manufacturer Representative. I can relate to their frustrations and successes due to being in their position in the past. This has allowed me to further assist dealers of Pierce Corporation with a level of respect they expect and deserve.

How’s your experience working with Pierce going so far?

-Pierce Corporation has and always will be a company with a Vision. Vision is the ability to see beyond the horizon. Vision requires energy, passion, and drive in order to better control the future and destination of a company. When the vision is important, it causes you to continue to pursue it regardless of the situation or circumstance. Passion is being empowered by the vision and what you see. At Pierce, all employees share this vision, passion, and drive to continue to revolutionize the center pivot industry one advancement at a time. Our goal is to continue to serve existing customers with the up-most respect and dignity, while inviting new customers experience the feeling of becoming part of our family. It has been an honor over the last year to serve alongside some of the greatest professional and technical minds in the industry.

NEW MEMBER OF THE TEAM



MARK WYERS / AUSTRALASIAN SALES MANAGER

How many years’ experience in agricultural industry?

-I started in the Irrigation industry in 1999, stepping into the role of Irrigation Designer, under the guidance of my Uncle. He was a chain smoker and we shared an office about 3 x 3 meters. In the first 3 years I designed and project managed 10,000 Acres of Vineyard installation in to the prestigious Coonawarra Wine Region.

List one or two personal associations with the field of agriculture/irrigation that helped to steer you into a career in this field. Describe how they helped to convince you to work in this field?

-There is two key inspirations for me in the irrigation industry, the first being John Wyers who mentored me in good irrigation design. The second was Peter Hickey who was the first to teach me how pivots work and the options that went with them. This assisted me to sell 12 pivots in a 12 week period. I recall him bringing a former Pierce dealer “Norm Hyde” over from New Zealand, it was about 11am and he sarcastically asked me how many pivots I sold today. I just stared at him and said “three”.

I would also like to point out a third external to the Industry but a key Australian businessman. Don Meij purchased his first Domino’s Pizza franchise I was working in as a delivery driver. He introduced a heavy saturation marketing campaign, and basically closed down every other Pizza store in town. Don named his business Twenty Twenty after his goal of owning 20 Stores earning \$20,000 a week. He held duty managers responsible for wastage, reporting each night that they had 2 Kgs of wastage based on how many pizzas they sold and how many grams of cheese on each pizza. Don’s attention to detail,

motivation (himself and staff), marketing and drive to succeed is why he is now in CEO of Domino’s Australasia with a turnover of AUS\$589M.

Discuss the agricultural market in Australia/New Zealand, and how it is unique in regard to selling for Pierce. Feel free to touch on our dealer’s expectations, Pierce’s increased responsiveness to their demands, and how well our technology fares in the market there?

-Pierce in Australia is a long time player in a market that is now getting introduced to many Chinese brands. These new players will be a challenge for Pierce to be respected into the future. Pierce currently has only a small portion of the market in Australia, which presents opportunity for growth.

The New Zealand market for pivots is one open to innovation and sees a high acceptance of the Corner Arm system. The Current flavor of the month is VRI and the first system with Trimble is very close to being accepted.

Please list a statement or two about your general goals about working for Pierce, working with the staff, and your impression of Pierce and its affiliates around the world?

-Opportunity, Opportunity, Opportunity. With my recent experience in Outback Australia, working with large cattle stations, I returned to Pierce with a goal to bring water to the Outback and drought proof Farms with solar powered Acremasters. I also see a great opportunity to introduce Pierce’s products into Australia with one of the first 40’ container deals about to eventuate.



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make it grow

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