Fertilizer makers dig in for battle
IMC Vigoro restructures, increases distribution's role
By MICHAEL LEVANS

PHOENIX — Tessenderlo Kerley Inc., the maker of liquid specialty fertilizers for the golf course and agriculture industries, has reorganized its Agriculture Group in an effort to get closer to its customers worldwide.

According to Gerald Kolb, group vice president, the former bottom-up geographic sales structure of the company no longer fully addressed the needs of the company's distributors and dealers.

"There has been a tremendous amount of consolidation within the distribution channels of our industry in recent years," said Kolb. "We are keenly aware that to grow our position effectively in the future, we need to better meet the needs of our customers in the United States and abroad with a customer-centered sales and distribution network."

Now, instead of each Kerley representative maintaining a region, reps will be assigned by company. "It's a more centralized approach," said Brian Lawrence, Kerley's director of communications.

Under the reorganization, Kolb will lead the management which includes five teams responsible for different market segments.

Mike Buffington has been named vice president of domestic sales. Reporting to Buffington are three geographically-centered national account managers: Ron Johnson, west; Bill Morris, central; andaron Stewart, east.

Domestic sales will be supported by five account managers in the field who work directly with dealers and retailers. These account managers include Chuck Albrecht, western states and Canada; Val Mitchell, north central states and Canada; Kelly Sears, southern states; Don McNinch, southeastern states; and Jan

Continued on page 48
**Toro, Ransomes**

Continued from page 1

Hotels to be exclusive provider of turf equipment and maintenance for Whitbread’s eight existing courses and two currently in development. Ransomes will be the exclusive manufacturer and maintainer for the eight courses under the watchful eye of Myrtle Beach National Co.

Toro already has agreements on the books with Canadian Pacific Hotel Group and Valderrama, the home of this month’s Ryder Cup matches. For Ransomes, Myrtle Beach is its fifth contract.

From an administrative standpoint, the deals seem to make sense. From the management side, companies get a total package which helps cash flow and the company’s yearly budgeting process. From the manufacturer’s side, the company can easily track equipment maintenance records, allowing the equipment maker to take a piece of equipment back and keep it in circulation with more confidence.

Outside the financial benefits, the deals create “a mutually beneficial comfort level” between the two parties, said Peter Whurr, director of marketing at Ransomes. “When you put a deal together, the customer benefits because he knows he now has a direct route into the company. It’s more of a business partnership, even though he’s still the customer. We can now say, ‘If you want some help, just call us.’ ”

“It allows us to put together a total package,” said Don Masini, managing director of international sales at Toro. “Following that, it’s easier for us to follow up and keep in contact with the customer in order to meet all their needs,” Masini said.

According to Masini, the exclusive provider deal was an American concept that is growing, and will continue to snowball, overseas, where management group ownership is skyrocketing.

“Outside the U.S., there’re aren’t that many that are pay and play. So funding is getting more difficult,” said Masini. “If you don’t have the funds then you can’t improve the golf course, and the members don’t want to increase the dues they’re paying.”

“It’s about achieving a comfort level for everyone involved,” said Whurr. “We sat down with the Myrtle Beach National Co. around a table, asked them what they needed and how we could get there. It was the first stage of a closer relationship.”

For Myrtle Beach National, the issue boiled down to cost and time savings. “We’re obviously spending too much time and money on the repairs of equipment we had kept too many years,” said Clay Brittain Jr., chairman of Myrtle Beach National. “This caused a lot of downtime. When we decided to bring our equipment up to date, Ransomes came to us with an exceptional package.”

“When a management company enters into one of these agreements it’s almost like leasing a car,” added Toro’s Masini. “At the end of the agreement, they can walk away and get a new one or they can purchase it. Either way, it keeps new or well-maintained equipment on the course.”

Masini believes exclusive partnerships are simply going to snowball. Whurr heartily agrees.

“There’s a much better relationship between the two parties,” said Whurr, who added that Ransomes currently has a number of deals in the pipeline.

**IMC Vigoro**

Continued from page 45

Continued from page 45 demanding better quality products, more innovative products. To improve the profitability of the business, we’re going to take that money and plow it into R&D as well as additional quality improvements.” Vigoro said that its Professional Products Group will now only market through a network of 70 worldwide distributors supported by a veteran sales team.

“Our link to the customers will now be through the distributors,” said Pasztor. “We believe that to be a much more efficient way to do business. These are established distributors, so nothing will skip a beat,” Pasztor said.

In addition, the company has stopped manufacturing its “low-volume, marginal products.” This, the company said, will permit it to concentrate on its most popular products, those responsible for more than 90 percent of its net sales, such as Par Ex and Woodace.

“The products eliminated were high specialty products that accounted for less than 10 percent of total sales,” said Pasztor. “The lion’s share of what a golf course superintendent has come to count on from IMC Vigoro will continue to be produced.”

“These actions are expected to improve the Professional Products Group’s profitability and enable it to more aggressively pursue new product development and quality improvements,” said Frank Wilson, IMC Vigoro’s president. “Our objective is to serve our customers better, reduce our costs and position the business for long-term industry leadership. We believe this restructuring will accomplish that goal.”