



Sierra Landscape Co.

Headquarters: Palm Desert, CA
Web site: sierralandscapecompany.com
Leader: George Gonzalez, President
Year founded: 1980

2008 sales: \$34.7 million

Company's biggest obstacle in '09: Pricing pressure: Competitors are bidding desperately low margins, if any.

Company's biggest opportunity in '09: Restructuring and improving companywide efficiency, and to be poised for the turnaround.

Three keys to success: Adaptability, commitment and planning

How's the economy treating you?: These are the most challenging times next to our start-up 29 years ago.

Yellowstone Landscape Group

Headquarters: Dallas **Web site:** yellowlandscape.com
Leaders: John Miller, CEO; and Operating Company Presidents: Edward Schatz, Robert Taylor and Drew Watkins
Year founded: 2008 **2008 sales:** \$81 million
Company's biggest obstacle in '09: Addressing the impact of the economy on our customers.
Company's biggest opportunity in '09: Acquisitions
Three keys to success: Expansion, service and cost-control
How's the economy treating you?: Despite margin pressures, we are finding areas of business growth.

Weed Man

Headquarters: Oshawa, Ontario, Canada
Web sites: weedmancanada.com and weedmanusa.com
Leader: Michael Kernaghan, Chief Operating Officer
Year founded: 1970
2008 sales: \$86.48 million (U.S.)

Company's biggest obstacle in '09: Negativity. It can be debilitating if an owner loses the focus on vision for his or her company. If owners can stay focused on their visions, and are willing and able to change to embrace the future, they will be able to face any obstacle.

Company's biggest opportunity in '09: The economy. We always strive in times of recession. However, (other companies') layoffs enable us to attract better employees and attract new franchisees.

Three keys to success: A willingness to change, execution and persistence.

How's the economy treating you?: The economy is hurting everyone, but Weed Man has been [a] lawn care service leader for 40 years and in that time, there have been a few economic downturns. We persevered and flourished through all of them, and will succeed in this one as well.



LM Leader Profiles



Heaviland Enterprises

Headquarters: Vista, CA **Web site:** heaviland.net **Leader:** Tom Heaviland, President and Co-Founder
Year founded: 1985 **2008 sales:** \$10.02 million
Company's biggest obstacle in '09: Adjustments (discounts) being made in customer contracts because of current economic conditions.

Company's biggest opportunity in '09: Water management and the programs available for our customers to upgrade their systems.

Three keys to success: Employees, training and communication

How's the economy treating you?: In commercial landscape management, although not recession-proof, there still exists opportunities to grow your business.

Scotts LawnService

Headquarters: Marysville, OH **Web site:** scottslawnservice.com **Leader:** Peter Korda, Senior Vice President

Year founded: 1868 **2008 sales:** \$311.9 million **Company's biggest obstacle in '09:** Consumer insight in DIY trends.

Company's biggest opportunity in '09: Our continued focus on winning with our customers and team members — do everything we do even better than before, and help homeowners in new and different ways.

Three keys to success: Customers, listening and simplification

How's the economy treating you?: On the balance, our homeowner customers are more similar to 2008.

Greenscape

Headquarters: Holly Springs, NC

Web site: greenscapeinc.com

Leader: Michael Currin,
President and Founder

Year founded: 1979

2008 sales: \$7.08 million

Company's biggest obstacle in '09: The slowdown in landscape construction opportunities, which means there is more pricing pressure on the opportunities that are available.

Company's biggest opportunity in '09: There will be more companies that will not make it through this time, and even more companies that have laid off some key positions in an effort to survive. We have been able to keep our team intact because we focused on being more efficient and operating very lean prior to the recession. We have not had to lay off a lot of people as a result. For that reason, we feel like we can respond more quickly to the opportunities that present themselves. As recovery continues, we will be in a better position than some of our competition to take advantage of these opportunities.

Three words for success:
The Greenscape Way

How's the economy treating you?: We have had good opportunities for growth in our Weed Man Lawn care branch, as well as in our landscape management branches.



Ruppert Nurseries

Headquarters: Laytonsville, MD

Web site: ruppertnurseries.com

Leaders: Craig Ruppert, CEO (left); and Chris Davitt, President (above)

Year founded: 1990 **2008 sales:** \$57.7 million

Company's biggest obstacle in 2009: Developing and exciting our people while we hold our company to standards that will exceed our customers' expectations.

Company's biggest opportunity in 2009: Growing through tough economic times, which allows us to build market share and create opportunities for employees.

Three keys to success: Values, employees and customers.

How's the economy treating you?: It has created obstacles that our company is fully capable of overcoming.



Ambius

Headquarters: Buffalo Grove, IL (Divisional Head Office) **Web site:** ambius.com

Leaders: Jeff Mariola, Divisional Managing Director; Michelle Rodwell, Divisional Vice President Marketing (pictured); and Larry Rutkowski, Executive VP Sales

Year founded: 1963 **2008 sales:** \$123.3 million

Company's biggest obstacle in '09: Our biggest challenge is to educate our current and prospective customers on the real and perceived value of the services we provide, and how cutting back can have a direct impact on people's morale and productivity. With businesses operating leaner, it's more important than ever to continue providing and investing in services that enhance work environments so people can thrive.

Company's biggest opportunity in '09: Our biggest opportunity is two-fold: To provide world-class service to our current customers, while continuing to expand our reach within our 40-plus markets in North America by offering a full range of services — from interior landscaping to wall art, ambient scenting and holiday decorating.

Three keys to success: Inspire, connect, engage

How's the economy treating you?: Like most service companies today, the downturn in the economy has affected discretionary spending.



Mainscape

Headquarters: Fishers, IN **Web site:** mainscape.com

Leaders: Dave and Zyg Mazanowski, Co-Founders and CEOs

Year founded: 1985 **2008 sales:** \$35 million

Company's biggest obstacle in '09: Collecting accounts receivable.

Company's biggest opportunity in '09: A changing economic environment.

Three words for success: The triple win

How's the economy treating you?: Overall, we are doing well in this economy, both from an income statement and balance sheet perspective.



The Brickman Group, Ltd., LLC

Headquarters: Gaithersburg, MD

Web site: brickmangroup.com

Leader: Scott Brickman, CEO

Year founded: 1939

2008 sales: \$680.8 million

Company's biggest obstacle in '09: For Brickman, the same challenges that are impacting business in general and our industry specifically, notably the economy and consumer spending, create for us challenge and opportunity at the same time. Adapting to our clients' imperatives to reduce costs and provide the highest level of value for every dollar they must spend allows us to focus on what has always been a driving force in our business: providing the best quality product at the lowest possible price. Reinforcing this discipline and engaging our teams at all levels to focus on efficiency and cost savings is generating a sense of purpose that has brought our teams together and created an exciting outlook on the future. We know these improvements will make us even more productive in the years to come.

Company's biggest opportunity in '09: At the same time, we have remained true to the core value of treating our team members like family, and I am encouraged to see how tough times bring us together. The Brickman Foundation, created to help our neediest team members in times of financial hardship, has received the highest level of employee contribution since its inception. This is a heartwarming sign of our special culture in action — and reinforces our commitment to each other to pull together through these challenging times.

Three keys to success: Integrity, discipline and courage

How's the economy treating you?: We choose to rise to the challenge in the economy. We see it as an opportunity to further hone our processes and improve our efficiencies to continue to provide the best quality and value to our customers. If we can partner with them to help them through the tough times, we come out of it with even stronger relationships going forward.

Gothic Landscaping/ Gothic Grounds Management

Headquarters: Valencia, CA **Web site:** gothiclandscape.com

Leaders: Michael E. Georgio, CEO; and Jon S. Georgio, President

Year founded: 1984 **2008 sales:** \$80 million

Company's biggest obstacle in '09: Clearly, the deterioration of the economy and the housing industry in particular. General economic contraction is our biggest headwind.

Company's biggest opportunity in '09: The downturn in housing has created a new sense of urgency to accelerate our growth in landscape maintenance, public work construction and general contractor partnerships.

Three keys to success: Service, partnership and discipline

How's the economy treating you?: We would prefer the economy presented a growing market, but we always seem to strengthen our focus in a declining market.

ValleyCrest Landscape Cos.

Headquarters: Calabasas, CA **Web site:** valleycrest.com

Leader: Richard A. Sperber, President & CEO

Year founded: 1949 **2008 sales:** \$990 million

Company's biggest obstacle in '09: A key to success in 2009 will be keeping employees motivated during these challenging economic times.

Company's biggest opportunity in '09: A big opportunity we see in 2009 is adding the right new talent to the ValleyCrest team. There is a growing pool of top talent that is interested in joining a stable national company.

Three words for success: Keep it simple.

How's the economy treating you?: It is a challenging time, but we'll get through it.



The TruGreen Cos.

Headquarters: Memphis, TN **Web site:** trugreen.com **Leaders:** Stephen M. Donly and Rick Ascolese, Presidents

Year founded: 1974 **2008 sales:** \$1.41 billion

Company's biggest obstacle in '09: Both our residential and commercial customers are experiencing the effects of a slow economy. In 2009, we must focus on the value we bring to our customers by providing superior service with green, visible results.

Company's biggest opportunity in '09: We have a tremendous opportunity to develop stronger relationships with our customers — both residential and commercial — to ensure we are viewed as partners rather than vendors. We do this by educating our customers on the financial and environmental benefits of healthy lawns and landscaping, by providing a choice of lawn and landscape options for our customers, including natural, organic options, and by developing custom lawn and landscape programs that directly address each customer's needs.

Three keys to success: Service, results and growth

How's the economy treating you?: Our customers are certainly affected by the economy, but we are able to think creatively to find innovative ways to demonstrate our value.



Lambert Landscape Co.

Headquarters: Dallas

Web site: lamberts.net

Leaders: Walter Dahlberg, Chairman and Senior Landscape Architect; Paul Fields, President, Director of Design and Senior Landscape Architect; and Dan Morgan, CEO

Year founded: 1919 **2008 sales:** \$18.66 million

Company's biggest obstacle in '09: Joe and Henry Lambert, who founded Lambert, started this company on the heels of World War I and steered it through the Great Depression — just in the first 20 years of its existence. As a business, we realize that maybe times are not quite as bad as they could be, or at least not as dire as the media leads us to believe. The economic challenge is real, but so is our unwavering commitment to emerge from this recession as a continued industry leader for design, construction, maintenance and tree care.

Company's biggest opportunity in '09: Our entire team is working smarter, tightening our belts and finding ways to better serve our clients, staff and the environment. We are implementing ways to make our company leaner, greener and more efficient. As other firms are reducing staff or closing their doors, we are still blessed with opportunity. Accordingly, we will continue to employ and train passionate professionals to provide our clientele with the highest quality products and service at the best value available.

Three keys to success: Quality = Referrals = Market Saturation

How's the economy treating you?: We continue to work with wonderful clients — individuals who have the desire and resources to design, implement and maintain gardens of timeless design.

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Visit landscapemanagement.net for LM Leader Profiles on Bartlett Tree Experts, Carol King Landscape Maintenance, Dworsky Services, Jensen Corporate Holdings and Marina Landscape.

The Bruce Co. of Wisconsin

Headquarters: Middleton, WI

Web site: brucecompany.com

Leader: Bliss Nicholson, President and CEO

Year founded: 1952

2008 sales: \$42 million

Company's biggest obstacle in '09: Being able to maintain the relationships we have with clients in light of pricing awareness and the economic challenges everyone is facing.

Company's biggest opportunity in '09: To continue to present ourselves as a leader in our area and continue our long-term relationships by showing our commitment to service and doing what we say we will do.

Three keys to success: Listening, service and follow-through

How's the economy treating you?: We are in the same situation as everyone else; it is affecting our billings. We are having to reduce services to cut costs, which in turn affects wages, benefits and staffing. We are doing things differently than we have for the past 20+ years.

