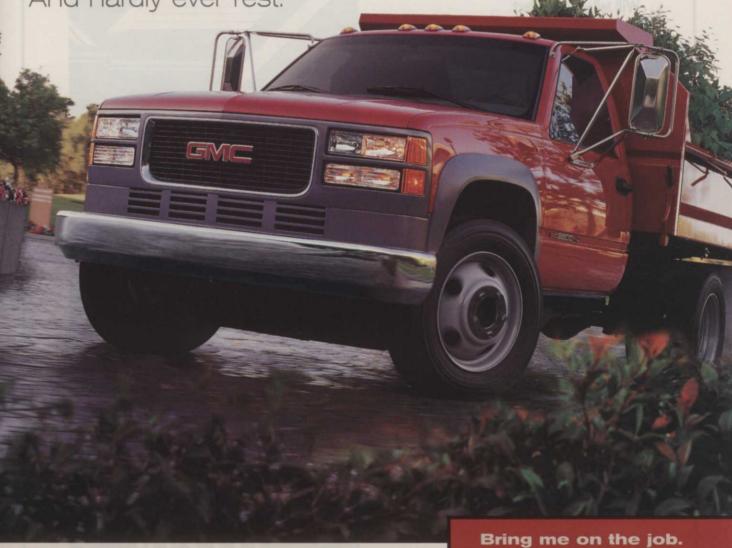
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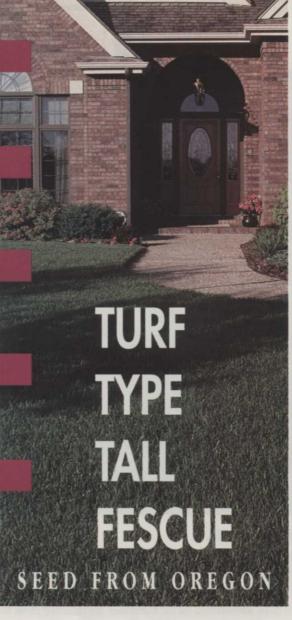
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green side up

BY RON HALL / SENIOR EDITOR

Standing the test of time

or a family business to survive and pros-

per from year to year, decade to decade, it must refocus and redirect its efforts as market conditions change.

Just ask William E. Akehurst of Akehurst Landscape Service, Inc., Joppa, MD. He represents the fourth generation of the Akehurst family involved in the green industry. He works elbowto-elbow with several fifth generation family members. The Akehursts have, in one way or another, participated in the professional landscape industry in Maryland and surrounding areas for more than 130 years.

Today, their offices are located in a tidy ranch-style house on a ridge just east of and overlooking I-95. The location allows company crews quick access to Baltimore's eastern and northern suburbs.

This year, they want to purchase some land to expand their operation headquartered just north of Baltimore. They plan to grow more landscape plant material, too.

In a sense, they are returning to their roots because the family first began growing commercial plant material near Baltimore 133 years ago. It all began when Charles Akehurst and his son, C. Edward, produced flowers such as carnations and violets along with vegetable plants in 1876. Then came rose bushes for the garden trade and, early in the 20th century, the family expanded into cut flowers, including prize-winning carnations and roses.

Succeeding generations modified the business to meet changing market conditions — and the process continues. Today, the company offers a full range of landscape services, both exterior and interior.

William E. Akehurst, the patriarch of the operation, is joined in the business by his three sons, William K., Brian E. and John C. They, along with other family members, work together daily, each re-



The Akehurst team prepares for another 100 years. From the left, William E. Akehurst, John C. Akehurst, Jay F. Tarleton, Brian E. Akehurst and William K. Akehurst.

sponsible for a particular part of the company. Son William K. heads the landscape division, son Brian runs grounds maintenance, son John C. the interiorscape division and nephew Jay F. Tarleton is the company's administrative officer.

While the elder Akehurst acknowledged that each family member has a distinctive style and there are, from time to time, disagreements within the family business, every family member works cooperatively to keep the business competitive and

responsive to customer needs
— and each is willing to improve and redirect the operation's services to meet an ever-changing marketplace.

Contact Ron at 440/891-2636 or e-mail at rhall@advanstar.com

"...Every family member works cooperatively to keep the business competitive..." — RH

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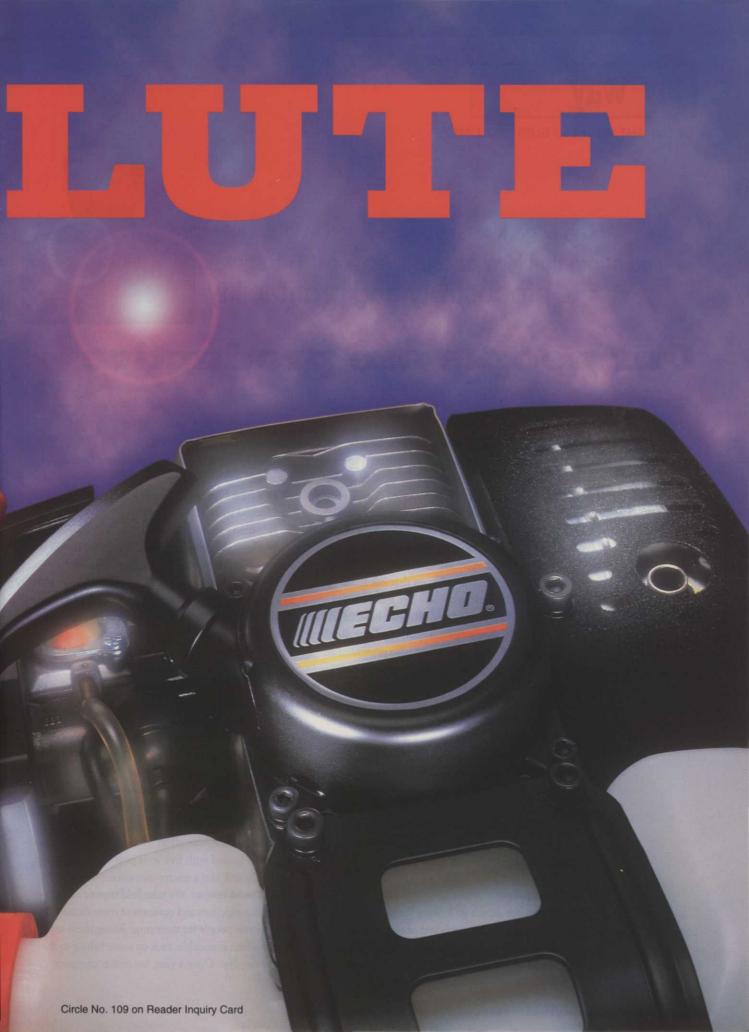
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my way

BY DWIGHT HUGHES / GUEST COLUMNIST

"I can already hear you asking: 'Dwight, how can you afford that level of compensation?' The answer is productivity and profitability.



Our people are productive

abor is in short supply. We in the green industry have to jump through hoops to come
up with enough people. So we bite the bullet, jump through those hoops, live with
the turnover, go through the hiring
cycle over and over again, and complain

the whole time about how hard it all is.

Sound familiar? Actually, the story is not new. Historically, the attitude has been that our industry can't hire good people because we're seasonal and low-paying. We assumed that what we have today is what we would always have: a relatively large number of unskilled, low-salaried workers who presented all kinds of hiring problems — not to mention retention problems. We lived with those problems, and complained about them.

Maybe you live with them today. But at Dwight Hughes Nursery, we don't.

You may have heard of us and our philosophy — we've attracted some industry attention with our success in modernizing operations. Like most other companies in modern times, except in our industry, we have invested time and money in systems that promote success. These include mechanical systems, management systems — and our people.

Find good people

For starters, we do not go looking for just anybody. I used to be on the advisory board of our local community college, which has a two-year program in horticulture, landscape maintenance and design. If we need an

employee, that's where we go first.

We look for a certain kind of person, hopefully having some of the following:

- ▶ a farm background, with an understanding of the agricultural work ethic
 - experience with machinery and equipment
- physical strength (still needed, even though our systems rely on machinery whenever possible)
- ▶ a love of outdoor sports, especially all-day activities like hunting and fishing, because this can indicate a person well-suited to working in cold, windy, damp, broiling or otherwise unpleasant weather.

We've had wonderful results with this methodology, and I recommend it to you strongly.

Keeping them

After we find someone we like, how do we get them on board? After all, there are a lot of vacant jobs out there today looking to be filled. Our answer to that question is to make the investment and offer our employees a job that is rewarding and satisfying. We put out the effort and the dollars to offer them things like:

- ▶ **Their own space:** A lunch room they consider their home base offers them an ice machine, a refrigerator loaded with free soda pop and fruit juice, a big utility sink and a microwave oven.
- ▶ **Field trips:** We take field trips to our growers, major suppliers and equipment manufacturers. We pay our people for their time during these trips, and, as often as possible, tack on some fishing to the end of the day. Once a year, we rent a 'company



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 - Kawasaki engineered. They are the best you can buy.

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Lifetime warranty The controls are conveniently positioned. Operator safety features are state-of-the-art. Durable, reliable Kawasaki string trimmers. Take one for a test drive at your nearest Kawasaki Power Products dealer.



Rubber-mounted engines lower vibration on motorcycles... and KAWASAKI HEDGE TRIMMERS.

Our sharp 24" double-sided and 30" single-sided models feature powerful, easy-starting Kawasaki engines, rubber-mounted for low vibes. They also use high-speed blades, heat treated with a chamfered tip and tight blade fit, delivering top-notch cutting performance, plus outstanding durability and reliability. As for safety, unlike some competitive trimmers that leave the blade exposed, our trimmers feature an aluminum blade guard for an extra measure of safety. Just what you'd expect on a Power Product from Kawasaki.

All The Right Power! Every day, more and more professionals demand Kawasaki engines for their new equipment and their repower projects. Kawasaki powerplants are built to work hard, run

quiet and last a with all the features professionals look for in quality power.

The Right Power For Lawn Care.

Among the many Kawasaki engines used in the lawn care industry, the FH Series powerplants set a new precedent. They range in size from a 15 HP model designed for small to midsized walk-behind mowers to a 23 HP model that's perfect for large walk-behinds and riding equipment.

The Driving Force In Light Industry.

Kawasaki engines power everything from generators to scissor lifts, trenchers to cable pullers, trash pumps to utility vehicles. They are, in fact, "The Driving Force" behind literally hundreds of pieces of equipment used in the construction industry...and with good reason.

The FD Series, for example, has gained a reputation as one of the most serious professional powerplants on the market. They are compact, high-torque engines perfectly matched to meet a wide range of horizontal-shaft and vertical-shaft installations. Kawasaki is a leading manufacturer in the advanced technology of liquid-cooled V-twin in its 16 to 26 HP engines.

Durability, reliability, easy starts, easy maintenance. You get it all when you insist on Kawasaki engines.

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When you pour Kawasaki 4-cycle oil into your Kawasaki-powered equipment, not only do you get high quality oil, you get double the engine warranty. You read that right! At Kawasaki, we believe that our 4-cycle oil is so effective in extending engine life, we double the internal engine warranty. Remember, not all oils are created equal. And with twice the warranty, there's no reason to use anything less than Kawasaki oil

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Lead Groundskeeper, Brookfield Zoo

"Our staff is very impressed with them. They

are a lot lighter and less fatiguing. They hold

up well, and if it can stand up to our seasonal

staff that means it must be a good product."

Landscape Construction Services

"The weight difference is unbelievable.

that's a big advantage. We liked work-

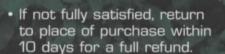
ing with the Kawasaki trimmers so

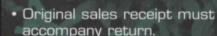
much we started selling them too."



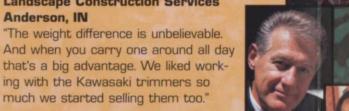
From street bikes to string trimmers, dirt bikes to backpack blowers,

at the core of everything we build is advanced Kawasaki engineering. Powerful. Reliable. World class. Kawasaki engines are designed to deliver unmatched durability and performance. Plus features that add an extra measure of convenience and safety.





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