



**Joe, why is it important to have a fungicide that will work against a lot of different fungus diseases?** "At any given time, conditions may be right for three or more different fungus diseases. And others may be dormant in your turf, waiting for conditions to change. You never really know what you'll be up against next."

**What makes Fertilizer Plus Fungicide VIII so special?** "It's a broad-spectrum fungicide—among the broadest on the market, in fact. It handles dollar spot, brown patch, leaf spot, red leaf spot, and pink snow mold. And it's a double-barreled weapon against disease: it works first on contact for quick action, then systemically for additional protection."

**Sounds like that would be helpful to any turf manager.** "Sure would. It makes things a little handier—you don't have to pick and choose from among several products for the best treatment."

**What about follow-up outbreaks of those diseases?** "You don't have to be as concerned about future disease problems, because Fertilizer Plus Fungicide VIII does more than just cure. It's also effective as a preventative."

**How often should you apply it?** "Every 10 days to 3 weeks, depending on the severity of the disease pressure."

**Won't that be too much nitrogen?** "No. At the recommended application rates, you'd be using a modest amount of nitrogen consistent with the development of quality greens."

**How does the price compare with other alternatives?** "The pricing is very competitive. Considering that the alternative is normally a combination of products—which may even call for different methods of application—I think a lot of turf managers will end up saving money with this fungicide combination."

**For more information about Fertilizer Plus Fungicide VIII, call your ProTurf® Tech Rep. Or call Scotts® direct at 800-543-0006.**

## "Economy and broad-spectrum action will make this one of your most powerful weapons against turf disease."

Joe Bell, Scotts Research project leader (Turfgrass Fungicide R&D), talks about new Fertilizer Plus Fungicide VIII.

Circle No. 172 on Reader Inquiry Card



# NEW TURF BLAZER II



**INTRODUCING NEW GENERATION OF DIRECT DRIVE ROTARIES**



**CHOICE OF THREE  
WATER-COOLED ENGINES**



**SIMPLE, EFFICIENT DIRECT DRIVE**

The TURF BLAZER II, designed to be a highly productive, mowing machine in a variety of mowing conditions, yet gentle enough to groom the finest lawn.

**SELECT** the KUBOTA engine to fit your needs.

Choose the 4-cylinder 22HP diesel, the 3-cylinder, 16.5 HP diesel or the 3-cylinder, 21 HP gas. ALL engines are water-cooled.

A new direct drive system to the cutting deck eliminates PTO belts. This direct drive system assures maximum power transfer to the deck. NO belts means NO belt wear and no slippage.

Choose a 48", 60", 72" or 82" deck. These side-discharge rotaries allow close trimming and uniform discharge of clippings.

**DON'T WAIT!** Contact your Local HOWARD PRICE distributor for a demo on your turf.

Circle No. 220 on Reader Inquiry Card

Manufactured by



18155 Edison Avenue  
Chesterfield, Mo. 63017

# THE PRODUCTION MACHINE

"HIGH CAPACITY, ECONOMICAL, HIGH-FLOATATION"



## TURF BLAZER 727 - 104

That's how this machine has been designed! The mammoth 104" appetite affords you 31% higher capacity than a standard 72" unit. With a 60" mower out front and two hydraulically operated wings, we have eliminated the application of long, troublesome belts and assured you of picture perfect flotation over berms and undulations.

Add to this a field tested, 4-cylinder water-cooled, 40 HP diesel engine in conjunction with hydrostatic transmission and you have a machine which will maximize your return on cost of acre cut!

Contact your local HOWARD PRICE distributor for a demonstration on your turf.

Manufactured by



18155 Edison Avenue  
Chesterfield, Mo. 63017

Circle No. 165 on Reader Inquiry Card

# PIONEERING PROFESSIONAL

Two words characterize George Thompson: 'pioneer' and 'professional.' He's not afraid to try something new, but whatever it is, it reflects positively on his golf course.

By Hal LeSieur



George Thompson, superintendent at the Country Club of North Carolina keeps the course in good shape despite some "testy" holes.

**H**e's a bigger man than he looks. George Bernard Thompson, superintendent at The Country Club of North Carolina, is unassuming in appearance.

Wearing an ordinary cap, this 48-year-old father of four could easily be mistaken for a Scoutmaster leading a weekend camp-out. Yet Thompson is not only a natural leader, but an acknowledged golf course and turf specialist.

"He's always trying for something new, whatever might do a better job on his course," says Jerry Gerard, president of the Mid-Atlantic Association of Golf Course Superintendents. "George emanates professionalism."

That professionalism may result from years around the game. Thompson started golf as a 10-year old caddy, in western Massachusetts, when he was "no larger than the golf bag."

There, his grandfather reigned as the top horticulturist at such estates as the Firestone and Reynolds families. His uncle worked for the National Park Service for 35 years. His aunt was a landscaping authority.

When George Thompson accepted his promotion to the 36 holes of The Country Club, he became responsible for maintaining a deceptively beautiful course.

## A testy course

Giving a peaceful exterior appearance—characterized by pines, rolling hills and beautiful lakes—this naturally-elegant course has many testy holes. Many top golfers have played there, including Arnold Palmer, Jack Nicklaus, Gary Player and DeWitt Weaver. Other celebrities who have golfed there include Bing Crosby, Les Brown, Glenn Campbell, Ray Bolger, Andy Williams, Guy Lombardo and Miami Dolphins coach Don Shula.

Thompson has had the duty to prepare the club's Robert Trent Jones course for the prestigious 1985 Southern Amateur and the 1984 Carolina Amateur tournaments. He was an early pioneer, introducing hybrid



Nothing fights fungus better.

Bayleton.

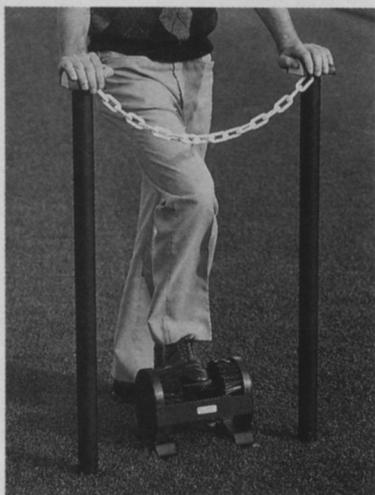
It strikes gently, but with long-lasting power against powdery mildew, rust, flower blight and leaf blight. BAYLETON fungicide. Keeps the world safe for ornamentals.

Mobay Corporation, Specialty Products Group, Box 4913, Kansas City, Mo. 64120



Circle No. 149 on Reader Inquiry Card

BAYLETON is a Reg. TM of Bayer AG, Leverkusen. 6-2255



## SCRUSHER

Scrapes 'em and brushes 'em... the new better way to clean spikes and shoes.

The Scrusher is a must around heavy traffic areas like the clubhouse, locker room entrance, or pro shop. It keeps dirt in its place — outside!

The Scrusher is a heavy duty brush that cleans spikes and sides of the shoe at the same time. The lower brush has three rows of stiff nylon bristles to thoroughly clean spikes. Spaces between the rows of brushes allow grass and dirt to fall through and help keep brushes free from clogging. Side brushes are softer nylon bristle that won't scratch shoes. All brushes are replaceable. Can be mounted on turf or concrete.

**STANDARD**  
**GOLF** ProLine

Standard Golf Company  
Box 68  
Cedar Falls, Iowa 50613  
(319) 266-2638

See Your Local Standard  
Golf Distributor

SG-148

ryegrass developed by Rutgers and Penn State universities into the Washington area.

The water-surrounded 16th hole displays Thompson's pride and joy: an attractive laminated yellow pine arch bridge, built by Thompson, his staff, his former boss—and two cranes.

The course is noted for its canopy of dogwoods, rhododendrons, hollies, magnolias and cedars under long-needle pines.

### The Bard

Thompson is also a writer, as revealed by his latest paper "A Yankee's Perspective on Overseeding." Thompson addressed the 25th Virginia Turfgrass Conference last year, revealing how his perspective on overseeding has changed dramatically since moving 250 miles south, from Maryland to North Carolina.

"I couldn't wait to seed into fairways in late August when I worked in Maryland, because the rye was the answer to a good many of our fairway problems in the transition zone," he says now.

### Good competition

New rye competes with poa annua in the fall, he says, masking spring dead spot, and persisting well into the summer, especially with chemical treatment to control fungus, insects and weeds.

But "the summer problems can be devastating further south."

So now Thompson, like other superintendents who manage golf courses from Virginia Beach south through the Coastal Plain and Piedmont sections, has almost exclusively bermudagrass fairways.

Rye is only a cosmetic over tight-knit hybrid bermuda, and playing characteristics are seldom good. Dormant bermuda makes an "excellent playing surface which golfers can learn to like and even prefer," Thompson explains.

He admits that some Northerners are happy only when playing off green grass, regardless of season. "Most North Carolinians don't mind, even though our bermuda goes dormant until the third week of April.

"I could probably do intense fairway management here, if cost were no object, but I tend to try and work with Mother Nature."

By this Thompson means that if it doesn't rain for a month, he expects a high fairway crown to turn "a little brown" until it rains again.

Still, he was delighted finally to get two inches of rain in May 1986, after a two-month drought with six to eight

inches below normal rainfall for the year to that date.

"I'm not as relaxed as the Scottish greenkeepers are about turf," explains Thompson. "In Scotland, they don't even have fairway irrigation. If it doesn't rain all the fairways go dormant and turn brown and no one seems to worry about it."

Thompson's ultimate goal (in North Carolina) is not to oversee any fairways. "This may never happen, but we hope it does," he concludes.

George Thompson is noted for his concern for fledgling superintendents from his alma mater, Stockbridge School of Agriculture. Every year for 23 years, Thompson has taken an additional placement student under his wing for an intense five-month internship.

### Turf for life

Thompson lost his father, a mechanic, when only 15 years old, but not before he learned to appreciate mechanical equipment.

Thompson graduated from the first turf school in the United States, the University of Massachusetts. To this he has added the C.G.C.S. certification and state licenses as a ground and aquatic pesticide applicator.

He held the president's job for both the Greater Washington Association of Golf Course Superintendents in 1971 and the Mid-Atlantic Association in 1972.

Although too pressed since his arrival in Pinehurst, N.C. to do much more for his industry, Thompson has also been an officer in both the Maryland Turfgrass Council and the Turfgrass Council of North Carolina. As if all this were not enough, he was named Mid-Atlantic Superintendent of the Year.

Like so many other superintendents, Thompson is a frustrated golfer. "I'm not playing much, although I love golf and should play once in awhile."

Feeling that he owes his employer and members an intimate knowledge of the club's turf, which playing golf enhances, Thompson admits that he still feels guilty when out on the course. "But you don't relax on your own course," he says.

In his final remarks to the 25th Virginia Turfgrass Conference, Thompson offered this prophetic bit of advice: "Every golf course is unique and it takes a unique superintendent to interpret members' philosophies, ideals and objectives. You are the person who must produce the end product with the amount of dollars allocated and translate all of it into a pleasurable golfing experience." **WT&T**

# QUALITY WORK AT OUR END MEANS QUALITY WORK AT YOURS.



The Melroe Company insists on maintaining the highest standards of quality in design and manufacturing in their versatile Bobcat loader line. Like groundskeepers and landscapers, we demand high quality materials and workmanship, and that goes into every machine we build. Even with those stringent requirements, we supply you with a top quality loader at a competitive price.

That quality is reflected in ever-increasing demands for Bobcat loaders and attachments by groundskeepers and landscapers in every segment of the landscape and grounds maintenance industry. Bobcat durability, ease of operation and maintenance, comfort and safety, parts and service reliability, and a strong dealer support network, give you job performance that can't be equaled by any other loader.

The Melroe Company's dedication to building quality machines is your assurance of value and performance. Landscapers and groundskeepers have learned to rely on Bobcat quality to help build their own business on that same reputation.

***Quality work - we're in it together!***

**MELROE** COMPANY  
  
A BUSINESS UNIT OF CURR EQUIPMENT COMPANY

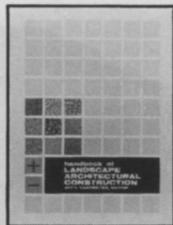
112 North University Drive • Fargo, North Dakota 58102

Circle No. 144 on Reader Inquiry Card

  
**bobcat**<sup>®</sup>

MARCH 1987/WEEDES TREES & TURF 107

# BOOKSTORE



**345 - COST DATA FOR LANDSCAPE CONSTRUCTION 1987**  
*Kathleen W. Kerr, Editor*  
 An updated unit cost data reference for designers and cost estimators. Developed to fill the tremendous need for detailed landscape construction cost data. Laid out in easy-to-use CSI format. Annual **\$32.00**

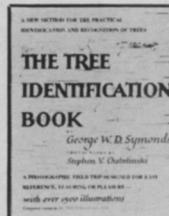
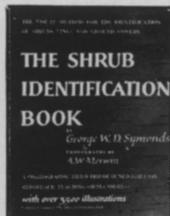
**350 - HANDBOOK OF LANDSCAPE ARCHITECTURAL CONSTRUCTION**  
*edited by Jot Carpenter*  
 A practical how-to reference on landscape construction. Published by the Landscape Architecture Foundation, the book carries the expertise of more than 25 landscape professionals. **\$45.00**

**300 - LANDSCAPE DESIGN: A PRACTICAL APPROACH**  
*by Leroy Hannebaum*  
 Geared for the commercial designer/salesperson, this is a one-stop guide to the landscape design process. Covers the entire highly competitive field including design analysis techniques, pointers on land forms, specialized business landscaping methods, environmental design guidelines, specifications, estimations, bids. **\$33.95**

**370 - LANDSCAPE OPERATIONS: MANAGEMENT, METHODS & MATERIALS**  
*by Leroy Hannebaum*  
 An in-depth examination that combines technical training in landscape science with methods of accounting, business management, marketing and sales. Discusses effective methods for performing lawn installations, landscape planting and maintenance. Step-by-step accounting calculations are explained in simple terms. **\$31.95**

**365 - LANDSCAPE PLANTS IN DESIGN**  
*by Edward C. Martin*  
 An annotated photographic guide to the design qualities of ornamental plants and their aesthetic and functional use in landscape designing. Over 600 trees, shrubs, vines, ground covers and turfgrasses are described in nontechnical language. Over 1900 photographs. Provides a basis for selecting the best plant materials for any particular use in landscape design. Contains detailed indexes that provide quick reference to particular design qualities and growing conditions. **\$55.00**

**375 - RESIDENTIAL LANDSCAPES**  
*by Gregory M. Pierce*  
 An excellent reference for individuals involved in the design and development of plantings and construction features for residential sites. Illustrations and actual residential case study examples are used to communicate graphic, planning and design concepts which are the focus of this text. **\$36.95**



**665 - ARBORICULTURE: THE CARE OF TREES, SHRUBS AND VINES IN THE LANDSCAPE**  
*by Richard W. Harris*  
 Provides comprehensive coverage of complete planting, site analysis, preparation and special planting methods, fully detailed coverage of fertilization, irrigation and pruning guidelines on preventative maintenance, repair and chemical control, how-tos of diagnosing plant problems, practical data on non-infectious disorders, diseases, insects and related pests and pest management. **\$47.95**

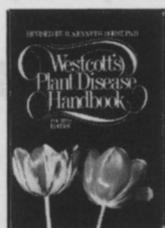
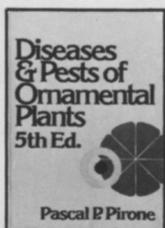
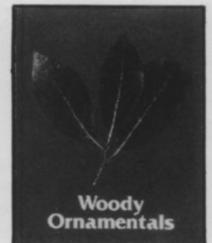
**720 - SHRUB IDENTIFICATION**  
*by George Symonds*  
 Pictorial key to identify shrubs. Contains more than 3,500 illustrations to check specimens. Popular and botanical names are given for each shrub and handy index tabs for quick reference. **\$12.95 paperback**

**750 - TREE IDENTIFICATION**  
*by George Symonds*  
 Pictorial reference to identifying trees by checking leaves, buds, branches, fruit and bark. Like its sister publication, SHRUB IDENTIFICATION, popular and botanical names are listed with index tabs for easy reference. **\$14.95 paperback**

**760 - TREE MAINTENANCE**  
*by Pascal Pirone*  
 The fourth edition of this guide for anyone involved in the care and treatment of trees. Special sections on tree abnormalities, diagnosing tree troubles, non-parasitic injuries and assessing the suitability of different trees. **\$49.95**

**565 - WEEDS**  
*by Walter Muenscher*  
 Second edition. Premier text for identification and basic natural history for seeds found in the continental United States and Canada. Ecological data on weed biology combined with excellent keys and plant descriptions make this an essential reference book. **\$39.95**

**405 - WOODY ORNAMENTALS**  
*by Partyka, Joyner, Rimelspach, Carver*  
 Illustrates plant identification characteristics. Organized in two basic sections: plant identification and plant disorders, this text utilizes 430 color photos, 430 line drawings and 45 black and white photos to simplify identification. **\$32.50**



**410 - DISEASES & PESTS OF ORNAMENTAL PLANTS**  
*by Pascal Pirone*  
 This standard reference discusses diagnosis and treatment of diseases and organisms affecting nearly 500 varieties of ornamental plants grown outdoors, under glass or in the home. Easy to understand explanations of when and how to use the most effective fungicides, insecticides and other control methods. **\$34.95**

**690 - INSECTS THAT FEED ON TREES AND SHRUBS**  
*by Johnson and Lyon*  
 Essential information for identifying more than 650 insect pests and the injuries they cause. More than 200 color illustrations. **\$49.50**

**570 - WESTCOTT'S PLANT DISEASE HANDBOOK**  
*by Kenneth Horst*  
 This fourth edition offers professionals the latest diagnostic and disease control information. Plant entries designed to simplify diagnosis, plus background on the classification of plant pathogens. This handbook gives a specific description of each disease, susceptible plants, specific symptoms of the disease, reported locations and control measures for each disease and their side effects. **\$41.95**

# BOOKSTORE

## 010 - ADVANCES IN TURFGRASS PATHOLOGY

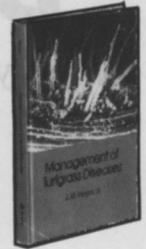
by Joyner and Larsen  
Leading U.S. turf pathologists report on turfgrass diseases, pythium blight, snow molds, fairy rings, leaf spot of Kentucky bluegrass in Minnesota, initial and field fungicide screening, turfgrass disease resistance, etc. Contains new ideas on how to combat turfgrass problems. **\$27.95**

## 220 - CONTROLLING TURFGRASS PESTS

by Shurtleff, Fermanian, Randall  
New comprehensive guide provides the most up-to-date information available on the identification, biology, control and management of every type of turfgrass pest. Covers weeds, insects, animal pests and diseases in detail. Also provides information on cultural management practices: the establishment, care and renovation of low-, medium-, and high-maintenance turf areas. 50 color and 400 black and white photographs. **\$27.95**

## 654 - MANAGEMENT OF TURFGRASS DISEASES

by J.M. Vargias  
Identifies turfgrass diseases by description and illustration. Includes a holistic approach to healthy turf and lawns. Presents practical management strategies for golf courses, lawns and athletic fields. 204 pages, illustrated. **\$26.70**



## 615 - TURF MANAGEMENT FOR GOLF COURSES

by James Beard  
Written by an eminent turfgrass researcher, this USGA sponsored text is an ideal reference and "how to" guide. Details all phases of golf course design and construction, turf management, course administration, irrigation, equipment and disease and pest control. Fully illustrated. **\$52.75**

## 620 - TURF MANAGEMENT HANDBOOK

by Howard Sprague  
Practical guide to turf care under both healthy and poor turf conditions. Chapters cover turf in cooler and warmer regions, fertilizer use, regular turf care, weed and disease control and special turf problems. Useful seasonal schedules for management of turf areas. **\$19.00**

## 110 - TURF MANAGERS' HANDBOOK Second Edition

by Daniel and Freeborg  
ENTIRELY UPDATED. A practical guide for the turf practitioner. Chapters on grasses, growth regulators and diseases have had extensive modification. Innovations resulting from research and practice have been added to reflect the current techniques available for turf managers. Offers recommendations for effective turf protection through integrated pest management. Included are alternate plans for providing and improving safe, uniform turfgrass for sports fields. Outline format plus newly added index make this new edition easier to use and a more comprehensive approach to turfgrass science. **\$32.95**

## 225 - TURFGRASS MANAGEMENT

by A.J. Turgeon  
Revised edition. Covers the latest developments in turfgrass science and technology. Heavily illustrated with dozens of new drawings. Provides specific recommendations for applying the newest pesticides, fertilizers and other materials to combat turfgrass problems. A valuable reference for diagnosing problems and determining their causes. **\$32.95**

## 630 - TURFGRASS: SCIENCE AND CULTURE

by James Beard  
Comprehensive basic text and reference source used in many leading university turf programs. Includes findings of current research compiled from more than 12,000 sources. **\$34.95**

## 640 - TURF IRRIGATION MANUAL

by James Watkins  
A guidebook for engineers, architects, designers and contractors. Keeps pace with the latest developments in turf and landscape irrigation. Specific chapters devoted to rotary sprinkler design systems. Golf course design systems and expanded engineering and reference material. **\$23.95**



## 800 - THE GOLF COURSE



by Cornish and Whitten  
The first book ever to give the art of golf course design its due, and golf course architects the credit and recognition they deserve. 320 pages and 150 color and black and white photographs. Traces the history and evolution of the golf course, analyzes the great courses, shows how they were designed and constructed. **\$35.00**

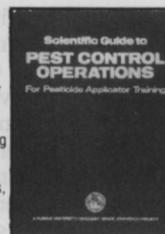
## 510 - HORTUS THIRD

from Cornell University  
A 1,300 page concise dictionary of plants cultivated in the United States and Canada. A reference which every horticulture professional should have. **\$125.00**



## 635 - IRRIGATION PRINCIPLES AND PRACTICES

by Hansen, Israelsen, Stringham  
A new fourth edition of this highly successful textbook presents essential concepts pertaining to water conveyance, application, storage in the soil and use by plants. Basic underlying principles that govern irrigation practices are stressed. **\$57.00**



## 125 - SCIENTIFIC GUIDE TO PEST CONTROL OPERATIONS

by Truman, Bennett, Butts  
Provides a sound basis for studying the technical aspects of pest control. Covers pesticides, safety, health and environmental concerns, equipment, flies and mosquitoes, rats and mice, birds and much more. **\$35.00**

Mail this coupon to: Book Sales  
Harcourt Brace Jovanovich Publications  
One East First Street, Duluth, MN 55802

Name \_\_\_\_\_  
Street Address \_\_\_\_\_  
P.O. Box Number \_\_\_\_\_  
City/State/Zip \_\_\_\_\_  
Phone Number (\_\_\_\_) \_\_\_\_\_  
Purchase Order Number \_\_\_\_\_  
Signature \_\_\_\_\_ Date \_\_\_\_\_

Please send me the following books. I have enclosed payment\* for the total amount.

Please charge to my Visa, MasterCard or American Express (circle one)

Account Number \_\_\_\_\_ Expiration Date \_\_\_\_\_

BOOK NUMBER AND TITLE	QUANTITY	PRICE	TOTAL PRICE

\*Please add \$3.00 per order plus \$1.00 per additional copy for postage and handling.

(postage & handling)

Please allow 6-8 weeks for delivery.

Prices subject to change.

Quantity rates available on request.

Total Enclosed \_\_\_\_\_

WTT

# DIVERSIFIED SERVICES

Does your landscape contracting company need more revenue? Before you decide to diversify your business, consider these points.

by Rudd McGary and Ed Wandtke

**T**he landscape contractor's desire to find more capital often results in a wide range of additional revenue-generating options. Four issues need to be addressed before you undertake a new business venture.

**1. Define the target customers to whom you have been most successful in offering your services.** In order to do this, you will need to answer the following questions: "Where has your company gained its reputation in the market?", and "What is your competitive position in the market?"

By knowing the segment of the market in which you have been successful, you can better decide what additional diversification will complement your current position.

**2. What technical and business skills does your company possess?** You should assess both the management and employees that you have on the payroll full time. Identify specific skills and voids in the company.

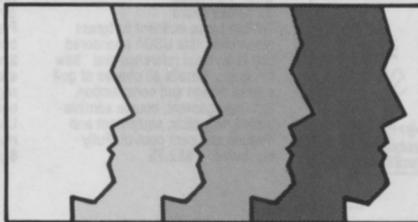
**3. What equipment do you currently have and how much is it utilized?** Is the equipment more suited for residential or commercial work?

Many companies acquire equipment unique to specific jobs and then forget they have it. Some firms don't even keep inventory records of this equipment and thus have to repeatedly purchase new equipment each time a job calls for its use.

**4. Where is the market opportunity most likely to be over the next five years?** This can have a geographical answer or be answered by determining the type of services or products that your customers will be most likely to purchase from another firm with your expertise.

The answers to these questions will help you define where your strengths and opportunities are. This will guide you in determining if you should direct your additional services toward residential or commercial cus-

## MANAGEMENT



## IN BUSINESS

tomers. (Although the direction may not be overwhelmingly clear.)

Be willing to make some decisions based on less-than-complete information.

### Selecting services

Now that you have some directional ideas, the next action is to select the services to market. The targeted customers will be essential. Research done by AGMA in the fall of 1986 indicated that landscape services were not purchased based on advertising, but rather they were chosen because of reputation and referral.

You can market a diversified mix of additional services and products with a high degree of credibility as landscape contractors.

The most frequently-chosen of these are irrigation systems; porch, deck and retaining walls; concrete and brick patio additions; lighting systems integrated into a renovated landscape; natural waterfalls and fountains; gazebos; Japanese gardens; arbors and fences.

While this list is not endless, it does identify some of the problems most landscape contractors face when a potential customer asks, "What type of work do you do?"

If you respond generally that you do everything, how can a customer really feel comfortable that you can handle the project? It's much wiser to indicate that your firm focuses on residential, commercial, or industrial landscape services.

Consumers are not comfortable buying from a company that does not

know where its distinctive competence really lies. In choosing the services to add to your basic landscape construction business, it's important to determine whether the new service is complementary to your current business or supplementary.

Do consumers see the service or product as a natural extension of your expertise or will the new service or product not build on your past reputation? In addition you should consider the profit impact of the new diversification.

### Plan for more

Most companies assume that their new venture when added to an existing business will automatically start off profitably. Nothing is farther from reality. In addition, if you assume the new venture will only take a little additional time, you will be unpleasantly surprised how demanding the new venture is.

The capital needed to launch the venture will generally be more than was planned, so keep some funds in reserve.

Finally, if you personally do not have people trained in the technical expertise for the new venture in the company, get them at the outset. Bring the new person in to lead the venture and pay the person to see that it is successful. Don't dilute current management unless you have excess personnel, or else your current business will suffer.

In conclusion, it should be apparent to most landscape contractors that the opportunities to diversify your company are endless. Taking time to plan the action, having a map to check the performance against, recruiting technically competent personnel, and knowing the market you intend to sell to all are necessary before the diversification will be successful at most companies.

Often overlooked when launching a diversification is the fact that your current and past customers are the greatest marketing base you have for your company. Select your new venture with the knowledge that you will use this asset to grow your new service. **WT&T**

Wandtke and McGary are senior consultants with All-Green Management Associates in Columbus, Ohio. Dr. McGary focuses on marketing and management issues. Wandtke focuses on operations and financial questions.