as real problems when a customer has a critical piece of equipment down."

As sales grew, Jenkins and Ransomes saw the need for a line of rotary mowers. In 1978, Dane Scag, chairman of Wisconsin Marine, and Ransomes signed an agreement for Ransomes to market the Bobcat line outside the U.S. One year later, Ransomes signed a four-year agreement to purchase Wisconsin Marine and began to combine its reel line with the Bobcat rotary line in the U.S.

This created a problem for Toro and Jacobsen distributors who carried Bobcat, since the Ransomes' reel lines competed against them. Bobcat's distributor organization had to be rebuilt to include the Ransomes reel products.

It was also a mixed blessing to Jenkins who now had a line of rotary mowers but he stood to lose a large part of his territory to new distributors. Jenkins weathered the storm and now concentrates efforts on California, Nevada, and Hawaii even though he has strong ties with old customers in Oregon, Arizona, Texas and Washington.

**Eye on California**

"California is definitely a unique market," Jenkins claims. "There are 24 million people in California, 17 million in the Los Angeles area and four million in the San Francisco area. The state has 700 golf courses, thousands of landscape contractors, but comparatively little maintained turf. With an average of only 17- to 21-inches of concentrated rainfall per year, irrigation is essential for turf."

Nevertheless, turf is Jenkins' growth market. He plans to add more "short-lines" to expand his turf business. Also, Jenkins claims, "Ransomes is dedicated to be a full-line turf manufacturer."

The industrial line, tied closely to residential construction, is improving. In addition to Massey Ferguson, Jenkins carries Fiat-Allis, J.I. Case, and other complementary products.

California was a good location to begin a distribution base for Ransomes. California buyers offer very little resistance to foreign products. Serving the California market may also be unique. "You need a fresh paper approach to business out here," Fuller states. Fuller, who is also a councilman in Benicia, CA, concen-
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Always Outlasts
35 Years...
Est. 1949

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Blade, T&P
Two-line
Monofilament
Head standard
equipment.

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In 1984, Hoffco makes the only full line of gasoline-powered trimmer/cutters: Faster, easier ways to trim grass, cut weeds, clear brush.

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trates on government bid work and leasing. “When you go to a bid opening often there are six distributors there just to sell one mower. You have to know the rules of the game. Fill out the form wrong and you are disqualified.

“You have to work with the municipality or golf course,” Fuller points out. “Roughly 20 percent of private golf clubs prefer to lease to conserve cash. Leasing brings cash flow more in line with depreciation and is very common in the big equipment business. It makes no difference to us if a customer leases or not, since we simply sell the equipment to a leasing company instead of to the customer.”

“You have to be competitive in both price and service,” Fuller continues. “You can’t accuse a customer’s mechanic of doing a bad job of maintenance, you have to educate him in a helpful way.”

“Service is a service, not a money-making item for us,” claims Jenkins. “We try to stock every part for every mower model we have sold, even frames. We make our own hoses and have tool and die shops make parts for discontinued models.”

Small parts are stored in space-saving cabinets made by Stanley Vidmar, Allentown, PA. The parts inventory is kept on computer with weekly printouts. A new IBM 36 computer system will replace the present system when the new offices are completed.

One victim of the competitive California market is two-step distribution, where a distributor has a group of dealers under him. “Two-step distribution is a thing of the past in large grass machinery,” says Jenkins. “You just can’t give away 20 to 25 percent to a dealer,” Fuller exclaims.

Proof is the people
One thing Jenkins is clearly proud of is the employees commitment to Jenkins Machinery. Four out of the original six employees are still with the company. Retired general sales manager Jim Dean, still comes in part time to handle promotional mailings and market surveys. Jenkins staff today numbers 27 and maintains an informal family-type atmosphere.

Jenkins still leans toward the reel mowers he took on six years ago. “With the population density here customers feel safer with reels.” “Besides, rotaries have become a commodity item,” Fuller points out.

“Turf is clearly our growth market today,” Jenkins concludes.
McMicken at headquarters in Santa Fe Springs, CA.

Pioneers have been running the B. Hayman Company since 1876. More than once the company’s management has left comfortable businesses for more promising ones. A true rags-to-riches Americana story unfolds as current chairman Ray McMicken describes the background of this major West Coast Jacobsen distributorship.

Sailing to a new frontier
Fourteen-year-old Benjamin Hayman, a blacksmith apprentice in Plymouth, England, left the Old World for the New Frontier in 1862. Stories about the California Gold Rush and the cities it created encouraged him to sign on as shipsmith on a windjammer sailing to San Francisco. After establishing himself as a smithy in San Francisco, he moved 400 miles south to the growing Los Angeles area and became a wagon maker. Wagons and buggies became the stock and trade of the B. Hayman Carriage Repository in Los Angeles, CA, in 1888.

McMicken’s energy is evidenced as he voices his opinions on mechanics training for more complex turf machinery.

Part of the farm revolution
As the Los Angeles area began to develop into the nation’s largest agricultural supplier (in dollar volume), Hayman began concentrating on agricultural implements. His son Will and partner Thomas Osborn continued to expand the farm equipment business after Benjamin’s death in 1923.

After World War II, Signal Corps officer and instructor Ray McMicken found it difficult to find a radio engineer’s job in Los Angeles. McMicken had married Eleanor Osborn six months before Pearl Harbor. Her father Thomas Osborn and partner Will Hayman recognized McMicken’s drive. They invited him to work in the parts department until he could find a radio engineer’s job.

McMicken quickly gave up thoughts of becoming a radio engineer and started learning the equipment distribution business, working his way into sales and then management.

Early recognition of turf
As a member of the Los Angeles agricultural committee in the early 50’s, McMicken saw the value of land in Los Angeles County rise from $100/acre to more than $20,000/acre. He watched with interest the first golf courses springing up in the county and the swelling population which required more schools, parks and cemeteries. Although the agricultural potential of LA County had not peaked, McMicken told his in-laws it was time to change the business again.

“We have been in turf since its major inception in Southern California,” McMicken boasts. B. Hayman was also quick to establish a branch in the Hawaiian Islands in 1960, as they started to boom.

The conversion was modest at first as B. Hayman took on the Worthington and Jacobsen mower lines. In 1968, B. Hayman left agriculture altogether, expanding with National, Olathe, Turfco, Sodmaster, Smithco, Par-Aide, Standard and Heckendorn. B. Hayman tied its future to turf.

“When we started selling turf equipment, a greens mower sold for $385 and a turf tractor for under $10,000,” McMicken recalls. “Today a greens mower is more than $2,000 and turf tractors go for $25,000 to $50,000. But, the machines are much more complex. Unfortunately, very few in the industry have prepared them-
I often ask greens committee chairman if they would let their golf course mechanic work on their $35,000 Mercedes,” McMicken jokes. “When they say ‘Of course not’, I explain the equipment the golf course mechanic maintains is often as expensive and as complex as their Mercedes.” It’s B. Hayman policy to always ask the superintendent if it’s okay to talk to the greens chairman. “Universities aren’t set up to train our mechanics, neither are community colleges,” says McMicken. B. Hayman is a major contributor and scholarship giver to Cal Poly, Pomona, and the University of California. “We think a good answer is a series of late afternoon classes, three times a week for a month. We will put on four of these clinics for our customers mechanics this year.”

The company was one of the first to place its parts inventory on computer. The computer keeps track and automatically reorders more than 16,000 items valued at $500,000. The system balances inventory with demand and speeds up shipping. The parts manager can check supplies while on the phone with a customer. Parts ordered by 2 p.m. will be delivered to the customer by noon the next day. Jacobsen recently instituted a factory computerized parts system linking distributors directly to its parts shipping and manufacturing operations.

The greatest asset any equipment manufacturer has is a strong, dedicated distributor organization.” —McMicken

The golf course superintendents in his area would like to see a workable certification program to protect the reputation of skilled superintendents and to recognize the growing complexity and training needed to be a superintendent today. “USGA, PGA, and NGF should get behind GCSAA’s certification program to make it a job requirement,” McMicken urges.

Listening to customers
Golf courses are B. Hayman’s primary customers, followed by municipalities, schools, and landscape maintenance contractors. The maintenance contractors in his area would like a manufacturer to make a professional grade reel mower with 30- to 40-inch swath. “You have to realize it’s almost impossible for a large national manufacturer to make products for a limited region,” McMicken defends. “The big three started as manufacturers of golf course equipment, but they who are beginning to recognize other potential markets for equipment.”

The next frontier
McMicken admits it hasn’t always been easy. “Every Jacobsen distributor has gone through at least one hellish period in the last 15 years. Let’s just say we were relieved in 1978 when Textron purchased Jacobsen and allowed Jacobsen management to rethink distributor relations. Today, the greatest asset any equipment manufacturer has is a strong, dedicated distributor organization.”

“To understand Jacobsen,” McMicken explains, “you really have to understand Royal Little, the founder of Textron.” His successes with Homelite, E-Z-Go, Bell Helicopters, and Jacobsen are based upon giving division managers authority to run their own show, compete against other division managers, and be well compensated by performance bonuses.” Fortune magazine has published an in-depth profile of Little.

McMicken, after being president for 19 years, passed the title in June to Robert Henshaw, vice president and former Jacobsen manager. McMicken will serve as board chairman.

Henshaw sees the next frontier for B. Hayman to be landscape and people mover equipment.
# 1985 BUYER’S GUIDE

## Equipment

<table>
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## Equipment Companies

- [Garden Guard](#) at $25.09
- [Super Tech](#) at $14.96
- [Keltine](#) at $14.96
- [Malathion SRM Spray](#) at $12.98
- [Postway](#) at $12.98

## Chemicals

- [Malathion SRM Spray](#) at $23.99
- [Super Tech](#) at $23.99
- [Keltine](#) at $23.99

## Chemical Companies

- [Garden Guard](#)
- [Super Tech](#)
- [Keltine](#)
- [Malathion SRM Spray](#)
- [Postway](#)

## Seed Varieties by Companies

- [Garden Guard](#) at $25.93
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*September 1984/Weeds Trees & Turf*
1. Equipment

Aerators, Aquatic

Barebo Inc/Otterbine
Clean-Flo Laboratories Inc
Kembro Inc

Aerators, Soil

Brinly-Hardy Co
Cambridge Soil Services of America
Cushman/Ryan-OMC Lincoln
Dedoes Industries Inc
Feldmann Engineering & Mfg Co
Hahn Inc
Holland Hitch Co
Howard Rotovator Co
Industrial Leasing Corp
Jacobsen Div Textron Inc
FD Kees Mfg Co
Mathews Equipment Co
Olathe Mfg Inc
Royer Foundry & Machine Co
Ryan Turf/OMC Lincoln
Solo Inc
Terracare Products Co
Trac N Combo
Westheffer Co
Yard Vac Prods Inc
Young Industries

Aerial Lifts

Hi-Ranger Inc
Promark Products Inc

Agitators

Agrotec Inc
Broyhill Co
Friend Mfg Corp
Hypro Div Lear Siegler Inc
Kembro Inc
Kuker Industries Inc
Master Sprayers Inc

Anchors, Earth

A B Chance Co
Foresight Industries Inc
Fox Valley Marking Systems Inc
Karl Kuemmerling Inc
Trees Inc

Aquatic Weed Harvester

Aquamarine Corp
Hockney Underwater Weed Cutters
Kembro Inc
Mud Cat Div National Car Rental System Inc

Augsers

Bingham Equipment Co
Roscoe Brown Corp
Bush Hog Implements
Feldmann Engineering & Mfg Co
Ground Hog Inc
Highway Equipment Co
Hoffco Inc
International Reforestation Suppliers Inc
Karl Kuemmerling Inc
McMillen Div
Melroe Div Clark Equipment
Milwaukee Electric Tool Corp
Pitman Div
Safety Test & Equipment Co
Seymour Mfg Co
P E Skaling Soilmoisture Equipment Corp
Solo Inc
Stihl Inc
Union Fork & Hoe Co
Vermeer Mfg Co

Backfillers

Roscoe Brown Corp
Bush Hog Implements
J I Case Drott Div
Ditch Witch
Guest Industries Inc
Industrial Leasing Corp

Back Hoes

American Trencher
Ariens Co
Bingham Equipment Co
Roscoe Brown Corp
J I Case
J I Case Drott Div
Caterpillar Tractor Co
Deere & Co
Ditch Witch
Dynamic Industries Inc
Ford North American Tractor Operations
Industrial Leasing Corp
Ingersoll Equipment Co
Kubota Tractor Corp
Massey-Ferguson
Master Craft Industrial Equipment Corp
Melroe Div Clark Equipment
Seaman-Parnson Corp
Vermeer Mfg Co
Woods Div Hesston Corp
Yanmar Tractor (USA) Inc

Blades, Mower

Ariens Co
Arizona Power Equipment Co
Bomford & Evershed Ltd
Buck Haven Industries Inc
Cushman/Ryan-OMC Lincoln
Deppe Ag*Tec Ltd
Ford North American Tractor Operations
Goodall Div Bunton Co
Lesco Inc
MTD Products Inc
Orbex Inc
Power Lawnmower Parts Inc
Rhino Products Inc
Sensation Corp
Sensation Power Equipment Div Gilson Bros Co
Terrain King Corp
Tiger Corp
Toro Co Commercial Prods
Woods Div Hesston Corp
Yanmar Tractor (USA) Inc
Yazoo Mfg Co

Blades, Dozer/Scraper

American Trencher
Ariens Co
Arizona Power Equipment Co
Auburn Consolidated Industries Inc
Bingham Equipment Co
Bomford & Evershed Ltd
Roscoe Brown Corp
Bush Hog Implements
J I Case
Excel Industries Inc
FMC Corp
Ford North American Tractor Operations
Grasshopper Co
Industrial Leasing Corp
Ingersoll Equipment Co
Kubota Tractor Corp
Massey-Ferguson
United Farm Tools Inc
Weldco (WA) Inc
Wheel Horse Products Inc
Worksaver Inc

Aquatic Weed Eating Fish

Sea-Ranch

Battery Chargers

Deere & Co

Batteries, Turf Vehicles

Goodall Div Bunton Co
Gould
Professional Turf Specialties

Ford North American Tractor Operations
Milwaukee Electric Tool Corp
Professional Turf Specialties

Beach Cleaners

Atwater Strong Div
Glenmac Inc
York Modern Corp

Benches

Algoma Net Co
American Playground Device Co
Architectural Precast Inc
Clean City Squares Inc
Columbia Cascade Timber Co
Grand Rock Co
Kay Park Rec Corp
Landscape Structures Inc
Miracle Recreation Equipment Co
Playworld Systems
Rotocast Plastic Products Inc
Trojan Playground Equipment Mfg Co

Blades, Dozer/Scraper
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### Equipment

#### continued

- Yanmar Tractor (USA) Inc
- York Modern Corp

#### Bleachers

- American Playground Device Co
- Kay Park Rec Corp
- Miracle Recreation Equipment Co
- Playworld Systems

#### Blowers

- Arizona Power Equipment Co
- Atwater Strong Div
- Beaird-Poulan/Weed Eater Div
- Billy Goat Industries Inc
- Echo Inc
- Giant Vac Mfg Inc
- Goodall Div Bunton Co
- HMC/Green Machine
- Homelite Div Textron Inc
- Jacobsen Div Textron Inc
- Lambert Corp
- MTD Products Inc
- Olathe Mfg Inc
- Parker Sweeper Co
- Poulan/Weed Eater
- Ransomes Inc
- Sensation Corp
- Solo Inc
- Stihl Inc
- Toro Co Commercial Prods
- Turf Vac Corp
- Vandermolen Corp
- Vrisimo Mfg Inc
- Westheffer Co
- Yard Vac Prods Inc

#### Bridges

- Arizona Power Equipment Co
- Continental Custom Bridge Co
- Miracle Recreation Equipment Co

#### Brush Cutters, Right-of-Way

- Alamo Group
- Arizona Power Equipment Co
- Beaird-Poulan/Weed Eater Div
- Roscoe Brown Corp
- Bush Hog Implements
- Citrus Systems Inc
- FMC Corp
- Ford North American Tractor Operations
- Kinco Mfg
- Karl Kueemmerling Inc
- Promark Products Inc
- Royer Foundry & Machine Co
- Terrain King Corp
- Tiger Corp
- Timberjack Inc
- Tradewinds Inc
- Vemco Corp of America
- Woods Div Hesston Corp

#### Bucket Lifts

- Asplundh Mfg Div
- Guest Industries Inc
- Holan/Dorsey Trailers Inc
- Mobile Aerial Towers Inc
- Pitman Div
- Promark Products Inc
- Reach-All Mfg & Engineering Co
- Timberjack Inc
- Winkler Hydraulics

#### Buildings

- W H Porter Inc Poligon/Cover-All Div

#### Chain Saws

- Alpina North America
- Arizona Power Equipment Co
- Beaird-Poulan/Weed Eater Div
- Citrus Systems Inc
- Clinton Engines Corp
- Deere & Co
- Deppe Ag*Tec Ltd
- Echo Inc
- Fairmont Hydraulics
- HMC/Green Machine
- Homelite Div Textron Inc
- Husqvarna Chainsaws
- Karl Kueemmerling Inc
- McCulloch Corp
- Poulan/Weed Eater
- Shindaiwa Inc
- Skil Corp
- Solo Inc
- Stanley Hydraulic Tools
- Stihl Inc

#### Chain Saw Parts

- Arizona Power Equipment Co
- Beaird-Poulan/Weed Eater Div
- Buck Haven Industries Inc
- Citrus Systems Inc
- Clinton Engines Corp
- Deere & Co
- Deppe Ag*Tec Ltd
- Hoffco Inc
- Karl Kueemmerling Inc
- Poulan/Weed Eater
- Power Lawnmower Parts Inc

### Chippers

- Asplundh Mfg Div
- Badger Chipper Co
- Roscoe Brown Corp
- Chipmore Mfg Co
- Karl Kueemmerling Inc
- Lindig Mfg Corp
- Medallion Div Farmhand Inc
- Morbark Industries Inc
- Olathe Mfg Inc
- Promark Products Inc
- Royer Foundry & Machine Co
- Safety Test & Equipment Co
- Sidefire Inc
- Sidewinder International Inc
- Strong Mfg Co
- Timberjack Inc
- Vandermolen Corp
- Vermeer Mfg Co
- Winkler Hydraulics
- Wood/Chuck Chipper Corp

#### Computer Programs

- Ag-Share Computer Systems Inc

#### Computer Services

- Ag-Share Computer Systems Inc
- Motorola Inc

#### Cranes

- Altec Industries Inc
- Auto Crane Co
- J I Case Drott Div
- Industrial Leasing Corp
- Master Craft Industrial Equipment Corp
- Pitman Div
- Reach-All Mfg & Engineering Co
- Winkler Hydraulics

#### Cultivators

- Allegheny International Hardware Group
- Ames Co
- Ariens Co
- Bingham Equipment Co
- Bomford & Evershed Ltd
- Brinly-Hardy Co
- Bush Hog Implements
- Deppe Ag*Tec Ltd
- Engineering Products Co
- Ford North American Tractor Operations
- Gravely
- HMC/Green Machine
- Howard Rotovator Co
- International Harvester Co
- Kubota Tractor Corp
- Lambert Corp
- Massey-Ferguson
- Sensation Power Equipment Div Gilson Bros Co
- Solo Inc
- Toro Co Commercial Prods
- Tradewinds Inc
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