

A good friend of ours, who is the regional sales manager for a large manufacturer, once told a group of salesmen that there was no such thing as problem areas in his sales region. "They're opportunities!" he said. And with that, he began one of the greatest turnabouts in marketing known in the industry. A sales climate precipitated by identified problems suddenly caught a new spark and plunged headlong into a whirlwind of successful sales.

How this happened is another topic. Why it happened needs further elucidation.

The key factors in making any business a success are *motivation, management, leadership and opportunity*. Whether this business be turfgrass care, tree pruning, weed control or environmental protection chemical sales, these elements must interrelate in a positive way to guarantee success. Lack of any one will denote deficiencies in other areas.

It is easy to become motivated. A peppy sales talk, a dynamic speaker, a strong sense of responsibility, or a challenge can quickly turn a sluggard into a ball of fire. Yet, motivation is not enough. We can be highly motivated while in neutral.

Four Horsemen Of Business

But add the factor of management and a businessman can start his business machine moving.

A superintendent who makes maximum use of allocated time, who constructively employs workers where the greatest potential can be derived from their efforts, who wisely uses available resources and who judiciously anticipates troubled situations is called a good manager. He may be all these and lack leadership, however.

This essential element can make the difference between running a business in low gear with modest profits and a higher gear with substantial profits. Any successful business must have capable leaders who possess desirable leadership traits and the talents to use them. But every leader is confronted with problem areas. Only when this leader uses the factors of motivation and management to turn problems into opportunities will the business rate in the top echelons of the market.

That's why our friend's positive approach to success turned the tide. An analysis of the situation would show that his salesmen were highly motivated, dedicated managers of their time and

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A wager you can't lose

We'll bet you the hat that you like **BONNIEBLUE** KENTUCKY BLUEGRASS

Maybe you saw this hat on the Bonnieblue Technical Bulletin which we issued last year. It's become almost as famous as Bonnieblue, the new disease-resistant Kentucky Bluegrass developed by Rutgers University, the United States Golf Association Green Section, and E. F. Burlingham & Sons. In fact the hat is yours if you order 100 twenty-five pound sacks of Bonnieblue. We know you're going to like Bonnieblue's fine texture; rich dark-green color; excellent turf performance and turf-type growth habit. Send the coupon below for more information. Also ask about Koket Chewings Fescue, Lamora Perennial Ryegrass and Sydsport Kentucky Bluegrass.

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— meeting dates —

International Shade Tree Conference, 49th annual meeting, Sheraton-Boston Hotel, Boston, Mass., Aug. 13-16.

International Pesticide Applicators Association, annual meeting, Marriott Inn, Berkeley Marina, Berkeley, Calif., Aug. 15-18.

North Dakota State Horticultural Society, annual meeting, Canada Department of Agriculture Research Station, Morden, Manitoba, Aug. 21-22.

Turf and Landscape Day, Ohio Agricultural Research and Development Center (OARDC), Wooster, Ohio, Sept. 11.

Kansas Arborist Association Field Day, 15th, Phillipsburg, Kans., Sept. 11.

Midwest Agricultural Chemicals Association, annual meeting, Lodge of the Four Seasons, Lake Ozark, Mo., Sept. 12-14.

Michigan Turfgrass Field Day, Crop Science Field Lab, Michigan State University, E. Lansing, Mich., Sept. 13.

Virginia Tech Turf Field Days, Sept. 19-20. (Contact Dick Schmidt or John Shoulders, VPI for more details.)

Lawn & Garden Distributors Association, annual meeting, Sheraton-O'Hare, Chicago, Sept. 19-21.

Professional Grounds Management Society, annual meeting, Oglebay Park, Wheeling, West Virginia, Sept. 23-26.

Course for Licensing of Tree Pruners, Agricultural Extension Centre, Brandon, Manitoba, Canada, Oct. 1-5.

American Horticultural Congress, meeting of the American Horticultural Society, New Orleans, Oct. 1-7.

Society of Municipal Arborists, 9th annual meeting, Sheraton Inn, Flint, Mich., Oct. 3-5.

Tropical Plant Industries Trade Show, sponsored by the Florida Nurserymen and Growers Association, Diplomat Hotel, Hallandale Beach, Fla., Oct. 5-7.

Southwest Turfgrass Conference, Albuquerque, N.M., Oct. 11-12.

Industrial Weed Control Conference, 8th annual, Texas A&M University, College Station, Tex., Oct. 15-17.

Central Plains Turfgrass Conference, Manhattan, Kans., Oct. 17-19.

Turfgrass Equipment & Materials Educational Exposition, 13th annual, sponsored by Southern California Turfgrass Council, Orange County Fairgrounds, Costa Mesa, Calif., Oct. 17-18.

Wisconsin Golf Turf Symposium, eighth annual, Pfister Hotel, Milwaukee, Oct. 24-25.

Southeastern Agricultural Chemicals Association, 19th annual meeting, Callaway Gardens, Pine Mountain, Ga., Oct. 28-30.

Michigan Pesticide Association, fall conference, The Olds Plaza, Lansing, Mich., Nov. 7-8.

Washington State Weed Conference, Cosmopolitan Chinoook Motel and Tower, Yakima, Wash., Nov. 7-9.

Penn-Del Chapter, International Shade Tree Conference, general meeting, Marriott Motor Hotel, Philadelphia, Pa. Nov. 8.

New Jersey Federation of Shade Tree Commissions, annual meeting, Haddon Hall Hotel, Atlantic City, N.J., Nov. 17-19.

EDITORIAL (from page 5)

talents and effective leaders within their communities and sales territories. Yet, when problems arose, these men found solutions only after long hours of difficult diagnosis.

The active ingredient is opportunity. Every problem can become an opportunity if analyzed as such. The Green Industry has in its grasp the ability to revolutionize environmental thinking, before government legislation makes undesirable situations mandatory. Where else can we find equipment and chemicals sales growth rate as high, new construction as rapid, environmental concern as serious and the willingness to accomplish as keen?

The opportunities of this industry lie in its unsolved problems. It is up to us to turn them around. We are capable if we take a positive approach to the opportunities which surround us.

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