



Partners Fuller and Jenkins (left to right) both came from Caterpillar dealers.



Stanley Vidmar parts chests hold 400 pounds of small parts in each drawer, save space, and do away with the loose bins.

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-

GET THE TRIMMER/ CUTTERS WITH THE STRONGEST ROOTS.



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Two-line
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equipment.

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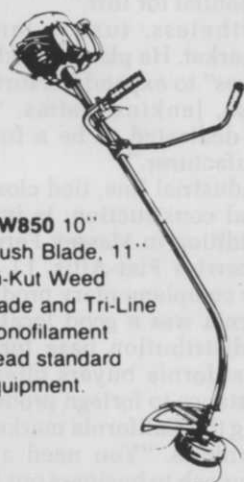
In 1984, Hoffco makes the only full line of gasoline-powered trimmer/cutters: Faster, easier ways to trim grass, cut weeds, clear brush.

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WT320H 8"
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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. **WT&T**

B. Hayman Co., Inc.

Frontiersmen in turf

by Bruce F. Shank, executive editor



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 chairmen 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 cus-

"The greatest asset any equipment manufacturer has is a strong, dedicated distributor organization."

—McMicken

tomers by noon the next day. Jacobsen recently instituted a factory computerized parts system linking distributors directly to its parts shipping and manufacturing operations.

B. Hayman depends heavily on

mobile service trucks and training mechanics to do their own repairs. "With an area as huge as Los Angeles, it's not sensible to bring in a piece of equipment to the distributor," McMicken advises.

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 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.

The next frontier

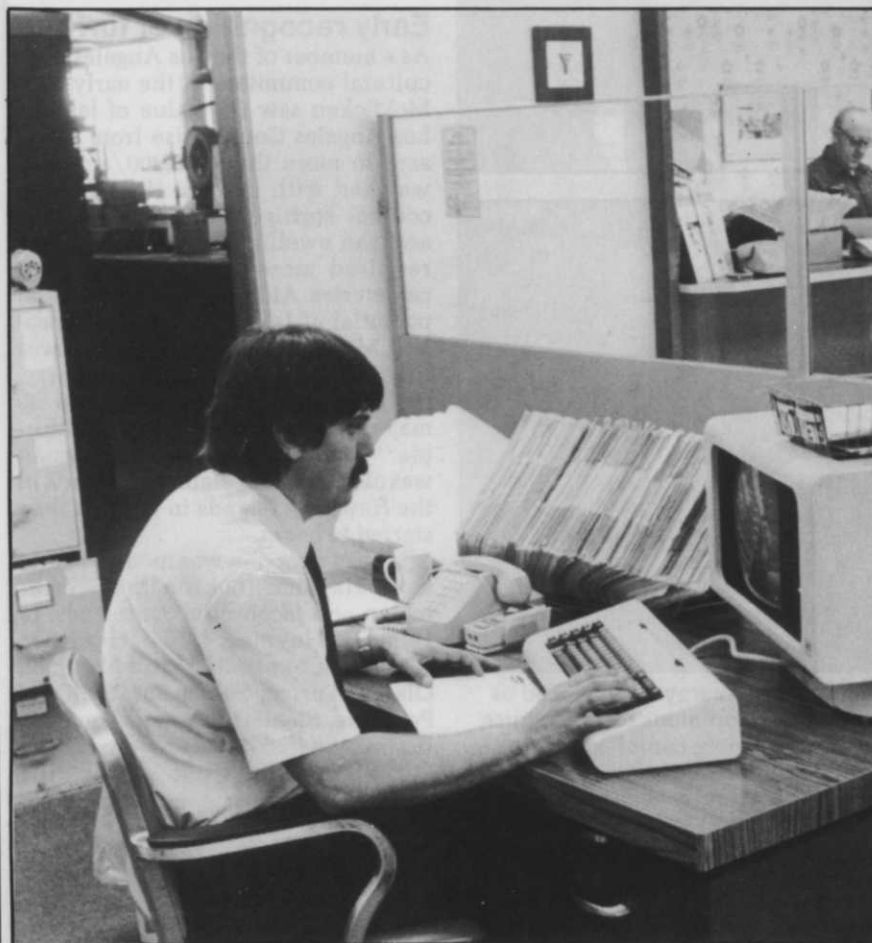
McMicken admits it hasn't always been easy. "Every Jacobsen distributor has gone through at least one hellish period in the last 15 years. Let's just say we were relieved in 1978 when Textron purchased Jacobsen and allowed Jacobsen management to rethink distributor relations. Today, the greatest asset 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.

WT&T



Parts orders are processed instantly by the customer service representative into the computer system which tracks more than \$500,000 in parts.

DIAZINON INSECT DUST	08-840	24OZ	21	40.18	37.37	36.16	2.79
	08-500	874LR	35	43.10	40.08	38.79	8.98

DIAZINON SPRAY	4-150	12/PT	4	36.22	40.22	40.76	6.29
	4-160	12/PT	28	39.73	37.33	71.15	10.98
	4-160	6/GAL	27	59.73	62.12	58.26	17.98

WEEDS TREES & TURF

1985 BUYER'S GUIDE

DORMANT OIL SPRAY	25-150	12/QT	27	43.06	40.05	38.75	5.98
	25-150	4/GAL	3	47.75	45.00	43.75	16.98

DUPRAN INSECTICIDE	17-140	12/PT	20	38.26	46.74	43.23	6.98
	17-160	12/QT	37	86.26	80.22	77.63	11.98

EQUIPMENT 36

GARDEN GUARD	37-380	12OZ	12	20.09	18.68	18.08	2.79
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EQUIPMENT COMPANIES 64

	17-160	12/PT	34	47.38	44.06	42.64	3.29
	17-160	12/PT	34	35.95	33.43	32.36	7.49
	37-960	48/1LR	62	94.75	88.12	85.28	3.29

CHEMICALS 84

KELTHANE	80-450	12/4OZ	5	21.46	19.96	19.31	2.98
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CHEMICAL COMPANIES 93

MALATHION 50% SPRAY	60-450	12/4OZ	5	23.68	22.03	21.32	3.29
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SEED VARIETIES BY COMPANIES 97

	60-520	12/8OZ	12	33.77	31.41	30.39	4.69
	60-140	12/PT	22	53.93	50.16	48.54	7.49
	60-160	12/QT	42	93.46	86.92	84.11	12.98

PESTROY	64-460	12/32OZ	25	50.26	46.74	45.23	6.98
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	64-510	6/GAL	24	30.07	29.10		8.98
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	64-200	4/GAL	33	39.04	37.78		17.49
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ROACH-KILL	45-550	6/GAL	10	37.76	35.12	33.98	10.49
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	45-550	6/GAL	10	30.56	28.42	27.50	8.49
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DEVINOL				32.33	30.07		4.49
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GARDEN GUARD	37-380	12OZ	12	20.09	18.68	18.08	2.79
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	37-800	24/1LR	34	47.38	44.06	42.64	3.29
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	37-960	48/1LR	62	94.75	88.12	85.28	3.29
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	37-960	48/1LR	62	94.75	88.12	85.28	3.29
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KELTHANE	80-450	12/4OZ	5	21.46	19.96	19.31	2.98
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	80-360	12/8OZ	12	35.86	33.35	32.27	4.98
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MALATHION 50% SPRAY	60-450	12/4OZ	5	23.68	22.03	21.32	3.29
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	64-200	4/GAL	33	39.04	37.78		17.49
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1. Equipment

Aerators, Aquatic

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Roscoe Brown Corp
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MTD Products Inc
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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
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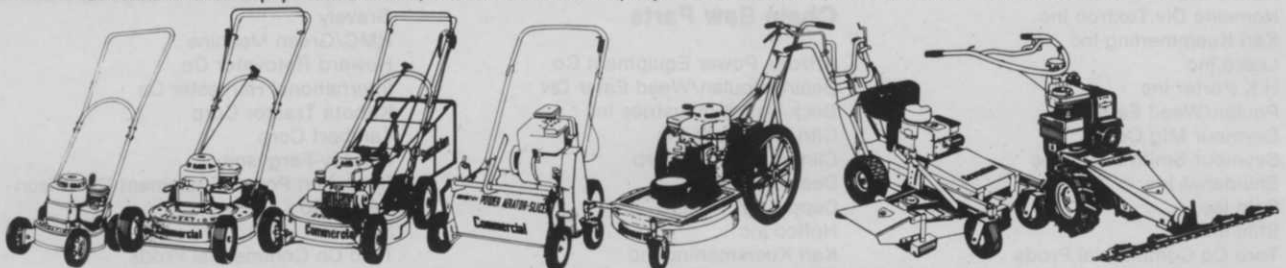
Backed by 45 years of experience building professional equipment, Sensation uses industrial/commercial engines, heavy-gauge components and field proven designs. The result is equipment that will work hard, long hours and keep coming back for more, with little or no downtime. Equipment that's designed for maximum user convenience, and handling ease.

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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
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Vandermolen Corp
Vrisimo Mfg Inc
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Bridges

Arizona Power Equipment Co
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Brush Cutters, Hand Held

Allegheny International Hardware Group
American Standard Co
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Citrus Systems Inc
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Hoffco Inc
Homelite Div Textron Inc
Karl Kuemmerling Inc
Lesco Inc
H K Porter Inc
Poulan/Weed Eater
Seymour Mfg Co
Seymour Smith & Son Inc
Shindaiwa Inc
Solo Inc
Stihl Inc
Toro Co Commercial Prods
Vandermolen Corp
Yazoo Mfg 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 Kuemmerling 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

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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

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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 Kuemmerling 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 Kuemmerling Inc
Poulan/Weed Eater
Power Lawnmower Parts Inc

Shindaiwa Inc
Skil Corp
Stihl Inc

Chippers

Asplundh Mfg Div
Badger Chipper Co
Roscoe Brown Corp
Chipmore Mfg Co
Karl Kuemmerling 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
Sidedfire Inc
Sidewinder International Inc
Strong Mfg Co
Timberjack Inc
Vandermolen Corp
Vermeer Mfg Co
Winkler Hydraulics
Wood/Chuck Chipper Corp

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