

I've read greens almost all my life, and PennLinks reads like the top line on a leader board.



Reading greens has been part of my job since I was nine years old. I've learned that it's easier to read and play a 'quick' green than a slow one because you can cut the break in half. This PennLinks green looks as good and fast as any I've seen on the tour.

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For quick, consistent greens that play as good as they look, I recommend PennLinks.

If you play on PennLinks and still can't putt good, I suggest you see your local golf pro!

Herman Mitchell

*Herman Mitchell,
Renowned Caddy*

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LANDSCAPE MANAGEMENT®



On the cover: Landscape pricing must be free of guesswork. Don't base your success on the toss of a coin.

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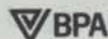


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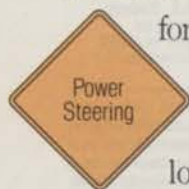




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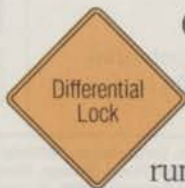
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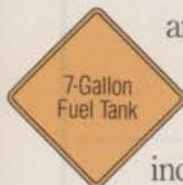


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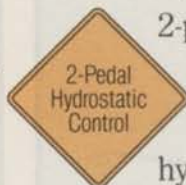


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Plan for profit in new season

Your mission, landscape contractors, is to show a 10 percent net profit in 1991.

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A panel discussion at the Green Industry Expo in Nashville featured three of our best—Ron Kujawa, Bruce Wilson and Dave Minor—in a discussion of ways to insure, maintain and improve profit.

Do you know what is and is not profit? You might be mistaken.

Kujawa, owner of KEI Industries in Cudahy, Wisc., believes company owners confuse the amount of money they take in wages and benefits as part of profits. "That is compensation," says Kujawa. "Profit is that which is left after the cost of your goods are sold, after all overhead, wages and general administration."

Setting reasonable profit goals depends on your company's mix of business. "We set a goal for each of our five profit centers," says Minor, president of Minor's, Inc., Ft Worth, Texas. "We analyze where our best chances are at getting the best return." As an example of knowing when to cut bait, Minor says he is considering eliminating maintenance service, due to competition from small maintenance-only companies that can be very competitive cutters.

If you let costs fall where they may, you're headed for trouble.

The destructive power of unmonitored labor costs cannot be denied. Tracking labor activity is difficult, so much so that some managers might just decide that it's a waste of time; what it becomes is a waste of money.

Kujawa says KEI now tracks "indirect labor costs," which is a mix of all the little interruptions associated with jobs: stopping off for a part, downtime, deliveries. "It's so important," insists Kujawa, "to know just how accurate time sheets are."

Bidding must therefore reflect time spent on the job and a percentage of indirect labor.

Other tips for profits this season:

- Watch parts costs. Insist that you see the estimates for repairs.
- Bid accurately, and only buy what you put in the bid, for the bid price.
- Get out of markets in which you can't compete profitably.
- Put the whammy on overtime; it's a reward for inefficiency. Wilson did, and found that, "somehow, the work gets done."
- Give what profits you can to the people who helped make it happen, and keep some to finance growth.

At a time when people on the outside are trying to keep you from doing your job, it's imperative that you control what you can on the inside.

Best wishes for a happy and prosperous 1991!

Terry McIver, managing editor

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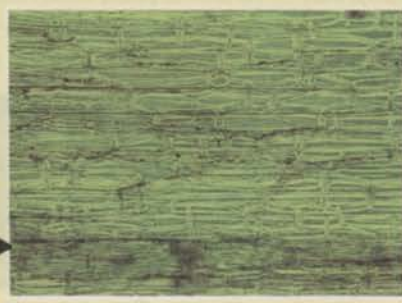
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GREEN INDUSTRY NEWS

FEBRUARY 1991, VOLUME 30, NUMBER 2

LANDSCAPE MANAGEMENT

LAWN CARE

LCOs believe legislation will be obstacle in future

MARIETTA, Ga. — While public environmental concern is viewed as an "obstacle" to future growth, lawn care professionals believe more applicator certification and regulation will help emphasize the industry's environmental responsibility.

Slightly more than half of 342 respondents to a Professional Lawn Care Association of America poll said environmental concerns have cast a negative shadow on business. Nine in 10 indicated they believe it will be an obstacle in the future.

However, past PLCAA president Richard Steinau of Greenlon Inc. in Cincinnati, believes environmental awareness also could help business if communicated correctly.

"As people become more conscious of the environment, we expect they will better understand and appreciate the expertise of professional certified applicators," Steinau says. "This may open up new markets for skilled professionals."

In response to increased environmental sensitivity, lawn care applicators noted in the survey that they now conduct more employee and customer education programs, maintain better



records and strictly comply with product label instructions.

Nevertheless, members expect environmental concerns to stimulate regulatory changes, even though 64 percent believe the only action needed is enforcement of laws already in the books. One in four thinks no regulatory changes are necessary. (See chart for their expectations for regulatory change.)

In the poll, which was sponsored by Sandoz Crop Protection Corp., PLCAA members indicated they

feel product manufacturers should take the leadership role on environmental questions; nearly half (44 percent) said manufacturers have adequately responded. Specifically, they said manufacturers should provide more education and training programs (94 percent), and more printed materials on product safety and efficacy (96 percent) for distribution by applicators.

The poll was taken at the first Green Expo in Nashville, Tenn. last November. □

ENVIRONMENT

'Grasscycling' coming in April

MARIETTA, Ga. — National Grasscycling Week will be held April 21-27 as part of National Lawn Care Month.

The event, sponsored by the Professional Lawn Care Association of America (PLCAA), promotes disposal methods for grass clippings and other yard debris as a way to combat dwindling landfill space.

The PLCAA anticipates