

LANDSCAPE CONTRACTOR NEWS

Landscape clinic lays a path toward profit

The Landscape/Garden Center Management Clinic presented a new awareness of the 1981 meeting's theme, "Management — The Path to Profit," at its meeting held Feb. 1-4 at the Galt House Hotel in Louisville, KY.

Six hundred people, including 115 students, heard a variety of talks on new approaches to management for operators of landscape firms and garden centers. Daily educational sessions were complemented with buzz sessions each night. New officers were also elected for the two groups.

Many of the talks centered on personnel. Carl Jacobs of Shiloh Nursery spoke about "Selecting, Training, and Motivating a Landscape Staff;" Lew Van Buskirk discussed "Working the Fringes — Profiting Through Employee Benefits;" and a team of speakers focused on "Motivating Part-Time Employees to Full-Time Success."

"There is a lot more emphasis and interest on personnel now in management from a landscape/garden center point of view that one has to concern himself with," says Bob Fortna, director of publications for the American Association of Nurserymen. "As a result of this interest and modernization of landscape and garden centers, people are beginning to realize that update of personnel, cost control, and inventory techniques are very important."

Other topics at the clinic included "A Path to New Profits" by Joe Marsh, J&M Landscaping Maintenance Consulting, Inc.; "Sound Principles for Satisfying Profit — Analyzing and Applying Financial Information" by Dr. W.D. Downey of Purdue University; "Creative Thinking — Putting Creative Theory into Practical Application" by Terry Hinemean, Morris Massey Associates; and "Applying Operating Cost Statistics to Your Business" by a panel of experts.

The annual meeting is evolving even more into management, says Fortna. "In this industry, we have been neglecting business techniques. In this kind of economic climate, you have to be more precise and up-to-date."

New officers for the National Landscape Association elected at the meeting are: Gerald Harrell of Landscapers Unlimited, Houston, TX, president; and Joe Wayman of Forest Keeling Nursery, Elsberry, MO, vice president.

Elected to serve for the Garden Centers of America are: J.D. Causey of Causey's Garden Center, Wilmington, NC, president; Frank Akin of Akin's Nursery and Landscape Co., Shreveport, LA, vice president; and John Teas of Teas Nursery Co., Bellaire, TX, new director. John Horton of Horton Nursery Sales, Cleveland, OH, becomes the past president.

Contractors show good safety record

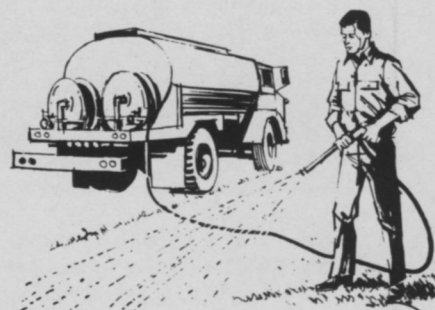
The landscape contracting industry has developed a remarkable record for safety over the last year, incurring only one time-lost injury for every 18,000 man-hours worked.

The incident rate for the industry was determined to be .056—defined as .056 injuries per 1,000 man-hours worked. This equates to one injury per 18,046 hours worked—one injury per 2,256 mean-days. The time-lost rate was determined to be .708 days lost (due to injury) per 1,000 man-hours—one day lost for 176 days worked.

This data comes from a survey of a representative sample of the industry that was conducted by the Associated Landscape Contractors of America in conjunction with the ALCA safety contest. The time span for the study ran from September 1, 1979, through August 31, 1980, with data reported monthly by contractors.

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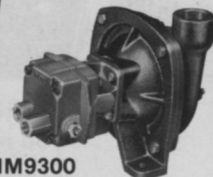
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GOVERNMENT

UPDATE

ALCA from page 8

economic computers were built for small industry, said Paul Ritchey of Gustin Gardens, Inc. Now it is a booming industry which should change much in upcoming years. It no longer takes a special computer operator to handle basic functions—payroll, general ledger, accounts payable/accounts receivable, and mailing lists—and secondary problems, such as generating statements and tax forms, word-processing, and analyzing value of services and personnel.

Sally Kujawa of Kujawa Enterprises, Inc. told her success story with a computer system and what guidelines to follow when purchasing one. These include knowing the software vendor and who he buys from, picking the type of software program for your particular needs, and getting a written agreement if you buy software from a different vendor than the hardware seller.

In a session entitled, "Learning to Live with a Computer (Marriage, Not Divorce)," a panel of industry representatives and contractors discussed the problems with a computer once you are engaged with one. "There is a direct correlation between top management's involvement and the success of a computer installation," said Frank Ross of Ross-Payne Associates.

Dale Saville, manager of computer operations for the J.P. Stevens Co., listed troubles from computer installation, which if not handled, could and have forced companies out of business. Yet it is inevitable that computers are here to stay. "Automate?" Saville asked. "Yes. People not doing it will be left behind. In this decade, those not involved will be gone."

Specialty workshops that ran concurrently dealt with marketing design/build, people development in maintenance firms, land reclamation, and task force, which discussed how landscape contractors and landscape architects could work together. Jot Carpenter of Ohio State University conducted a separate workshop on how to read design plans and how to design your own plans clearly.

New ALCA officers for 1981 are: Allen Keesen (Allen Keesen Landscape, Inc.), president; Ray Gustin III (Gustin Gardens Inc.), president-elect; David Pinkus (North Haven Gardens) and J. Landon Reeve (Chapel Valley Landscape Co.), vice presidents; Rodney Bailey (Evergreen Services Corp.), treasurer; and Irvin Dickson (Chem-Lawn), secretary.

EPA advisors recommend pesticide study

The Committee on Urban Pest Management of the National Academy of Sciences has recommended to the Environmental Protection Agency that it undertake "a comprehensive nationwide study of pesticide use in urban areas," including use and exposure of pesticides to professional and private applicators, as well as the exposure and effects of pesticides on others.

The committee stressed the need for special attention and regulation of non-agricultural pesticide use. It suggested grants to urban governments for the management of pests tied to enforcement of laws for pest management as a condition of funding. The committee recommended establishment of guidelines followed by regulation.

If put into effect, the regulations could provide needed funding for pest management technology. However, such regulations would add a second layer to the current regulations intended to cover both agriculture and urban pest control. They would also require personnel to enforce and manage.

Members of the committee included national experts in urban rodent control, insect control, public health, medicine, and law. The Environmental Defense Fund was also represented.

Fire ant program restored with pesticide

The recent conditional registration by EPA of Amdro, a bait product, has regained USDA support for aerial fire ant programs. Support was stopped in 1977 due to problems with mirex.

Seven southern states have indicated interest in aerial programs. North Carolina and Mississippi will conduct ground application programs with Amdro.

The imported fire ant has been found in nine southeastern states. It looks like an ordinary red ant but is aggressive and has a vicious sting when disturbed by humans or livestock. They create large colonies dependent upon worker ants to collect food. When the workers pick up the pellets of Amdro combined with soybean oil and corn grits and take them back to the colonies control approaching 98 percent is achieved.

North Carolina State University entomologist Charles Apperson has been tracking the spread of the ant in North Carolina. He says Amdro brought back to the colony kills the queen ant only. He expects a delay of two to three years before full registration is obtained. North Carolina farmers have reported soybean crop losses caused by the ants.

More funds available for small businesses

The Small Business Administration has acquired an extra \$200 million to lend through Local Development Companies for plants, buildings, and machinery. Terms are up to 25 years to pay and a \$500,000 ceiling. Details are available from local SBA offices.

IPM from page 8

1981 are: Walter Money, Guardian Tree Experts, president; Eric Haupt, The Haupt Tree Co., president-elect; Lee Lesh, Lee's Tree Surgeons Inc., vice president; Robert Mullane, Alpine Tree Care Inc., secretary; and Neil Engledow, Midwest Tree Experts, treasurer.

The arborists also dedicated an historic tree, a huge banyan. It was

growing at the Thomas Edison Home in Fort Myers.

COMPANY

Toro president leaves in major cutback

Toro, suffering from overcommitment to the snowblower market and two mild winters, released President Jack Cantu and three vice presidents. More than 125 salaried employees lost their

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CONTAINER ORNAMENTALS SOLVE PREPARATION AND MAINTENANCE WOES

By Gary A. Anderson, Chairman, Horticultural Industries Technologies Division, Agricultural Technical Institute, The Ohio State University, Wooster, Ohio.

As a result of efforts to minimize maintenance, many areas around club houses and public buildings lack the sparkle and zip of colorful annual flower plantings. The groundskeeper may justifiably point to compacted and nutritionally deficient soil conditions, poor drainage, and simply a lack of open ground as reasons for not experimenting more with annuals. In addition to that, one can usually add lack of experience in working with flowers. Once one has seen the dramatic difference that colorful flowers can make in the grounds and has experienced the satisfaction of working with the plants, he will be eager to continue and increase his horticultural expertise in this area.

A method of growing annuals that can completely circumvent dealing with the afore-mentioned problems is to grow the plants in containers. This allows one to start with a soil mix of his choice and avoid the long-term or costly process of modifying existing soil for vigorous flower production. It also introduces an element of flexibility that allows plants to be moved to more favorable light conditions for better growth, to protected areas in times of severe weather, and to focal areas for accent at special occasions. Plants in containers enjoy good air circulation which cuts down on disease infestation. Crawling pests may never reach them at all.

Container selection should be guided by a few growing rules as well as aesthetic considerations. A large container, over 3 feet in diameter, is easier to keep moist than a smaller one which dries out frequently. Outdoor container plants dry out faster than plants in the ground. Unless there is abundant rain, they need water almost every other day in warm weather. In hot sunny locations with drying winds, daily watering may be required.

Containers should also have drainage holes so that the soil will not become water-logged during times of heavy rain. If the soil mix is light enough and the container has drainage holes, overwatering will never be a problem. On the contrary, during times of heavy rainfall, it is easy to neglect plants under eaves and awnings that are not benefiting from that moisture.

Containers should be compatible with their surroundings. Concrete, stone, and terra cotta have an earthy appearance and suit many environs. Wooden boxes and tubs have widespread appeal. Fancy urns of metal or stone are exquisite and add to the Victorian feeling or other historic period decor.

Selection of flowering plants for container growing involves an evaluation of the plant's specific growing requirements. These conditions are basically the same as for growing the plant in the ground. If a plant that requires considerable sunlight to bloom, like geranium, is planted in a redwood tub and rolled to the north side of a clubhouse under an awning where the light intensity is greatly reduced, it simply will not flower profusely. By the same token, a fuchsia lover who is determined to hang this plant from a porch on the southwest corner of a building, will probably be disappointed when the hot sun and wind cause it to wither

and barely survive. The point is that we must select the right plant for the right place according to specific cultural requirements of the plant.

In the accompanying list are a number of plants that have reputations as good performers. Also there is a list of certain combinations of plants that combine well with each other because of their color, growth habit, texture, or degree of formality. Combination plantings are attractive and have the advantage of versatility. Plants that can perform best in the specific environment take over, while those that can't recede into the background. Since environmental conditions can vary considerably from location to location and are sometimes difficult to access accurately, this element of adaptability can result in great satisfaction to the groundskeeper.

Reliable Container Plants

For Sun

Ageratum
Geranium
Lobelia
Marigolds
Nasturtium
Petunia
Sedum
Sweet-alyssum

For Shade

Asparagus fern
Begonias, tuberous and wax
Browallia
Caladium
Coleus
Impatiens
Ivy
Lobelia
Variegated vinca
Viola

Suggested Specimen and Combination Plantings

Single specimen

Geraniums
Petunia
Tree form lantana, fuchsia, geranium, roses

Single specimen baskets

Donkey tail sedum
Fuchsia
Hanging Tuberous begonia
Ivy geranium

Mixed urns

Caladium, pink wax begonia, variegated English ivy
Coleus, mixed impatiens, browallia
Fancy leaved geraniums, ageratum, variegated vinca vine

Mixed hanging baskets

Blue violas, white sweet alyssum
Nasturtium, French marigolds, blue lobelia, blue ageratum
Ivy geraniums, asparagus fern, blue browallia

In general, more upright plants are selected for ground planters while cascading plants are used for hanging baskets, window boxes, and balustrade planters. However, vines and other hanging plants soften the edge of any container and are good choices to use around the edge of upright plants in containers that sit on the ground. Ivy, vinca, and asparagus fern are especially useful for this purpose and will not distract from the flowering plants being featured. When an urn is

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displayed on a pedestal it almost always needs some cascading plant material to enhance the display.

Containers of flowers can be planted in mid-spring and allowed to grow and fill out in a protected greenhouse environment before the danger of frost is over. If such space is not available, use plants grown in 4 or 6 inch pots for planting larger containers. Plants in small cell packs will take several weeks to fill out and are more susceptible to overwatering when they are first transplanted.

A main point to remember in planting a container is to not fill it too full of soil mix. Leaving from 2 to 6 inches as a reservoir at the top will allow water to soak down thoroughly and deeply rather than running down the outside of the container. A light soil mix of 1 part soil, 1 part peat, and part perlite will allow for good drainage. Complete watering keeps the root ball from drawing away from the container. If the soil becomes very dry, the root ball shrinks and water runs down the sides of the pot rather than in where the roots are.

Fertilizing on a regular schedule will insure continued development of the plants. A slow release

fertilizer mixed in the soil at the time of planting will benefit the plant throughout the growing season. Water soluble fertilizers applied once every other week are easy to use and stimulate plant growth. Many container plants deteriorate about mid season because they are nutritionally starved.

Watch the plants and observe their needs. For example, in sunny windy times more water is needed than on cool cloudy days, plants in unglazed containers dry out faster than those in wooden boxes; large containers hold moisture longer than smaller ones and plants close together shade one another and help to prevent excessive moisture loss.

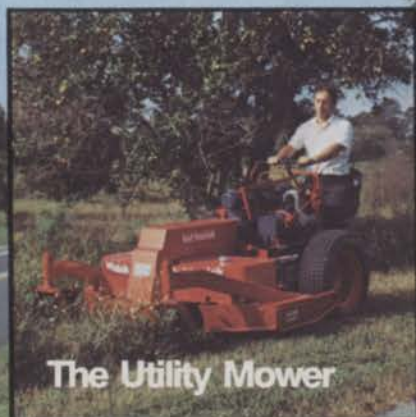
With container plants one doesn't have to wait a whole season to try new decorating schemes or improve the growing conditions. Baskets and tubs can be moved, if they aren't too large, to areas of greater or lesser light intensity or into an area protected from strong winds.

If you haven't tried container gardening, do so this year and enjoy the satisfaction it will bring to you and those who will appreciate your labors. **WTT**



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CONSIDER MATURE CHARACTERISTICS WHEN SELECTING BIRCH VARIETIES

By Douglas J. Chapman, Horticulturist, Dow Gardens, Midland, MI

Birch (*Betula*) is one of the most extensively used yet least understood trees found in the landscape today. One would guess that a clump white birch is incorporated into every landscape from the Northeast to the Midwest. Generally, birch prefer a high water table, well-drained soil, being found native near lakes, streams, and edges of swamps. The most widely used native birch include Sweet, River, Paper, and Gray Birch.

Sweet Birch (*Betula lenta*), of all the natives, is the most underutilized. Ultimately, in the landscape, it reaches 40 to 50 feet in height with a 35-foot spread. When young, it has a pyramidal habit of growth which, at maturity, is an upright oval. The summer foliage is a bright green. Fall color is an outstanding yellow, in fact, it is most colorful during the fall. The bark is a reddish-brown (cherry-like), that becomes scaly brown plates at maturity with a wintergreen odor. The preferred soil is a deep, well-drained soil, but Sweet Birch thrives under a variety of soil conditions, including sandy ridge with high water table. The most significant insect problem is Birch Skeletonizer with Bronze Birch Borer and Birch Leaf Miner of little importance. Diseases are inconsequential. In the landscape, this specimen tree is outstanding in naturalized areas of parks or commercial landscapes. It develops the most outstanding fall color of all birch.

River Birch (*Betula nigra*) has a native range from Massachusetts to Florida and as far west as Minnesota. It is usually found in moist, well-drained soils, being short-lived (100 years), early in plant succession, indicating it is an intolerant species, e.g., requires 50 percent or more sun. Although it prefers moist soils, it tolerates a wide range of conditions from moist to extremely dry and gravelly. This medium-sized tree reaches 40 to 60 feet in height with a 40 to 50 foot spread. It is pyramidal when young, becoming oval to round at maturity. The bark, when young, is cinnamon in color, exfoliating in sheets but, as it matures, is dark brown with deep plates. The summer foliage is a dark green with fall color being nonexistent. Its leaves fall early and rarely develop effective color. If you are looking for a medium tree with light bark, River Birch is effective for only 20 to 25 years and then must be removed (it is not a substitute for White Birch *B. papyrifera*). It is free of insect problems with anthracnose being the only significant disease. It grows rapidly and is a good specimen tree, multiple or single stem, for large-area landscapes, golf courses, or parks.

Paper Birch (*Betula papyrifera*) is a cold, Northern New England through Michigan tree. It will not tolerate a site or area where the mean daily temperature in July is above 70° Fahrenheit. Paper Birch is pyramidal when young, becoming an upright oval tree, 50 to 70 feet tall and 30 feet in width, at maturity, while holding lower branches clear to the ground. It must be pruned in August as it is a profuse bleeder in the spring. *B. papyrifera* should be pruned when branches are not more than two inches in caliper as it is a poor

compartmentalizer and heartwood rot is a real problem if branches larger than that are pruned. It thrives in well-drained soils with a high water table (swamps or river banks). If White Birch is grown in droughty soils, it soon loses vigor and succumbs to Bronze Birch Borer, its most significant problem. The brownish bark, when young, becomes a chalky white after five to six years, exfoliating in large strips. It is a good companion tree with oak and pine. The summer foliage is a dull green with fall color being a bright yellow. One must be aware there is a tremendous individual variation in the development of fall color. White Birch is an outstanding specimen tree or can be used in mass plantings, parks, and commercial landscapes. Often it is grown as clump birch for residential landscapes, but, one must realize, it will probably die within 15 to 20 years. Further, every spring, it should be sprayed for Birch Leaf Miner and, after the first 10 to 12 years, sprayed for Bronze Birch Borer.

Gray Birch (*Betula populifolia*) is native to New England and New York. It has a narrow, upright habit, reaching only 20 to 40 feet in height, at maturity, with a 10 to 20 foot spread. In the wilds, it is normally multiple-stemmed and suckers profusely from the roots, producing a thicket. Gray Birch thrives in sandy, infertile soil, wet to dry. The bark becomes a good

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Bark appearance can change with age in both color and texture.

chalky white but doesn't exfoliate. The wood is of little value but as a home landscape tree or small tree for golf courses or commercial landscapes, it is outstanding. It is often found associated with White Pine. It is susceptible to Birch Leaf Miner but is relatively resistant to Bronze Birch Borer. As with all native birch, it is damaged from salt spray (sodium chloride) or salt applied to the soil. Little pruning is needed or desired as, again, Gray Birch is a poor compartmentalizer and heartwood rot can be a problem.

European Birch (*Betula pendula*) looks like our native White Birch but is particularly susceptible to Birch Leaf Miner and Bronze Birch Borer. *B. pendula*, as reported by Kennedy and Nielsen, is so susceptible to these insect problems that it should not be planted in many Midwestern landscapes (Wisconsin, Ohio, Michigan, Illinois). When planted where it will survive, it will reach 40 to 50 feet in height with a 25 to 30 foot spread. The habit of growth is pyramidal, when young, becoming oval, at maturity, with pendulous branches. The tight white bark becomes marked, at maturity, with deep black fissures. Summer foliage is a glossy green with fall color being a poor dull yellow if it develops at all. It grows best in fertile soils. Pruning should be considered only during August as heartwood rot can easily be introduced when pruning. There are many cultivars of European Birch, but "Youngii" is the most outstanding and durable. Its one dominant characteristic, in addition to the pendulous habit, is no central leader.

Many Asian birches have been reported by Nielsen, Smith, and others to exhibit tolerance or resistance to Bronze Birch Borer. They include Monarch Birch, Japanese Birch, and "Szechuan" Birch. I am including them only in the hope that more will be tried throughout the Midwest.

Monarch Birch (*Betula maximowicziana*) reaches an ultimate height of 40 to 50 feet in the United States but in native Japan, it is often found over 100 feet in height. It has a round habit of growth with dense foliage. The leaves are dark green in summer with slight yellow fall color developing. It is rapid growing and displays good tolerance to urban conditions. The tight bark is a chalky white, similar to our native White Birch. Monarch Birch has been reported by Smith and Kozel as being resistant to Bronze Birch Borer. This tree is probably a hybrid, as it doesn't fit the classic taxonomic description. Nielsen, at OARDC, has recently reported true Monarch Birch species resistant to Bronze Birch Borer. Only time will tell if this resistance or tolerance holds up.

Japanese Birch (*Betula platyphylla japonica*) reaches 40 to 50 feet in height with a pyramidal habit of growth. The bark is a good clear white. The leaves are dark green in summer with little or no fall color. Dr. Ed Hasselkus, at University of Wisconsin, has reported this and "Szechuan" Birch as showing good resistance to Bronze Birch Borer. "In fact, when many other birches have died out, these two seem to continue."

"Szechuan" Japanese Birch (*Betula platyphylla japonica* "Szechuanica") is somewhat open when compared to Japanese Birch but maintains a good central leader. The leaves are a blue-green with fall color being nonexistent. Although this birch prefers moist soils, it seems to thrive when grown in turf and on dry sites.

When planting birch, one should remember they are relatively short-lived. Most *Betula* thrive in moist, well-drained, high-water table soils. Ranking from least susceptible to most susceptible to Bronze Birch Borer, they are Sweet, River, Gray, Paper, and European Birch. Pruning, when considered, should be done only in August. Birch is a profuse bleeder and poor compartmentalizer. Shigo has clearly shown that summer (August) is a good alternative and probably the prime time to prune trees which are known bleeders. Birch adapt well to our many conditions but due to Bronze Birch Borer, one should only use tolerant or resistant types. Further, nurserymen should inform the homeowner, *Betula* are relatively short-lived (25 to 30 years). Although there has been extensive work done on developing Bronze Birch Borer resistant trees by Nielsen and Smith at OSU, Cole Nursery in Circleville, Ohio, and Ed Hasselkus at the University of Wisconsin, only time will tell how these reported resistant trees will survive the landscape.

Birch can be a real asset in every landscape, but one should realize, first, they are relatively short-lived and require a high degree of maintenance. Further, Gray Birch is the smallest of all the birch, thriving on essentially sterile, sandy soils. Birch, in general, do not compete well with grass; therefore, planting with ground covers should be considered. And, lastly, high water table soils or frequent watering is needed if birch are to be kept healthy and free of Bronze Birch Borer. **WTT**



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The same developments working for contract maintenance of public parks and recreation areas (see October, 1980 issue) are promoting contract maintenance of industrial and institutional grounds. Every year, it is becoming less economic to assign permanent employees and owned equipment to this task. While no one can argue that industrial real estate is booming, it has been far more active proportionately in the past year than residential real estate. Industries not forced to relocate or to modify their sites still are faced with the maintenance problem.

The great virtue of industries as customers is that they pay their bills—promptly, if you provide a cash discount for early payment or cash penalty for late payment to give the money managers some incentive to cooperate. In this time of expensive money, you really can't afford to carry anyone more than 30 days without getting compensation. Some have found that adding a finance charge (late payment penalty) at 60 days has improved collections by 35%, an astounding improvement. An occasional big-city bank, well-versed in the value of money, takes 120 days to pay its suppliers—an unconscionable schedule, which no small contractor can afford to tolerate.

There is a great inertia in multi-layered industry. Once you get onto an industrial organization's payment schedule as a regular contractor, you really have to goof up to be taken off.

Regardless of location, industrial business can be year-round, if you're willing to get into snow removal or broaden your activities to include other cosmetic work such as window-cleaning (there are arguments for and against such diversification; before committing yourself and your money, you must be certain that you really want to expand in the given direction and that you can do so profitably).

Empire-Builders Present Problem and Opportunity

Despite the advent of computers and the elevation of management to an academic "science," industrial decision-making is still largely subjective. An executive will make a decision because it strengthens his own position and not necessarily that of the company, although sales pitches always must be made in terms of benefits to the company.

In general, it is best to make contact with an industrial prospect on as high a level as possible, while acknowledging the prerogatives of lower-ranking decision-makers. This takes a good feel for politics.

Check with Purchasing First

The contractor in any event must clear with the purchasing agent or director of purchasing to be qualified as a supplier. Without this official stamp of approval, the prospective supplier won't get anywhere, regardless of other contacts.

It's the purchasing agent's job to determine that you can perform the work you wish to undertake. In most cases, he'll have his own set of questions, but it won't hurt you to have a capabilities brochure at the ready to leave with him, detailing your specific experience, your equipment, some of your other clients and customers (with their prior permission), and several financial references. You may not have to go as far as presenting profit & loss statements, but you will have to show you're stable and accepted by the community.

But Purchasing May Not Requisition Your Services

The decision to hire you as a contractor in place of payroll employees or your competition will probably not be initiated by purchasing, unless the company is small and the executive in charge of purchasing customarily handles building and grounds.

The requisition may come from plant engineering or from the plant superintendent's office or from the security department (where security is given a general responsibility for the exterior) or from a foreman or gang leader of some kind or from industrial relations or from community relations/public relations. Each manager interested in the plant's grounds may have a different axe to grind, and the axes do not all swing in the same direction. Certainly an equipment foreman charged with outside work is not going to reduce his own responsibilities and operating budget.

Investigation is Needed

There's really no shortcut to checking out an industrial prospect. If you know nothing about the company, perhaps you can get some good information on the decision-making people from the switchboard operators. This source has been recommended by plant engineers themselves, and it's been confirmed by this column. On one occasion, a switchboard operator stayed with the caller 15 minutes to track down a name and then called back long distance with a correction (there was a time deadline, whose importance the op-

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PRODUCT	"APPARENT" EROSION RATE (Soil Loss)	
	Pounds/Minute*	Equivalent Tons/Acres/Hour
CONWED HYDRO MULCH 2000 FIBERS Mulch applied at 1600 pounds per acre	0.14	2.35
AVERAGE OF OTHER MULCHES Mulch applied at 1600 pounds per acre	0.96	16.08
BARE SOIL (control plot)	1.99	33.34

*Testing was done on a 2:1 slope. After soil preparation, the plots were seeded and mulched in one operation and allowed to lay overnight. Simulated rain controlled at the rate of four inches per hour was applied until a targeted deterioration of the surface occurred. Product effectiveness was evaluated by "apparent" rate of erosion which was calculated by dividing the total time until deterioration by the weight of the material eroded.

This natural wood fiber mulch is **premixed** with a highly effective soil stabilizing tackifier for convenient **one-step application**. It's ideal for hydraulic seeding everything from front lawns to strip mines. And, once it's down, Hydro Mulch 2000 fiber enhances germination by protecting seeds from temperature fluctuations and evaporation of soil moisture.

So, when your reputation is riding on each job, use Conwed Hydro Mulch 2000 fiber, for a job that's done right the first time.

For information, write Conwed Corporation, Fibers Division, 444 Cedar Street, P.O. Box 43237, St. Paul, Minnesota 55164. Or phone (612) 221-1190.



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erator recognized). Again the purchasing agent may be helpful if he likes your presentation.

While institutions resemble industries in many respects (and public utilities have many of the characteristics of both), the lines of decision-making power are by no means as muddled. There is usually a vice president or administrative assistant with specific responsibilities for buildings and grounds to whom you can go directly—after you've been okayed by purchasing.

Retired Salesmen Make Good Fact-Finders

You're faced with this paradox: you have to develop new business but you simply don't have the time to do any digging (beyond scheduled jobs!).

Some small companies are using retired salesmen to good advantage—particularly salesmen who have retired from an organization in the field. Often these seniors have extensive personal contacts and back-grounds. If they don't have the information, they can get it quickly. Most of them are anxious to keep their hands in. It's usually possible to get them on a part-time basis at a reasonable hourly wage. They really don't mind having to sit in an executive's office for awhile, because the busy-ness stimulates them.

With Industry, Capability Beats Price Appeal

It would be silly to say that price has no appeal to industry. Of course, industry wants a good price (even in those cases where it may have developed a big project budget for other reasons than economy). But industrialists say to a man that they are more interested in trouble-free service than in price. And it makes sense; they have enough to do without worrying about the plant or office building site every couple of weeks.

The people who make industrial decisions have a good grasp of costs (this is not always true of institutional decision-makers). They can often tell when you're quoting too low to get the job done.

Don't do it. Quote a price that will cover all your costs (including replacement of any owned equipment and adequate insurance coverages) and yield you a profit sufficient to keep you interested in doing your work. Chances are it will be easier to sell this price than one which makes no financial sense. Preparing bids and estimates is far too complex to cover at the end of a single column, but we'll try to chew into it next month.

WTT

