

Just like the real thing

Before and after photos of the Cleveland Zoo. The old facilities were ugly bars and bare cages. The new quarters have creature comforts like trees to swing on, rocks to climb, and jungle foliage in the background.







The trees are constructed of fiberglas and cement over a steel frame (top). Behind the cages protected by heavy screen are the tropical plants (left).



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LANDSCAPE CONTRACTOR

DiSanto

nursery business. "Retailing is a whole different ballgame from contracting," says Dennis. "It's tough to control both successfully. You have to separate the books because one side might be eating up the profits of the other." He mentioned a case of a business in both retailing and contracting where the retail end was draining the profits of the contracting end. Cost accountants told the owner to phase out or sell the garden center and concentrate efforts on the contracting business. DiSanto sells a small amount of its plant stock to other landscapers in the area.

The advantage DiSanto has over many landscape contractors is the ability to do all types of landscape work from design to maintenance. Currently, 90 percent of the projects designed and constructed by Di-Santo are maintained by its crews during and after the guarantee period. It also can, and will, do any size job from maintaining a residential lawn to designing, constructing, and and small trucks are on three-year leases. Usually, DiSanto buys the vehicles at the end of the lease. Maintenance and repair costs were slightly more than \$40,000 in 1977. Di-Santo estimates that for every three pieces of equipment he has one piece in backup.

The company has the following equipment: aerator — 1 forklift — 1 tractor mowers — 12 push mowers — 30 rototillers — 2 tank trucks — 1 pickup trucks — 4 dump trucks — 2 vans — 3 tractors — 2 spray rigs — 3 cars — 5

Dennis has strong words to say about some of the equipment. "One of our biggest problems is equipment maintenance and repair. Not so much the trucks or tractors, main-

"When you spend \$3,000 for a mower and it's in the shop once a month at \$150 each time, you get frustrated."

maintaining the huge, two-level, indoor shopping center Randall Park Mall.

The comprehensive design/build/maintain approach is paying off for DiSanto. It is invited to bid on nearly every major landscape project in Northeast Ohio. And when quality is considered equally with price, DiSanto often gets the job. One side effect of emphasis on quality in design is the loss of public jobs due to the onesided price consideration of public bids.

Types of work subcontracted out by the company are large irrigation work, stone work, and hydroseeding. The company does most of its own patio and deck construction. Di-Santo does the rest with an in-season staff of 35 and an off-season staff of eight. In 1977, construction and maintenance each accounted for half the company's business. Very rarely does the company do only design.

Expenditures for equipment in 1977 totalled nearly \$45,000. All cars

ly cutting equipment. I just don't think the manufacturers have really addressed themselves to the landscape contractor who is using equipment six days a week. They are building equipment for the golf course and residential markets, not for the guys who are cutting millions of square footage.

When you spend \$3,000 for a piece of equipment and you have it in the shop more than once a month at \$150 each time, you get frustrated. The main problems are belts, pulleys, reels, chains, and adjustments. The local repair shops can't meet our needs nor can they provide overnight service. That is why we have backup equipment."

Disanto showed us an old Jacobsen estate mower. "They stopped making this mower two years ago. We thought it was a great mower and can't understand why they stopped making it."

"The manufacturers don't seem to realize that we load and unload mowers from trailers six or more times each day. You can't afford to leave equipment at a job site, it has to be transported." Disanto tries to impress upon his employees to take care of the equipment.

The company spent approximately \$30,000 for chemicals in 1977. "We do not carry tremendous inventories of chemicals because the products change rapidly within the market," DiSanto says. "We stock up for our spring application, reorder in June for our summer application, and order again in July and August for our fall application. We don't believe in tying up the money or space for a whole year's supply of chemicals."

Disanto's three divisions each have a different approach to advertising. The landscape division depends entirely upon word-of-mouth advertising. The lawn care division uses direct mail and Yellow Page display advertising. The interior landscaping division uses the Yellow Pages, local magazines, and something extra, a newsletter. The newsletter has proven very effective in educating the customer about the need for regular maintenance.

The interior landscape division, Interior Green, was created in 1975 when DiSanto was awarded the contract for a new mall in Akron, and in response to a growing demand by its customers for tropical plants. In 1977, the division's revenue exceeded \$200,000. DiSanto hired Carolyn Brown, who had experience with tropical plant care at the retail level, to help design and direct the division. Interior Green's latest achievement is providing both spectators and animals in the Cleveland Zoo's new primate center with a tropical environment. A unique design makes the animals appear in a jungle-like setting without the animals actually being near the plants. DiSanto worked with a firm to build cement and fiberglass trees for the monkeys and gorillas inside their cages.

Interior Green has not limited its services to large, commercial clients. It also serves residential, small commercial, and industrial offices with installation and maintenance of tropical plants. Maintenance service includes watering, fertilizing, pruning, pest control, and addition of seasonal flowering plants to add color. Malls, banks, department stores, and office buildings are Interior Green customers.

Interior landscaping presents new challenges to a landscape company, DiSanto says. "All your plant

material comes either from Florida or California. Transportation to Ohio is risky because of the delicate nature of the plants. To fill an order for one major project may require three or four different suppliers and three to four months to get the material.

'The important thing with tropical material is the lead time necessary to acclimate the plants to their new growing conditions. Without this adjustment period, during which the plants are shaded, and gradually adjusted to lower temperatures, and humidity, the plants' chance for survival is only 60 percent. Di-Santo claims that contracts are now beginning to require acclimatized material. "There are many things unknown about tropical plants and interior landscaping. It's a learning experience trying to keep these plants alive and healthy in a foreign environment."

Interior landscaping is also spreading into residential jobs. A few large homes are now being built or remodeled to accommodate tropical plants as a central feature.

The lawn care division, American Green Corp., incorporated in 1976, started primarily by making the lawn applications for existing maintenance accounts. Designed for the homeowner who does not wish a complete maintenance program, American Green applies herbicides, fungicides, and insecticides as a liquid spray and fertilizers in granular form. The firm also offers liming and a choice of liquid fertilization. Crabgrass preemergents can be mixed with the dry fertilizer and applied together.

The lawn care division uses vans which contain an 800-gallon tank for spraying and enough room for two tons of dry material. This system permits American Green to apply the various chemicals selectively, rather than using the same mixture for all accounts in one day.

As mentioned earlier, the company promises its customers, "only what your turf and trees need, and only when they need it." DiSanto and American Green manager Al DiSante (not DiSanto), have adjusted this policy slightly to align it with the lawn care customer's attitude. "The average lawn care customer is interested primarily in price and visible results with no headaches. They do not appear to care what you put on their lawn." To confuse the customer with a large number of decisions and prices can make selling difficult. The company is still very willing to discuss alternatives with an interested customer.

Three supervisors are certified chemical applicators. Although the company has eight year-round emplovees. DiSanto has made it a major goal for the next two years to find a way to employ all valued employees year-round. He is working on other ideas, like interiorscaping, to keep his employees busy in the winter.

One thing that has helped Di-Santo and other landscapers in Ohio is periodic meetings held by the state extension service during which contractors candidly discuss major problems. At one recent meeting a landscape contractor from Michigan discussed his business.

The company belongs to the Associated Landscape Contractors of America, Inc.; the Ohio Turfgrass Foundation; the American Horticultural Society; and the Ohio Nurserymens; Association.



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LADYBUG INDUSTRIES: MAINTENANCE SPECIALISTS

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Royal Palm Plaza in Boca Raton is maintained by Ladybug. Frank Timmon's Ladybug Industries landed its first commercial landscape maintenance job five years ago. The company now has three locations in Florida (Jacksonville, Fernandina Beach, and Boca Raton) and is grossing in the area of \$545,000 a year. The company performs only maintenance work, and some plant replacement and installation of annuals.

"We basically don't advertise. We have a quarter-page in the Yellow Pages, but for the last three years we've done no soliciting at all," says Timmons. "We've got a very good reputation in the cities and we're known for quality."

How does a company which doesn't advertise account for a 28 percent increase in business over the year before? "The bulk of our business is coming from good clients who have opened another facility or bought another piece of property, or are operating in another city and want us to look at that. I think word of mouth and reputation has contributed to our growth as much as anything," says Timmons.

The company has 37 full-time employees. "We shoot for \$9.00 to \$9.50 per man hour," Timmons says. "We bid a lot of our work on condominiums and apartments on a unit cost basis. This will run anywhere from \$5.50 to \$8.00 a unit per month, depending on the density of the project, how much mowing there is to do, and how much shrubbery and bed work there is. You can put a goodsized mower in there and mow like crazy. Get in and get out. Others are quite sophisticated in their landscaping and they are time consuming.

Ladybug Industries handles only about 15-20 customers per year. "We



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Ladybug Industries



Ladybug keeps the busy shopping center trim and colorful. It has numerous courtyards and tree-lined walkways.



don't have a tremendous number of customers," says Timmons, "we've just got good-sized customers."

Business for Ladybug Industries is seasonal to an extent. "We start cutting the crew down around the first to 15th of October," says Timmons. "Then we'll build it back up between the 15th of March to the 15th of May, depending on how the weather goes."

The company does fertilization and shrubbery spraying, in addition to other maintenance work such as mowing. At this time, all large areas of lawn spraying are subcontracted, though there are plans to add this service in the future.

Shrubbery spraying involves several different chemicals, says Timmons, but they are readily available and we don't maintain large inventories. "We do have enough on hand to do anything we want to when we need to do it. Right now, we spend annually \$5,000 to \$7,000 on chemicals and about \$30,000 to \$32,000 on fertilizers. We find that granular is better for our purposes."

Getting and maintaining good equipment seems to be a general headache for large-scale landscape contractors. Timmons echoes that sentiment. "The equipment that is available for landscape maintenance is either for the homeowner, or it's geared toward golf course operation. "We're much harder on equipment because we're mobile. We're loading and unloading either once, twice, even five or six times a day from a truck or trailer and it just gets used much harder. For example, we'll run an edger five to seven man-hours per day. The edgers that are available today are also those available to homeowners, where they might edge for an hour or two every two weeks. They just do not hold up.

Ladybug Industries probably spends \$40,000 to \$50,000 a year for new equipment. Approximately \$24,-000 to \$25,000 is spent annually for equipment parts and repair.

As far as equipment inventory, Ladybug Industries maintains one car, a four-wheel drive vehicle, six vans, and two pickups. It owns two Kubota diesel tractors (17½ and 22 hp), two 16 hp tractors, and a number of Toro Groundmasters for mowing. All equipment is owned. Other equipment includes about 35 push

Continues on page 62



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