

perennials. Colors range from palest yellow through gold and orange to near-red, with many bicolors; flowers may be single or double; individual cultivars flower over several weeks between late June and late August; height varies from 1-4'. Daylilies are excellent for erosion control on banks, and are often used as a large-scale groundcover. This is truly a multi-purpose perennial, equally effective in a naturalized garden or as a specimen clump.

* **Hosta** is a large genus of perennials with great variety, ranging in size from less than 1' to over 3' height and greater spread. Leaf color ranges from pale yellow-green to distinctive blue-green, many cultivars having variegated color. Flowers, generally held above the foliage, are white, lavender or blue, and often fragrant, flowering over a 2-3 week period from mid- to late-summer. This shade-requiring perennial is useful for many purposes due to its diversity of form. Larger types are useful as specimens, and mid-size types as groundcovers.

* Bulbs belong in every landscape. They brighten up a bare bed used later for annuals and add color to an evergreen planting. Remember these pointers when planning for bulbs.

* Daffodils are best planted in large irregular patches in light shade, where they can naturalize into a permanent planting.

* When planning a bed of daffodils and tulips, use "single early tulips," which flower at the same time as daffodils.

* Leave bulb foliage undisturbed for six weeks after flowering before cutting back, to allow for replenishment of the bulb.

* Planting in clumps or broad swaths is more effective than planting in straight lines.

* Tulips are excellent when interplanted among daylilies. The tulips give early-season color, and their dying foliage is covered by the daylilies.

* Annuals are generally planted in beds or borders where they can supply a splash of color. However, they are also effective when planted in smaller numbers among trees and shrubs. Try planting a few individual plants of impatiens in a shrub border. You will be quite surprised at how large a 'Blitz' or 'Novette' impatiens can grow in one

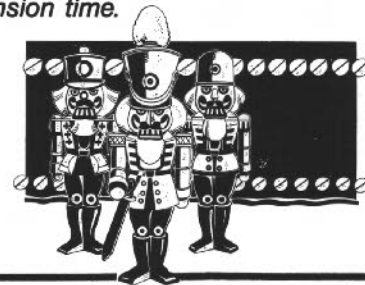
season! For a very low-maintenance small edging plant around a flower bed or shrub border, try **Sanvitalia procumbens**, the Creeping Zinnia. It is 6" tall and very spreading, with masses of small daisy-like yellow flowers. An orange-flowered cultivar, 'Mandarin Orange,' is among the 1987 All-America Selections. Creeping Zinnia has no insect or disease problems, and the plants bloom until frost, despite heat and drought. Another annual to try in small clumps is **Salvia farinacea** 'Victoria.' This cultivar of the Mealycup Sage has a high flower-to-foliage ratio, giving maximum blue color and excellent quality foliage. Sometimes old ideas are best; **Canna x generalis** is still one of the best large annuals. Older cultivars grow to 5' in height and are hard to use in the landscape, but newer types are only 24" tall, with less coarse foliage. Try a few

among shrubs.

Two last suggestions: break any rule you don't like, and be creative. Some of the best flower combinations happen through experimentation. Try a few new flowers each year, and keep notes for future reference.

Editor's Note:

Dr. Berg has recently moved to Maine, where she is an assistant professor in the Plant and Soil Sciences Department at the University of Maine at Orono. She will spend 40% of her time teaching classes in horticulture and floriculture. Her appointment also includes 60% extension time.



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Flower & shrub	8-4-4 + IRON
Tree & shrub planter	12-4-4 + VITERRA

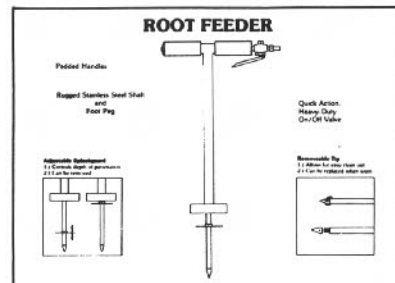
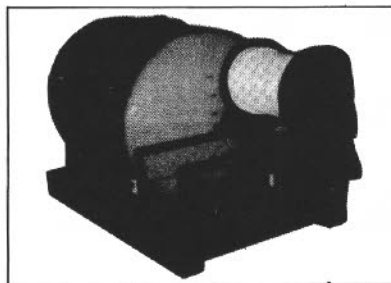
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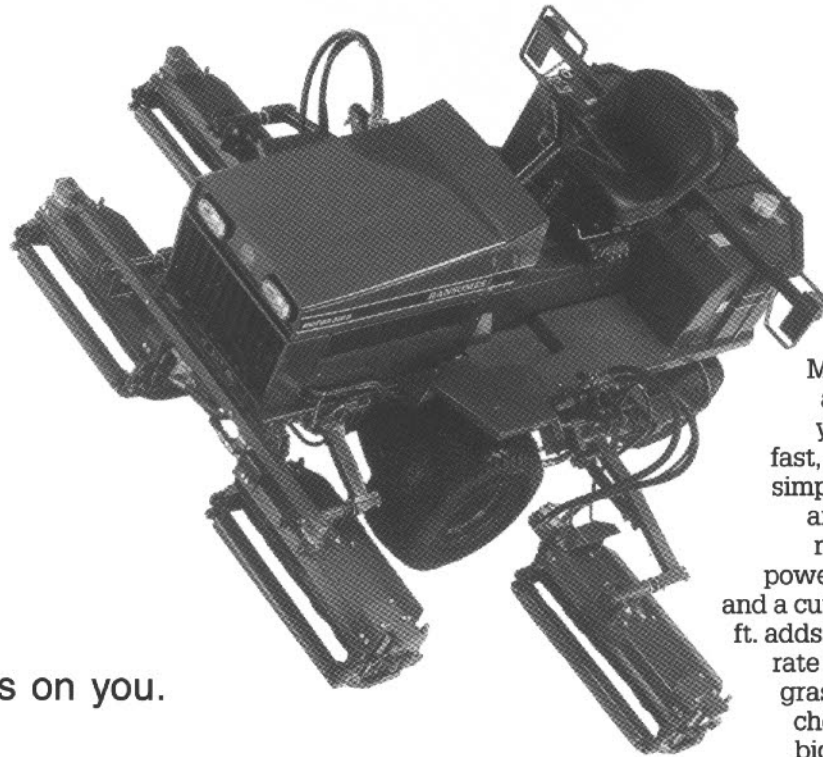
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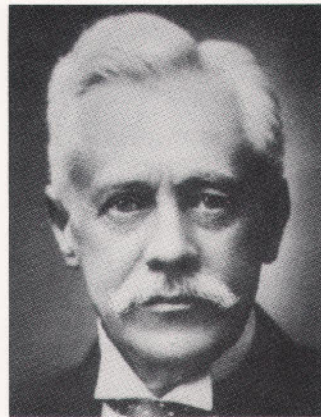
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RANSOMES

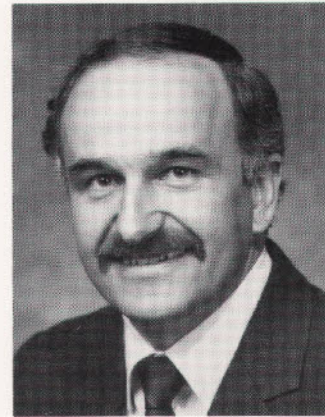
A Rich History Merged With A Young Upstart



Robert Ransome 1753-1830



Inventor of world's first motor mower, James Edward Ransome, grandson of Company's founder, Robert Ransome.



**Helmut Adam
President of Ransomes Inc.**

Most Golf Course Superintendents, not just in Wisconsin but from all across the country, tend to think of Ransomes as a new entry in the turf maintenance equipment marketplace. Nothing could be farther from the truth. To really understand and appreciate the story of Ransomes, Inc. we must take a brief look back in time and review the history of Ransomes, Sims & Jefferies.

Ransomes, Sims and Jefferies - A Brief History

In 1789, Robert Ransome started a new foundry in Ipswich, England manufacturing plough shares. Mr. Ransome made a technological breakthrough which ensured his preeminence in plough manufacture. His 'chilling' process produced a cast-iron share with a hard under-surface and a comparatively soft upper-surface which kept itself sharp by normal wear incurred in usage. Mr. Ransome soon earned a national reputation for his products. He won numerous awards from various Agriculture Societies for his ingenuity.

That pioneering spirit and ingenuity has been carried forward for two centuries. Today, Ransome is still the United Kingdom leader in plough share manufacture, having continually provided innovative new products for this important market. The ingenuity spread to many other product areas during the past two centuries. Ransomes is considered an engineering company for just reason. Among the product areas addressed were trolley buses,

steam engines, combine harvesters, thrashing machines, railway parts and in the two world wars, airplanes and guns. Most important was the entry of Ransomes into the manufacture of lawn mowers. Ransomes was the first manufacturer of lawn mowers, building the first unit in 1832 under a license of an original Edwin Budding design.

Mr. Budding was an engineer for an English firm that installed equipment in fabric mills. That equipment, among other things, sheared the nap from cloth. The idea occurred to Mr. Budding that this principle should work for the cutting of grass, as well. He was right, and the reel mower was born. His patent was signed on October 5th, 1830.

Ransomes was one of several firms to manufacture this machine, but it is the only one that has survived and prospered. In the twenty year period from 1832 to 1852, they produced and improved 1,500 of these mowing machines. The company expanded its line of lawn mowers and in 1870 they designed, built and sold "horse power" mowers. The popularity of these mowers was evident throughout Europe. Finally in the 1920's, the hand pushed and horse drawn units were replaced by engine powered machines and gang mowers.

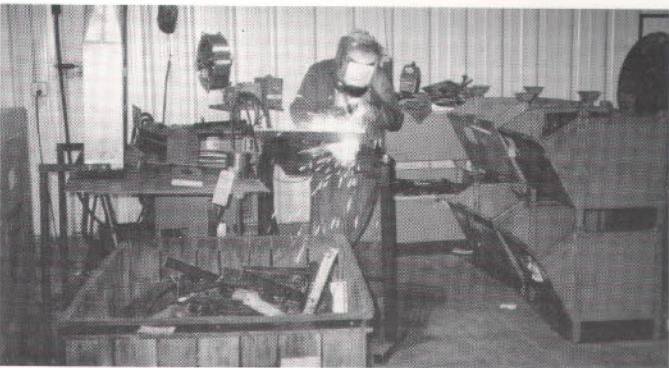
The grandson of Robert Ransome, James Edward Ransome, carried on the family's lead in product design and innovation. The steam engine never really caught on as a power source for grass machinery. They were too heavy, too big and it took too long to get up steam. In 1902, James Ransome invented the world's first motor mower. By 1903,



Open House Aug. 16th - Mr. Helmut Adam with his children and his parents. Al Wright in foreground on 180 line.



Mid-size on assembly line awaiting packaging.



Welding mid-size lower handles.



Les King floor testing T-16K prior to dispatch.

the company was offering for sale a choice of four self-propelled cutting machines - 24", 30", 36" and 42" widths of cut. The success of these mowers doomed those powered by steam.

It is worth noting that Ransomes' first alliance with an American company came about many decades ago, in 1914, when an American inventor named Worthington patented a machine that ganged together a number of side-wheeled mowers within a frame that was horse drawn. Ransomes started making this machine under license in 1921. They cooperated with Mr. Worthington again in 1937 when, again under license, they ganged together three of their "Certes" hand greens mowers to create the "Overgreen". This wonderful machine, a walk behind unit, allowed one man to cut 18 golf greens in a single day!

Over the one and one-half centuries following their first Budding machine Ransomes was continually the leading edge of the technology in reel mower design and manufacture. In addition to the previous accomplishments, they pioneered hydraulic mowing. Today grass machinery sales represent the majority of the corporation's volume.

Although Ransomes, Sims and Jefferies is the market leader in commercial mowing equipment outside the United States, its presence in the largest single market (the United States) was not apparent until the past few years. That is where the Wisconsin company, Ransomes Inc., enters the picture.

From Wisconsin Marine To Ransomes Inc.: A Short History

Ransomes Inc. is the newcomer in the commercial turf manufacturing business. Its origin begins with a humble start. Originally a man named Bob Gettelman started a company called Pewaukee Marine. He manufactured piers and structures to remove boats from lakes. In addition, he had a dealership which sold, among marine products, lawnmowers. In the late 1940's and early 1950's, he developed a two stage snowthrower which he patented. He moved the company to Lake Mills, Wisconsin when he started to concentrate on the manufacture of his marine products and snowthrowers. At that time, he changed the name of the company to Wisconsin Marine Company. In 1972, he sold the tooling for the snowthrower line and leased his building so that he could retire to the South. The company retained the name, Wisconsin Marine, Inc., and was solely in the manufacture of snowthrowers with three full-time employees and a group of summer help. With the unpredictability of snow went the fortunes of the small company. To continue in business, the company had to expand its line. One of its distributors suggested that the company manufacture a commercial mower for the landscape market. As a result, in 1974, Wisconsin Marine produced a 21" cast aluminum push mower.

The unit was immediately successful, equalling the sales of the snowthrower line in the first year. The company saw tremendous growth in its lawnmower line from 1975 to 1980 growing an average of 80% per year or 800% over the period. This growth was a tremendous strain on the company. In 1978, extra capital was sought to fund the growth. As the result of an introduction at the GCSAA Con-

ference and Show in Portland in 1977, the search produced the perfect marriage partner — Ransomes, Sims and Jefferies. Not only did the marriage offer stability to the Wisconsin company for future expansion, it opened the World market for the Wisconsin-manufactured product through Ransomes, Sims and Jefferies' distribution. It also provided the opportunity to market Ransomes, Sims and Jefferies' products through Ransomes Inc. distribution in the United States.

Ransomes Inc. Today

Growth has continued as 1981 sales have been doubled by 1985. To achieve this success, significant investments were required. After purchasing forty acres of land in Johnson Creek in 1979, Ransomes has been expanding. In 1979, a 90,000 sq. ft. manufacturing facility was built, followed by the 1982 construction of a 23,000 sq. ft. warehouse, the 1984 addition of 5,000 sq. ft. of office space and the 1985 addition of 48,000 sq. ft. of manufacturing space.

The most important investments, however, have been made in Engineering and Marketing. The engineering budget has increased 400% over the past five years. The Ransomes product line reflects the results. There have been several major product introductions each year. Over 60% of current sales dollars represent products that did not exist seven years ago, when Ransomes, Sims and Jefferies purchased Ransomes Inc.

Distributors

Product is distributed in the United States through 35 independent distributors. To address the various segments of the commercial mowing market, many have both a retail operation and a wholesale operation which sells through a dealer network. Their strength has been their ability to market and service the landscape and municipal markets. It was not until 1983 that Ransomes and its' distributors began marketing products actively to the golf course market. Great strides have been made since that year. By 1985, the fairways of the four major golf tournaments were being cut by Ransomes mowers. Ransomes is proud of the number of golf courses and facilities that have chosen its product here in Wisconsin. The theme adopted for its advertising and marketing is 'GROUNDS FOR RANSOMES'. The grounds cut by Ransomes product are shown in the advertisements to offer credibility to the product range, company and distributor.

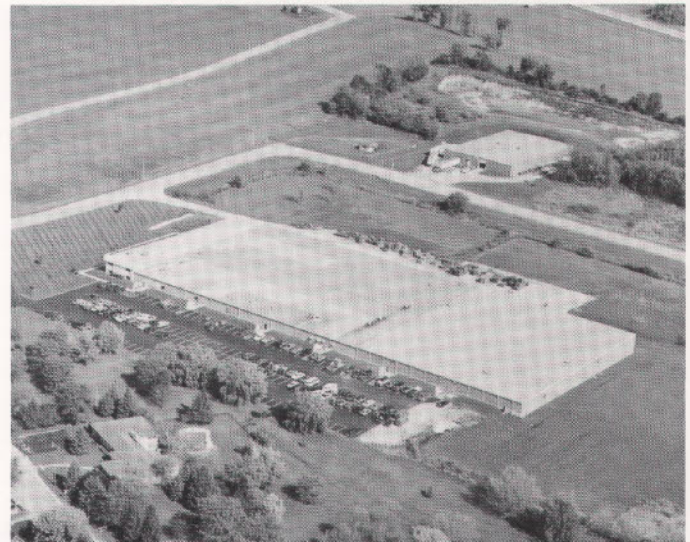
Each distributor is carefully selected based on his dedication to his market and his ability to properly service it. Once selected, he becomes part of the Ransomes team. The relationship then builds between Ransomes and the distributor and becomes very personal.

Employees

Taking a closer look at the Ransomes operation, you will find 150 hard-working employees. Management structure is relatively loose and flat, with eleven departments reporting directly to the President, Helmut Adam. The managers are relatively young, most now in their mid-30's. Almost all started in 1978 or 1979 when they were in their



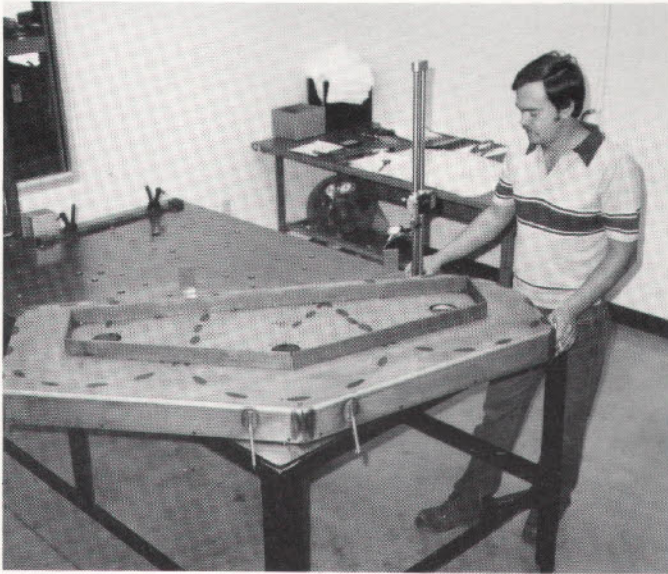
Participating in the ground breaking ceremony for the new 1984/1985 factory addition are Ransomes' executives Helmut Adam, President; Ron Tvedt, Vice President of Finance and Dick Lehman, Executive Vice President.



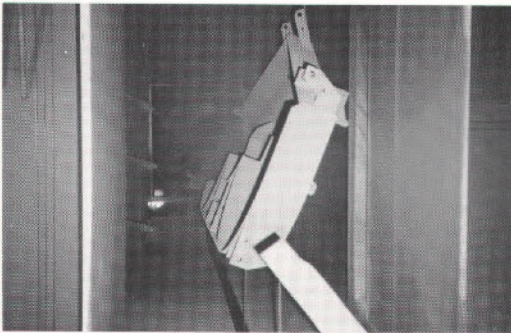
Ransomes factory on its 40 acre site in the Village of Johnson Creek.



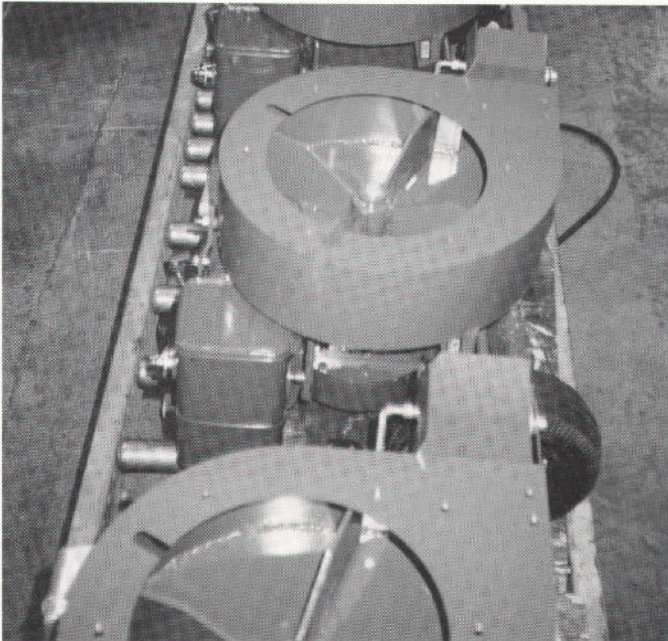
Ground breaking for new factory 10/10/84. Left to right: Francis Orval, President, Village of Johnson Creek; Renefrier Ransomes Action Committee: Helmut Adam, President, Ransomes Inc. and Mr. Fred Stratton, President of Briggs & Stratton.



Bill Wandersee, Inspection Dept. checking rotary deck.



61" deck going thru auto water for polyester powder paint coating.



8 hp leaf blowers on assembly line.

late 20's. The shop is non-union as management works very closely on a direct basis with its employees to manufacture quality products the market demands. Helmut Adam has a monthly luncheon with the employees, rotating the groups so that every employee is included every six (6) months. During the luncheons, he discusses the direction of the economy, industry and company and reviews any questions that arise. In the shop, Ransomes has experimented with numerous manufacturing and quality control techniques as espoused by the Japanese and American experts. However, it opts for an individualistic approach — maintaining direct, informal contact with all employees — attempting to achieve its objectives as a team.

The Ransomes employee realizes that he/she is in a very competitive market and that his/her job is dependent on the Ransomes team's ability to beat its competition by better serving its customers. Participation in various company functions reflects the pride in the achievements of the company. During a recent Open House, employees invited many of their families and friends to show off their good work. Over 350 people attended the August Open House and participated in the fun-packed picnic that followed. Everyone operates on a first name basis and knows that accessibility to any manager, from the President down, is just a matter of walking into that person's office.

The management staff has been together for over eight (8) years. Most began at positions while they were still in their 20's. As an example of the youthfulness of Ransomes Inc., consider the ages of these key management people:

Position	Employee Name	Current Age	Age started with Company	Year started w/ Company
Plant Manager	Larry Kuhl	33	24	1977
Quality Control Manager	Steve Gorsuch	36	28	1978
Production Control Manager	Jim Punzel	36	29	1979
Purchasing Manager	Tom Rudolph	37	30	1979
Data Processing Manager	Mel Rodenkirch	44	36	1978
Vice President - Finance	Ron Tvedt	34	27	1979
Director of Engineering	Tim Peter	30	23	1979
President	Helmut Adam	36	27	1978

The exception to this group is the Executive Vice President of Marketing, Dick Lehman, who has several decades of experience in the industry and was instrumental in steering Ransomes into the commercial lawnmower business.

Product

Ransomes operates at a disadvantage in the United

States as it realizes that it is the new guy, as are its distributors. To receive any consideration from the golf course market, it cannot be a "me, too". It realizes that it must offer a better product and better service to receive a portion of the consideration routinely given to its larger competitors. Ransomes offers a full range of rotary and reel mower equipment required by the commercial mowing industry. It has established itself as "Number 1" in the mid-range rotary products with the landscape and municipal markets. The introductions of the Motor 180, Motor 213 and Motor 350 have gained Ransomes acclaim in the United States golf course market. This year, Ransomes is introducing a new three-wheeled riding rotary mower, a new Triplex mower, two new models of commercial walk-behind mowers and probably most important to the golf course market, a new riding Greensmower.

The following pieces of turf equipment are manufactured in Johnson Creek:

A. 5 Models of 21" Rotary Mowers

1. Push with Standard Briggs 4 cycle engine.
2. Push with 1/C Briggs 4 cycle engine 4 HP.
3. Push with 2 cycle Briggs engine 4 HP.
4. Self Propelled with standard Briggs 4 cycle engine 4 HP
 - a. Metal screen grass catcher.
 - b. Polyester cloth grass catcher.

B. 9 Models of Heavy-Duty Self-Propelled Rotary Mowers

1. 32" with 12 HP 1/C Briggs.
2. 36" with 12 HP 1/C Briggs.
3. 48" with 12 HP 1/C Briggs.
4. 48" with 16 HP 1/C twin Brigg.
5. 54" with 16 HP 1/C twin Brigg.
6. 36" with 12.5 HP Kawasaki engine.
7. 48" with 12.5 HP Kawasaki engine.
8. 32" with 11 HP Briggs rear discharge deck.
9. 36" with 11 HP Briggs rear discharge deck.
 - a. All metal easy dump grass catcher.
 - b. Metal screen lift off grass catcher.
 - c. Sulky to fit 32", 26", and 48".

C. 3 Models of Small Commercial 3-Wheel Riding Rotary Mowers

1. 61" 18 HP Twin Briggs.
2. 61" 18 HP Kohler
3. 16 HP Kohler with 3 Deck Options.
 - a. 48" side discharge
 - b. 48" rear discharge
 - c. 54" side discharge

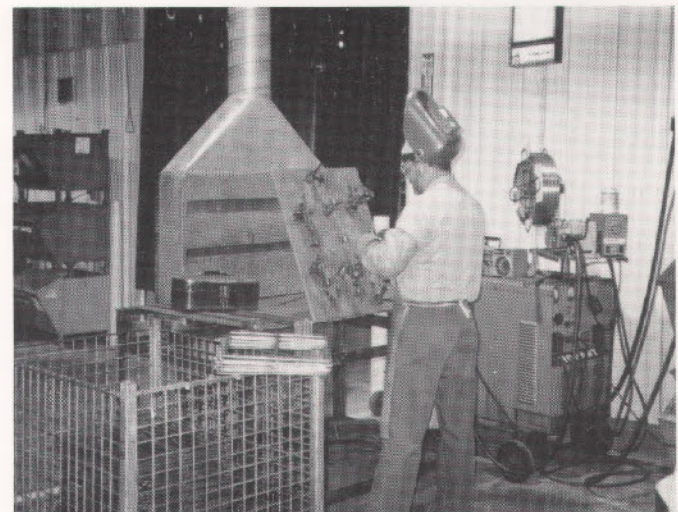
(15.4 cu/ft grass collector for above)

D. 4 Models of 4 Wheel Commercial Riding Rotary Mowers

1. 18 HP Twin Briggs air cooled
2. 24 HP Twin ONAN cast iron air cooled
3. 22 HP 3 Cylinder Mitsubishi Diesel water cooled
4. 28 HP 4 Cylinder continental water cooled



Welding fume collection system over small parts welding area.



Paul Davis welding grass catcher door frames.

gasoline engine

E. 5 Deck Options for Above

1. 48" side discharge
2. 61" side discharge
3. 74" side discharge
4. 61" rear discharge
5. 74" rear discharge
(Leaf mulcher for 61" & 74" decks)

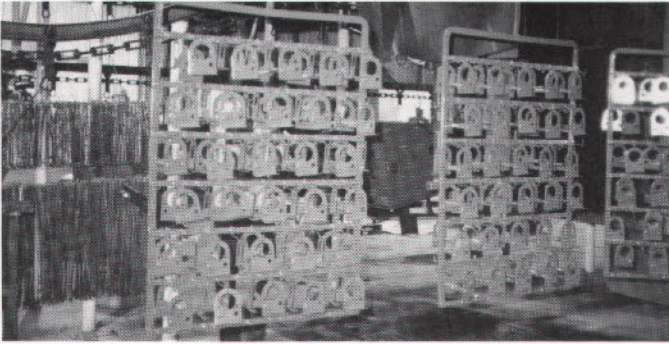
F. Motor 180 Triplex Mower Tractor Unit

1. Grass Catchers
2. Reel lift kit

G. 8 HP 1/C Briggs Leaf Blower

H. Verti Groove Deep Aerifier

I. The NT 18 Triplex Reel Mower Tractor will be produced at our Factory sometime in 1987.



Parts entering wash area of paint line.



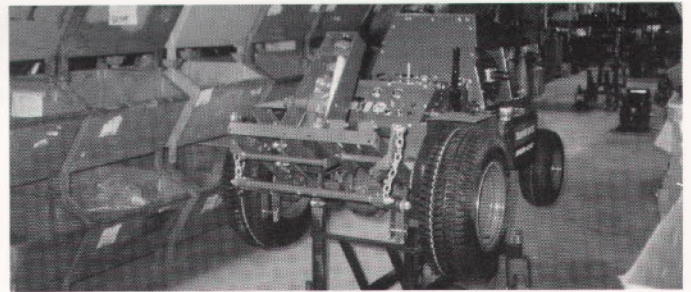
Betty Pranke working on mid size line.



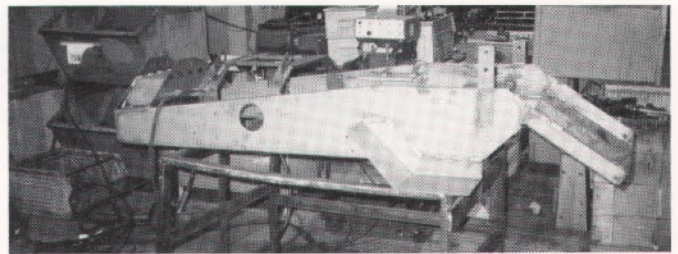
Jeff Helgestad operating 135 ton Cincinnati press brake.



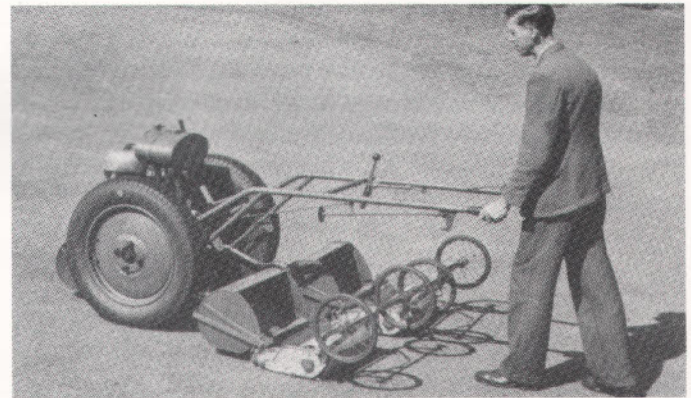
Shop Appreciation Days. Mr. Dick Lehman, Executive Vice President and Betty Pranke work together on mid size line.



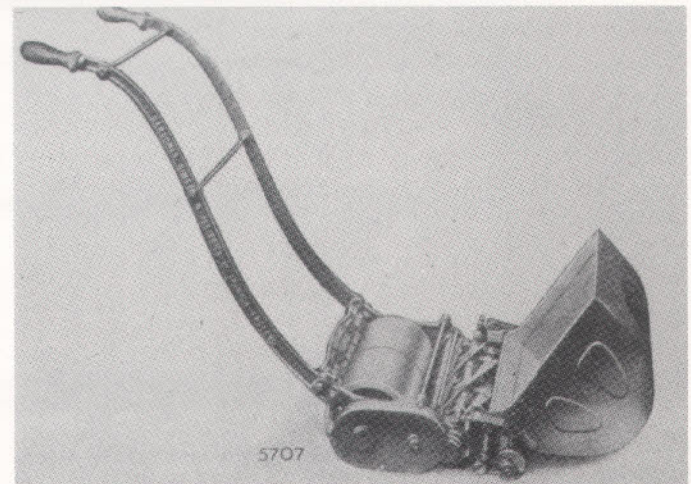
T-22DV at test station mounted on assembly carriage.



Jaguar mainframe finished, welded and ready for paint.

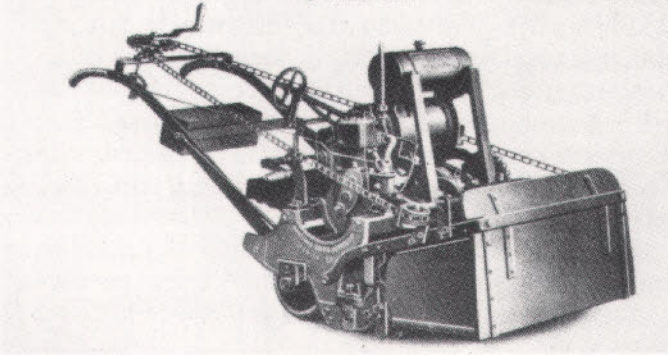


Introduced in 1937, the "Overgreen" enabled one man to cut eighteen golf greens in a day.

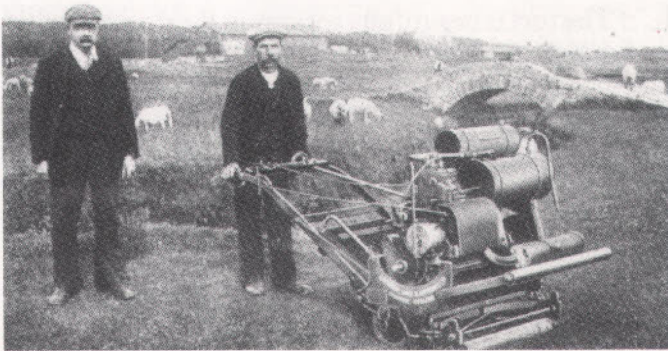


An early fine cutting "Certes" hand mower which was in production for 34 years and used in many countries of the world.

Ransomes' Patent Motor Lawn Mower.
30 inches wide.



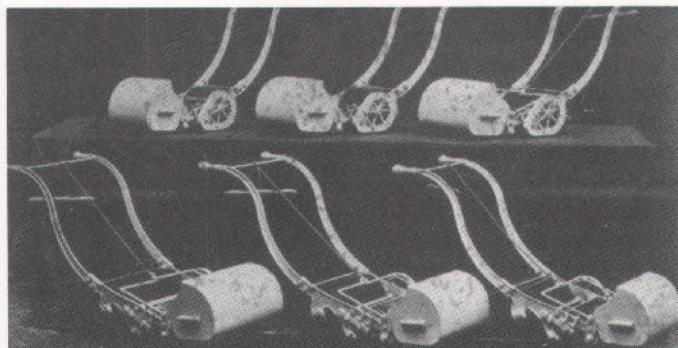
If not this model, it was one very much like it that won the competitive demonstration against the steam mower in 1905.



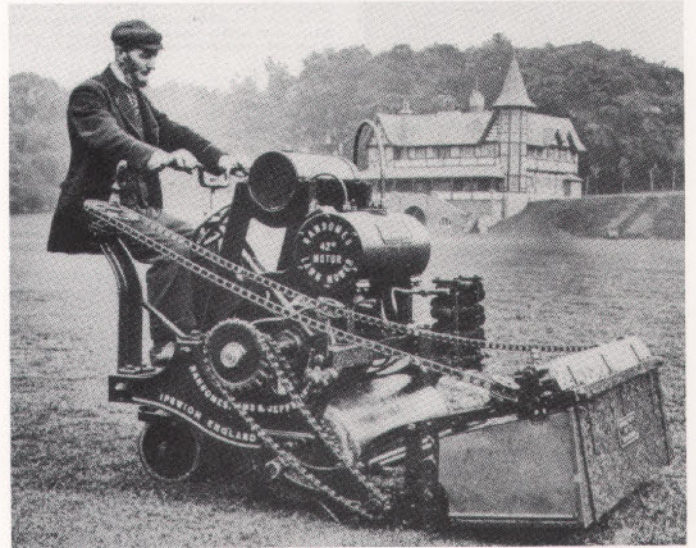
Pictured in 1911 a Ransomes motor mower at the home of golf, The Royal and Ancient at St. Andrews in Scotland.



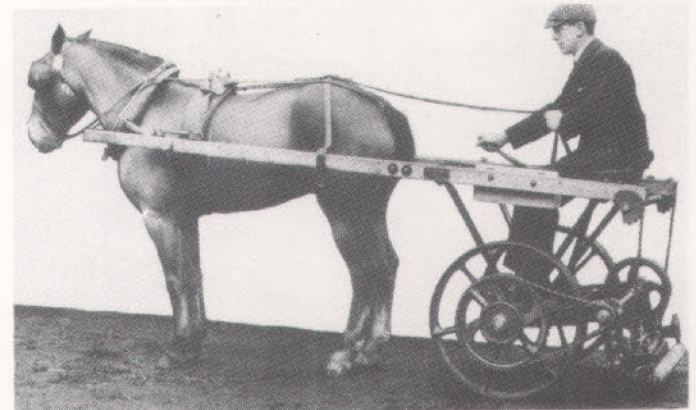
The type of machine installed by Edwin Budding for shearing the nap off cloth.



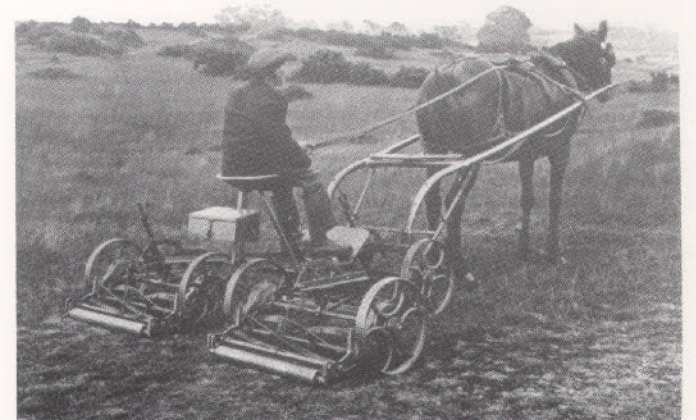
Taken in 1866, one of the earliest photographs of Ransomes lawn mowers.



The second motor mower built by Ransomes in 1902 purchased by Cadbury Bros. for their sports ground.



Introduced by Ransomes in 1905 the horse drawn "Ideal" for cutting what were described as "rough golf courses"



A Ransomes horse drawn triple gang mower pictured on a golf course fairway in 1923.

THE PRESIDENT

The success of companies involved in the manufacturing of turf equipment is very closely tied to the management style and decisions of their presidents. That's probably true throughout American business. But I have a sense that the enormous success of the Wisconsin's Ransomes Inc. is more closely linked to its president than most others. Helmut Adam is a very young man (36) and yet he has been with the company for nearly ten years. He is bright and articulate, and it is interesting that one of the companies manufacturing turf equipment in Wisconsin is led by a person raised in the state and educated at our State University in Madison.

Helmut was born in East Germany in 1950. His family immigrated in 1956 when he was 5½ years old after living in a refuge camp for 2½ years. They fled East Germany during the Berlin Air Lift and came to America with nothing but the debt of the boat trip to their names. Helmut's father was a farmer in East Germany. When he came to this country he found a job at Ryerson Steel in Milwaukee where he continued to work until his retirement a couple of years ago. Helmut has two brothers; one is a teacher and golf coach at Union Grove High School in Union Grove, Wisconsin and the other is the Federal Tax Manager for the Control Data Corporation in Minneapolis, Minnesota.

Helmut and his brothers attended Greenfield High School in Greenfield, Wisconsin. They were all quite active in sports and did well scholastically. Helmut graduated from Greenfield as salutatorian in 1968. He was awarded several scholarships whose proceeds he used to fund his education at the University of Wisconsin in Madison. At the UW, Helmut majored in business, graduating with a BBA in 1972 with honors. He stayed in school to earn his MBA in August of 1973. During his college years, he always had at least one job. From his junior year through graduate school, he worked two jobs simultaneously, often working 30 to 40 hours a week while carrying an overload of courses. His jobs included systems consulting for the business school faculty, a housefellow position, hall advisor for over 1,000 students, and research assistant for the Dean of the College of Letters and Science. His love for competition and sports was also satisfied, as he participated year round in the numerous football, soccer, basketball and softball leagues.

During his last semester of Graduate School, Helmut married his girlfriend of 7 years, Chris. She also graduated from the University of Wisconsin in Madison with a degree in elementary education.

Following Graduate School, Helmut joined the A.O. Smith Data Systems Division as a consultant in financial and manufacturing systems. While he was there, he went to the night program at the University of Wisconsin in Milwaukee for another Masters degree, this one in Accounting. He subsequently sat for and passed the CPA exam and is now a licensed CPA.

Among his friends in the business world were some who were venture capitalists. They were interested in investing

in Wisconsin Marine, and in January of 1978 Helmut joined the Wisconsin Marine Company as Controller. Within three months, he was promoted to Vice President of Finance. In 1980, he assumed responsibility for Operations, added Engineering to his responsibilities in 1981 and in 1983 he was named President.

The turf industry is most fortunate that Wisconsin Marine was involved in the manufacture of grass machinery when Helmut joined them in 1978. His interest in the company was its growth potential and not the products being manufactured. They could have been making umbrellas, computers or bar stools – it would not have made a difference in his decision to join them. What has happened in the intervening years, however, is that Helmut has acquired a deep interest in the business of maintaining fine turf areas. It is an interest that transcends the business world of balance sheets and profit margins and includes some of the history and personality that many others have enjoyed for years.

The directors of Ransomes, Sims and Jefferies have seen the wisdom in letting their North American facility operate with a great degree of independence. Decisions regarding the presidency of Ransomes Inc. are made by the Board of Directors of Ransomes, Sims and Jefferies, but Ransomes Inc. is allowed to run very independently with its own Board of Directors. There is a strong liaison between their two Engineering Departments and a coordination of research and testing. Helmut is a member of the Ransomes, Sims and Jefferies Board of Directors and is required to visit England four times a year for Director meetings. He also serves as host to the CEO of Ransomes, Sims and Jefferies when he visits the Johnson Creek facility three or four times a year.

Helmut's professional activities extend beyond the factory at Johnson Creek. He is a member of the board of Outdoor Power Equipment and Trombetta Corporation. He has also been appointed Chairman of the "Pro Show", a new national commercial turf maintenance show that will be launched in November, 1987 in Dallas, Texas. He and Chris have two sons, Brian (7) and Brent (5). She is also an active person, spending generous amounts of time working with the Ronald McDonald Home, the Junior Women's League, the Parent Teacher Organization and church youth programs. Helmut enjoys playing golf, tennis and racquetball when his busy schedule permits. In addition, he has served as the head coach of son Brian's soccer team for three years.

The key to the rapid rise of Ransomes Inc. has not changed over the years and is not expected to in the foreseeable future. To win customers from much larger and more established competition, the management is convinced that they must offer better products and better service. Each and every employee in the Johnson Creek plant is given a lot of responsibility to do a job that is a part of the whole team. The company offers their employees the opportunity to grow significantly and this has captured their loyalty, imagination and dedication. Despite being the "new kid on the block", they are here to stay. Wisconsin is most fortunate to have them.