



Dave Dworsky

You might call **Dave Dworsky** a serial entrepreneur. For nearly 30 years, the owner of Dworsky Cos. has been buying, operating and selling a variety of service business. And since 1987, the Gardena, CA-based business has been evolving and providing customers with a variety of landscaping services.

Initially an interior plant business, Dworsky eventually sold that operation. “I then immediately ventured out in the business opportunity world and found a business that was synergistic with my old stable of clients and bought it, he says. “Through-out all the past business opportunities, I did learn the value of proactive, persistent and routine and consistent client communication. What illustrates this best is the client following and loyalty I have been blessed with through all my business transitions. Never have we forgotten them, nor have we ever taken anything for granted.”

INSIDE INFO

Company: Dworsky Cos.

HO: Gardena, CA

2010 revenue: \$16 million

Employees: 350 full-time

Keys to being a maintenance leader: We never have forgotten how we got to where the company is today. And that has been by taking care of the client and taking nothing for granted. We also maintain a flexible, resourceful and communicative company culture. We take care of our techs, our managers and our vendors. We also offer unique client programs to ensure client retention and commitment. The diversification of our client base, innovative operating and management technologies and the continuous challenge of management recruitment will continue to keep us at the forefront.

reduction is another challenge — and all this while maintaining reasonable margins will be difficult at best.

› **Regulations.** Local and state water restrictions make plant choices and grounds management difficult.

› **Costs.** Educating the client on the need to modify specifications is always a paramount. Insurance costs and the ‘statutory’ increases in Workman’s Compensation are always looming. Last but not least are the ‘expected escalations’ of oil prices and their impact on our fuel costs. We have to be competitive while being creative.

TRENDS

› **The environment.** Many trends today center on environmental consequences, like water management, the need for ‘smart controllers’ and the installation of drip systems, to mitigate inefficient water usage. Other examples of big industry trends are the installation of drought-tolerant plant materials and the goal of creating innovative plant designs to facilitate budget-reduced ‘discretionary’ plant replacement budgets.

› **Education.** Another trend involves continuing education and, for example, becoming certified in some of the key landscape component tasks such as irrigation auditing and effective, efficient irrigation design.

› **Diversification.** Besides our core landscape maintenance business, many companies are turning to other, ancillary services — offering their customers a bundle of service opportunities outside of the typical grounds maintenance tasks, like graffiti removal, environmental cleaning and sweeping services, to name a few.

OBSTACLES

› **Budget restrictions.** Some of the biggest obstacles facing our market are overall budget restrictions and reductions. Keeping pace with the client’s continuous requirement for a ‘good-looking’ project while coping with a major landscape budget

OPPORTUNITIES

› **Growth.** I believe there are a number of wonderful opportunities ahead of us for 2011. For those companies whose plans are to grow organically with the expansion of existing and new client opportunities, there are also a number of organizations with the financial flexibility, business creativity and management horsepower who will have the ability to acquire companies within their market regions as tuck-ins. There is a wide window of this type of opportunity for those who wish to consolidate operations with the prospects of growth while achieving the anticipated economies of scale. We have done three in the last two years, and we will hopefully do more in 2011.