

# Three ways Mazda trucks outperform the competition.



1988 Mazda B2200

If you're about to commit your company's resources to building a truck fleet, you've probably looked at Ford Ranger, Chevrolet S-10, Toyota and Nissan. But your shopping list isn't complete until you've taken a good look at Mazda. Because Mazda trucks offer some very important advantages over the competition.



**Mazda trucks: Number one in overall customer satisfaction for three straight years.\***

| 1986              | 1987              | 1988               |
|-------------------|-------------------|--------------------|
| MAZDA #1          | MAZDA #1          | MAZDA #1           |
| TOYOTA #2         | TOYOTA #2         | TOYOTA #2          |
| NISSAN #5         | NISSAN #3         | NISSAN #4          |
| CHEVROLET S-10 #6 | CHEVROLET S-10 #7 | FORD RANGER #8     |
| FORD RANGER #9    | FORD RANGER #9    | CHEVROLET S-10 #10 |



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**Mazda trucks: Offer a 36-month/50,000-mile "bumper-to-bumper" warranty—The best in the truck business.\*\***

| MAZDA                               | TOYOTA                              | NISSAN                              | FORD                                | CHEVROLET                           |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
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**Mazda trucks: Offer the most truck for your money.†**

| Standard Features      | Mazda B2200 Base | Toyota Standard | Nissan Standard | Ford Ranger "S" | Chevrolet S-10 "EL" |
|------------------------|------------------|-----------------|-----------------|-----------------|---------------------|
| 5-speed                | Standard         | N/A             | N/A             | Standard        | Standard            |
| Automatic transmission | Optional         | N/A             | N/A             | N/A             | N/A                 |
| Double-wall cargo bed  | Standard         | Optional        | Standard        | Standard        | Standard            |
| Tinted glass           | Standard         | Optional        | N/A             | N/A             | Optional            |
| Steel-belted radials   | Standard         | Optional        | Standard        | Standard        | Standard            |
| Full carpeting         | Standard         | N/A             | N/A             | N/A             | N/A                 |

To find out even more ways Mazda outperforms the competition, contact: Fleet Department, Mazda Motor of America, Inc. 7755 Irvine Center Drive, Irvine, CA 92718. Or call (714) 727-1990.

\*J.D. Power & Associates 1986 and 1987 Compact Truck CSI and 1988 Light-Duty Truck CSI customer satisfaction with product quality and dealer service. \*\*See your Mazda Dealer for limited-warranty information. †Comparisons with other makes based upon available competitive data.



their trailer and taking ours with all the spare equipment," Rom says.

And to keep track of equipment belonging to each crew, all equipment and trucks are color-coded so that every piece of equipment has a permanent home on a given truck.

"The company is divided into departments and branches," Rom explains. "Each branch has a color assigned to it, and every tool in the branch has a color stripe of that color. Then each truck within the branch has a second color assigned to it, and

every tool on that truck also carries a stripe of that color. One color band is two inches wide and the other is one inch wide." Tools are painted in the same colors as the truck to which they are assigned. Finally, a complete list of the tools assigned to that truck is mounted on the truck's side and covered with plastic as a permanent record of that truck's tool inventory.

Inventory at Chapel Valley is taken quarterly, during which time everyone must account for their tools.

"If you need a replacement for a

tool due to wear and tear, you return the old tool to our internal company store and we issue a new tool. If you've lost a tool, we fill out a sheet that records that fact, issue a new tool, and charge the crew for it from an accounting point of view," Rom continues. (Crews are not directly charged for such tools.)

The whole record-keeping system gets strong support from a bonus system that rewards those crews that have taken good care of their tools.

Says Rom: "We tally what tools a crew has lost during the year, and this effects the bonus that each member receives." A perfect record earns 100 percent of the bonus; lost tools cause a reduction of the bonus.

Most recently, the company has begun putting the name of the foreman on the side of his truck to add a further note of identity between man and equipment, and to instill even more pride.

#### A sense of pride

Rick Haas, course superintendent at Corpus Christi (Texas) Country Club believes that it is an employee's pride in his work and a feeling of responsibility that is the key element in assuring good equipment treatment.

"It's the mechanic's job when a mower comes back to check that the oil is right and that it has been greased properly and that sort of thing, and to go ahead and do those things if they haven't been done," Haas says. "Then it is also the responsibility of the employee who will be using the equipment the next day to run through the same set of checks again before he uses it. That way, we are checking it two or three times before it is used."

But the real key is "that they want to feel like they are important and appreciated and that it is important to do their job right," Haas continues. "You've got to give them responsibility and work with them, and it takes some time."

Haas uses a big scheduling board in the employee lunchroom to keep employees informed about the jobs they'll be doing.

"I try to get them involved by showing them what has to be done for the whole month and what equipment we will be using. This way, they begin to feel like they are involved in the overall performance of the golf course. I also explain to them that if we can keep our overall costs down, it will mean more for them—a better raise at the end of the year.

"Overall, if you get the respect of your employees and you respect them one-on-one, they are going to treat your equipment with respect, too." **LM**

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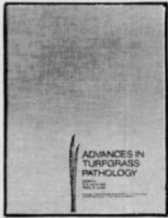
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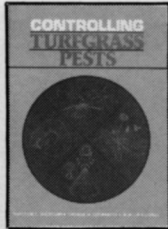
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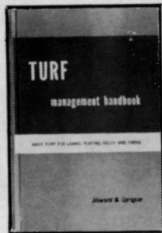
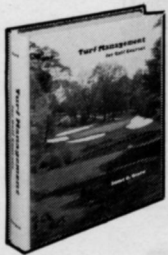
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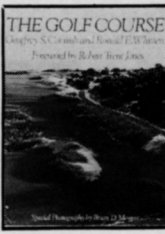
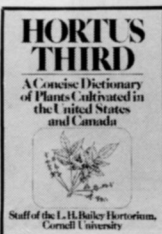
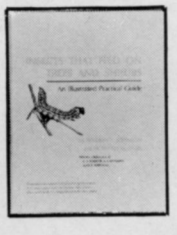
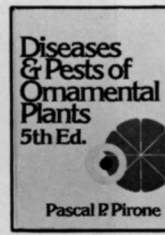
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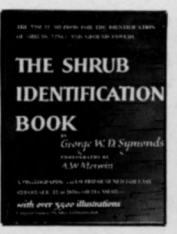
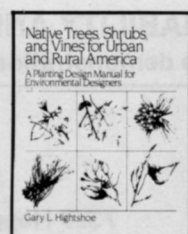
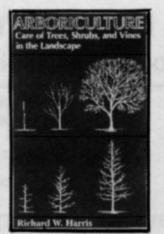
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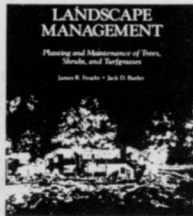
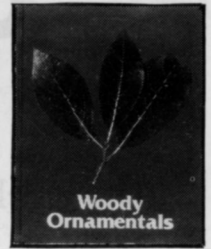
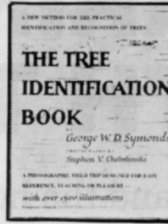
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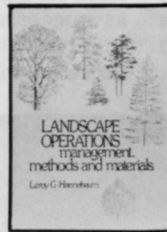
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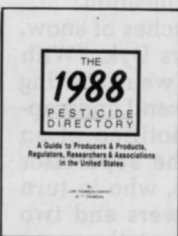
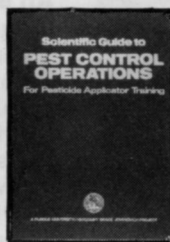


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# CLEARING PROFITS WITH THE SNOW

The work is difficult and the hours long, but landscapers are making the necessary efforts—and money—from snow removal.

by Jerry Roche, editor

**S**now removal is not an art or a science. Rather, it is a lot of both.

"It is an expensive business, but money can be made, given the right set of circumstances," says Thomas Mann of The Caretakers, Eagan, Minn.

Mann, Bill Peterson and Eldon Dyk were members of a panel on the art and science of snow removal during a recent meeting of the Associated Landscape Contractors of America.

They offered a series of tips on how their businesses make snow removal more profitable.

"We refer to snow removal as 'blood money,'" says Peterson of DuBrow's Nurseries, Livingston, N.J. "They're days of hard work and sleepless nights."

Dyk, of Allen Keesen Landscape, Denver, Colo., refers to the winter job as a necessary evil. "There are profits involved, but so are liabilities. For those reasons, we only remove snow

for our regular landscape customers."

The major liability is taking a plow into an obstacle hidden by the snowfall. That's why Keesen drivers visit their sites in early October for a visual inspection.

The Caretakers keeps a "Plow Book" for drivers. The book contains a schematic for each job and special notes on high priority areas, where to dump the snow and phone numbers for emergencies. Mann says it's a three-ring binder with an acetate cover that works well. "Drivers must know all jobs," continues Mann.

And "corners, drains and fire hydrants must be marked beforehand," Peterson adds.

DuBrow's subcontracts most work to 22 subcontractors who use 40 pieces of equipment. DuBrow's maintains 22 pieces of equipment for its own use, including four-wheel-drive pick-up trucks with eight-foot plows, two-wheel-drive dump trucks with eight-foot plows and other trucks with 10-foot plows. "We also have Case W14s and W20s with two-yard buckets that can pile snow very high. We use those in community parking lots," says Peterson.

## An eye on the storm

To get one step ahead of the game, Mann's company monitors local television broadcasts and regularly communicates with the National Weather Service. Most of the company's plowing is done at night, when the heaviest snow seems to fall.

Other problems associated with snow plowing, the trio notes, are scheduling and communication.

"With one to four inches of snow, we start at 4 a.m.," says Dyk. "With more than four inches, we're starting around 2 a.m." At Keesen Landscaping, supervisors are notified of an overnight snowfall. The supervisor then calls plow drivers, who in turn call their crews. "Plowers and two shovelers are sent out at the same time. Each driver has a regular route.





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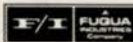
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In case of emergency, a mechanic becomes available at 6 a.m.," Dyk says.

Mann says The Caretakers tries to plow in two stages. The first stage is the "open-up" stage which is completed by 7 a.m. so employees of commercial clients can get in and out of parking lots first thing in the morning. The second state is the "complete" stage, which is full cleaning of the lots.

"Communication is very important with commercial customers be-

cause everyone wants to open up at 7 a.m.," Mann says.

The three contractors seemed to agree that the maximum length of snow plowing shifts is eight to 10 hours, for safety's sake. Crews out longer might suffer from fatigue and therefore might not exercise safe judgment.

DuBrow's sets up its entire snow plowing unit to handle up to 25-inch blizzards.

Mann has found 7½- to 8-foot plows to work best. And each of the trucks is equipped with a double battery system to cope with the sometimes frigid Minnesota winters.

Many companies like DuBrow's hire part-timers just to work snow shifts. DuBrow's, according to Peterson, usually hires 40 extra people just to shovel, most from the unemployment lines.

How to pay the help? Mann has a standard rate for up to six inches of snow; for six to 10 inches, the standard rate is doubled; for 10 to 14 inches, the standard rate is tripled. For more than 14 inches of snow, Mann pays employees by the hour.

To insure his financial stability, Mann also uses what he calls a "no-snow" contract. That is, if it doesn't snow through the winter, his company still gets a standard minimum retainer for being available.

"It pays to have a variety of types of contracts," notes Mann. "There are 10 different ways to set up a contract. There's a monthly rate as soon as the snow comes, a yearly rate, a yearly rate with minimum, an hourly rate and so on."

Sand, salt and calcium chloride are the most common materials to melt ice and snow on sidewalks. Mann, for instance, charges \$165 an hour for salt and sand applications.

Is snow removal "blood money," then? Judging by the panel of ALCA experts, maybe. But it's green, and it is money. **LM**



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# LANDSCAPE MANAGER OF THE YEAR

By getting the most out of his personnel and equipment, Roy Peterman made the Brigham Young University campus a model of good management.

If Roy Peterman were a pie chart, he'd be made up of many different pieces. The biggest pieces would show his devotion to his wife and seven children, while his professional pieces would be pretty evenly divided between manager, planner, accountant, evaluator and teacher. As grounds manager at Brigham Young University, he put all the pieces together to become our Landscape Manager of the Year.

In five years he has streamlined his organization from 56 full-time employees to 38 while increasing their workload one-third. Still, his labor costs are 1/2 a cent less per square foot than the national average.

Still not impressed? Well, the next time you're in Provo, give him a call and ask him how many hours his people spent repairing sprinkler heads in the first quarter of 1988 (798.5) or how many minutes it should take to cultivate around a tree according to his time/motion survey (11 minutes). By pinpointing costs, Peterman has been able to effectively schedule and monitor the more than 300 total employees under his supervision with great detail. In addition, he has created The



Roy Peterman

*Five M's Physical Plant Resource Model*, which defines the responsibilities and accountability of all employees, from director to worker, within the department.

A *Capital Needs Analysis Equipment Replacement and Renewal List* is also in place that tells department heads what equipment is on hand, when it was purchased, what it cost and its life cycle. The system helps Peterman set up his equipment bud-

get early and provides an excellent method to evaluate the performance of each piece.

Peterman's artistry can be found in his description of a successful landscape manager, of which he writes: "...he will have a vision of our age and how he can positively enrich the lives of those who use the landscape by realizing that to create an attractive, ever-changing environment from living materials is the highest form of art."

Certainly the BYU campus is a testimony to his philosophy of landscape management. It hosts more than 50,000 square feet of flower gardens, 8,608 trees, 355 acres of turf and more than 40 acres of shrubs that are designed, in Peterman's words, "to ensure an optimum atmosphere for learning with peace and serenity available to each individual."

In the future, Peterman hopes to complete the requirements for a physical plant administration degree at BYU, write a book that offers a holistic approach to landscape management and improve the training capabilities of his department. It's hard to imagine him not succeeding in any of those endeavors.



Brigham Young University's sports fields undergo a six week renovation period where they're thatched, aerated, topdressed, overseeded, rolled and fertilized.