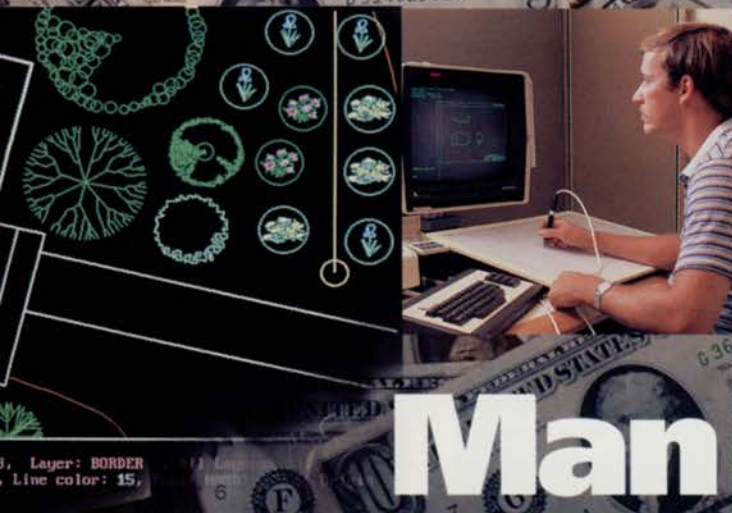


STATE OF THE INDUSTRY



Man and machine

The availability of alternate labor and the new generation of fast, inexpensive computers are changing the face of the green industry, according to statistics compiled by Readex, Inc., for *LANDSCAPE MANAGEMENT* magazine.

Computer use at organizations that subscribe to *LM* has grown to more than 70 percent. As few as 10 years ago, it was less than 20 percent.

Leading the way are landscape contractors, 76 percent of whom now use computers for administrative tasks, landscape and irrigation design, and communication. Though golf superintendents lag slightly—behind landscapers, lawn care owners and grounds managers—in computer access, their number is expected to grow as more computer-controlled irrigation systems are installed on golf courses.

Surprisingly, the survey found almost half (47 percent) of all computers in the green industry are hooked up to a fax/modem, making "conversation" with suppliers and other



Readers of LANDSCAPE MANAGEMENT controlled the purse strings on more than \$25 billion dollars in 1995. They used a good deal of the money to hire 'non-traditional' labor and purchase top-of-the-line computers.

by JERRY ROCHE / Editor-in-Chief

golf/landscape professionals possible.

"The rapid and easy exchange of ideas has only begun to be felt," notes Tom Pinney Jr. of Evergreen Nurseries, Sturgeon Bay, Wis., a director of the American Association of Nurserymen. "We are in an age where society demands instant everything, from meals to landscapes. And, with the advent of the 'Information Superhighway,' demands are going to grow even more."

Twenty-one percent of all

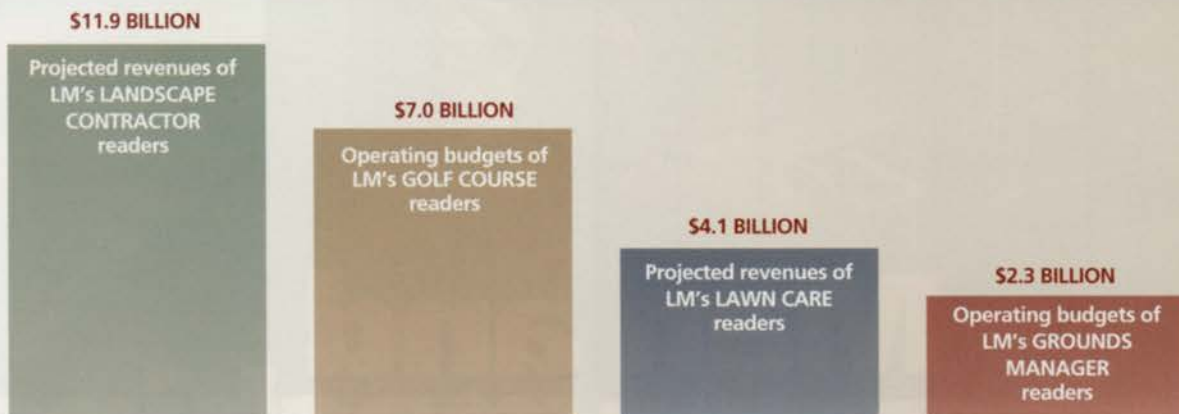
LM readers use their computers for electronic mail ("e-mail") messages, or to access agronomic, government and product information.

The green industry still trails other industries in its use of online services. Just 14 percent have access to the Internet, the fast-growing computer web that has millions of subscribers around the world.

As quickly as computers are changing the green industry, the real explosion is yet to come, according to Peter McCormick of TurfNet Associ-

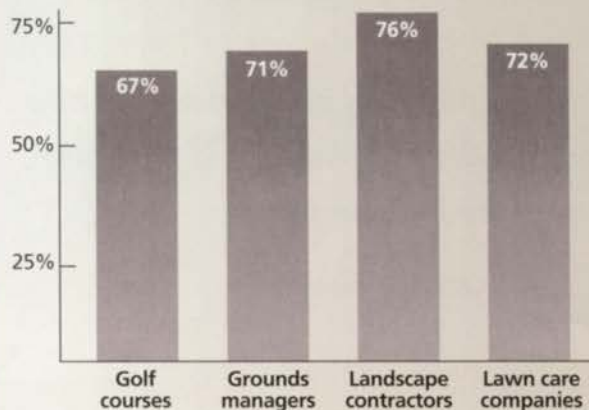
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1995 BOTTOMLINE BUSINESS

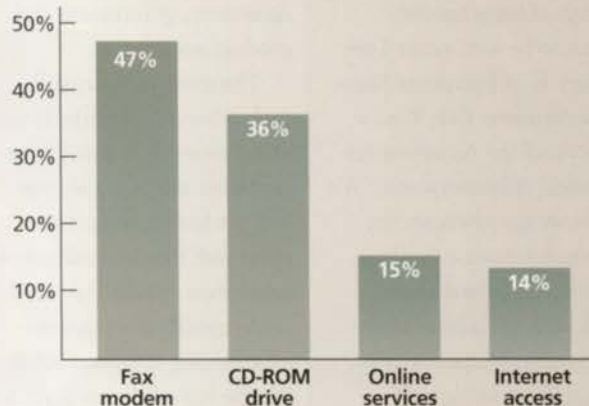


COMPUTER ACCESS

RESPONDENTS WITH COMPUTERS AT WORK



ACCESSORIES AVAILABLE TO THOSE WITH COMPUTERS



ates, Skillman, N.J. More than 450 golf course superintendents in the U.S. and Canada access supplier information and "chat" with their peers through TurfNet's magazine and online services.

"A forward-looking superintendent is doing himself a disservice in terms of professional development," says McCormick, "if he's not functionally proficient with a computer.

"If you have to, you should spend your own money and take your own time to learn how to use a computer. You're really lost today if you don't know the rudimentary basics."

The number of green industry organizations with online capabilities is expected to grow as trade associations go online, suppliers like John Deere begin to offer customer services and product information online, and the Environmental Protection Agency disseminates its reams of information via personal computers.

According to the Readex research, LM readers frequently use their computers to access technical/agronomic information (14 percent of all respondents), most of which is available through their state universities' computer systems. Eleven percent of our readers use computers to send and receive electronic mail ("e-mail"), and an additional eight percent use the computers to find out more about the products they use, including pesticide label information. E-mail use is more common among grounds managers at parks, schools and colleges (24 percent) than anywhere else in the green industry.

Labor changes

English-speaking males between the ages of 21 and 65 historically have comprised the bulk of the green industry workforce. But, according to some surprising numbers from Readex, that has changed.

A "traditional" labor force no longer exists in the green

NON-TRADITIONAL LABOR %

	GOLF COURSES	GROUNDS MANAGERS	LANDSCAPE CONTRACTORS	LAWN CARE	INDUSTRY AVERAGES
Non-English speaking	5.3%	2.7%	12.3%	5.6%	8.2%
Female	13.9%	15.9%	11.0%	9.5%	12.3%
Age 65+	7.2%	2.6%	1.7%	1.1%	3.6%
Students	30.1%	28.9%	22.9%	21.2%	25.8%
TOTALS	56.5%	50.1%	47.9%	37.4%	50.0%

industry: exactly half of all employees are either non-English-speaking, female, aged 65 or more, or part-time students.

Most (25.8 percent) are students. But non-English-speaking workers and female employees are showing significant gains. Almost one in eight people involved in the industry is female (12.3 per-

cent), and about one in 12 doesn't speak English (8.2 percent). Golf courses are the biggest employers of students (30.1 percent) and older people (7.2 percent), while park and school grounds managers have more females (15.9 percent) in their employ, and landscape contractors hire the most non-English-speaking workers (12.3 percent).

Labor, incidentally, is still the biggest cost of doing business in the green industry: paychecks use up four of every 10 budget dollars. Park and school maintenance is the most labor-intensive with 56.9 percent of every dollar spent on labor. Golf course labor stands at 47.0 percent, lawn care labor at 37.1 percent, and landscape contracting labor at 35.0 percent.

Contractor dollars

Readers of LANDSCAPE MANAGEMENT control more than \$25 billion every year.

The largest segment reached by this magazine is landscape contracting, with more than 20,000 readers. Not surprisingly, then, the landscape segment is the biggest in terms of dollars, too. Average landscape contracting revenues nationwide—from the Readex survey, projected to LM's landscape circulation—are \$11.9 billion.

Lawn care revenues projected to total LCO circula-

tion of 7,000+ is \$4.1 billion. Total operating budgets for golf course employees who read LM (nearly 17,000 of them) are about \$7 billion, and operating budgets for the nearly 5,000 grounds managers who read LM are projected to be about \$2.3 billion.

Not surprisingly, golf course superintendents are the best-paid readers of LM, with average annual salaries of \$54,100. Both landscape contractors and lawn care operators make about \$47,700 a year. Grounds managers, who average \$42,400 a year, however, can take heart: according to past LM surveys, they are the best-compensated market segment in terms of benefits and incentives.

The lawn care and landscape segments reported somewhat disappointing profit levels in 1995.

However, the companies that were profitable were *really* profitable. The 47 percent of landscape companies that reported profits averaged 17.4 percent, and the 54 percent of LCOs who reported profits averaged 19.3 percent.

Survey parameters

One thousand-seventy questionnaires were mailed to LM readers this past spring. The margin of error for percentages based on 613 usable responses (57% response rate) is ±3.9% at the 95% confidence level.

Responses were tallied, and are verifiable through, Readex, Inc., Stillwater, Minn.

12 ways to master the winds of change

1. View change as a challenge. Convert fear into energy.
2. Build commitment among employees.
3. Stay committed to your goals.
4. Know when to control—and when to let go.
5. Bounce back from setbacks.
6. Be optimistic.
7. Use humor to ease the tension.
8. Learn from your mistakes.
9. Maintain perspective, and deal with events in order of importance.
10. Tune the body with regular exercise.
11. Build your confidence.
12. Communicate, and help others to "master the winds of change," too.

—Source: "Business Beat," November, 1994