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BEST PRACTICES

BRUCE WILSON

The author is a partner with the Wilson-Oyler Group consultancy. Visit www.wilson-oyler.com.

Sell the value of enhancements

At Wilson-Oyler, our philosophy in selling enhancements has always been “treat your clients’ money like it was your own.” In today’s business environment, we believe this concept should be a guiding light. Clients are working with restricted budgets, yet still want to be responsible stewards of their property and its value. So your role should be to partner with the client and guide the investment process.

Clients feel nicked-and-dimed when they get bombarded with extras every month. We all know that. Therefore, we believe you should have a plan for each client’s property. Client interests lie in several key areas when it comes to making enhancement investments, including:

› **Safety and liability:** These include vision obstruction, slip and fall because of water seepage, trip hazards from buckled sidewalks, etc.

› **Wear and tear:** Refurbishment of worn or tired landscape areas can prevent the

decline in appearance and property value.

› **Changes in use patterns:** Changing tenants often leads to different use patterns for the property, resulting in more or different wear issues.

› **Lower water use:** Changing from high water-use plantings to lower-use plantings can often be a good long-term investment for clients. Not only can they save water and associated costs, but they can save in other ways, too: Overspray often contributes to parking or road surface breakdown.

› **Improved life cycle costing of plantings:**

Too often, high visual-interest plantings have short life cycles. Creating a better balance between high interest and longer life cycle plantings can be a good investment for a client.

› **Curb appeal:** Vacancy rates are high in some areas, and marketing becomes an important investment choice for owners. You can help by creating focal points.

Hitting the mark

Newer account managers often do not have experience in what to sell, but they do have sales targets to hit.

Owners and managers must make sure they do not fall into the nickel-and-dime sales mode with no real plan. Training in how to sell value is essential to keeping the customer trust.

When delivering the enhancement proposal, make sure it passes these acid tests:

- › “If this were my money, would I make the investment?”
- › “Is this a good long-term solution rather than a Band-Aid approach?”
- › “Is this the best use of the client’s enhancement dollars?”
- › “Which projects have the highest or immediate priority?”



Owners and managers must make sure they do not fall into the **nickel-and-dime sales mode** with no real plan. Training in how to **sell value** is essential to keeping the customer trust.

SNOW+ICE

GUIDE

Charge your *worth*

When it comes to snow and ice services, don't underestimate your value to your customers.

BY WAYNE VOLZ

IN OUR INDUSTRY, how to best price snow and ice removal services is always a very interesting — and occasionally controversial — topic of discussion. Do you really know why you charge what you charge? How are you determining what to charge? Are you setting your service fees, or are you letting other factors determine your pricing?

Too many times, we don't know what we don't know. For nearly nine

years, I had no idea why I charged what I charged other than that's what I thought the market would bear, and that's what my competition was charging. That pricing methodology had me \$90,000 in debt and nearly put me right out of business. As a matter of fact, I thought the only problem I had was that I needed more work.

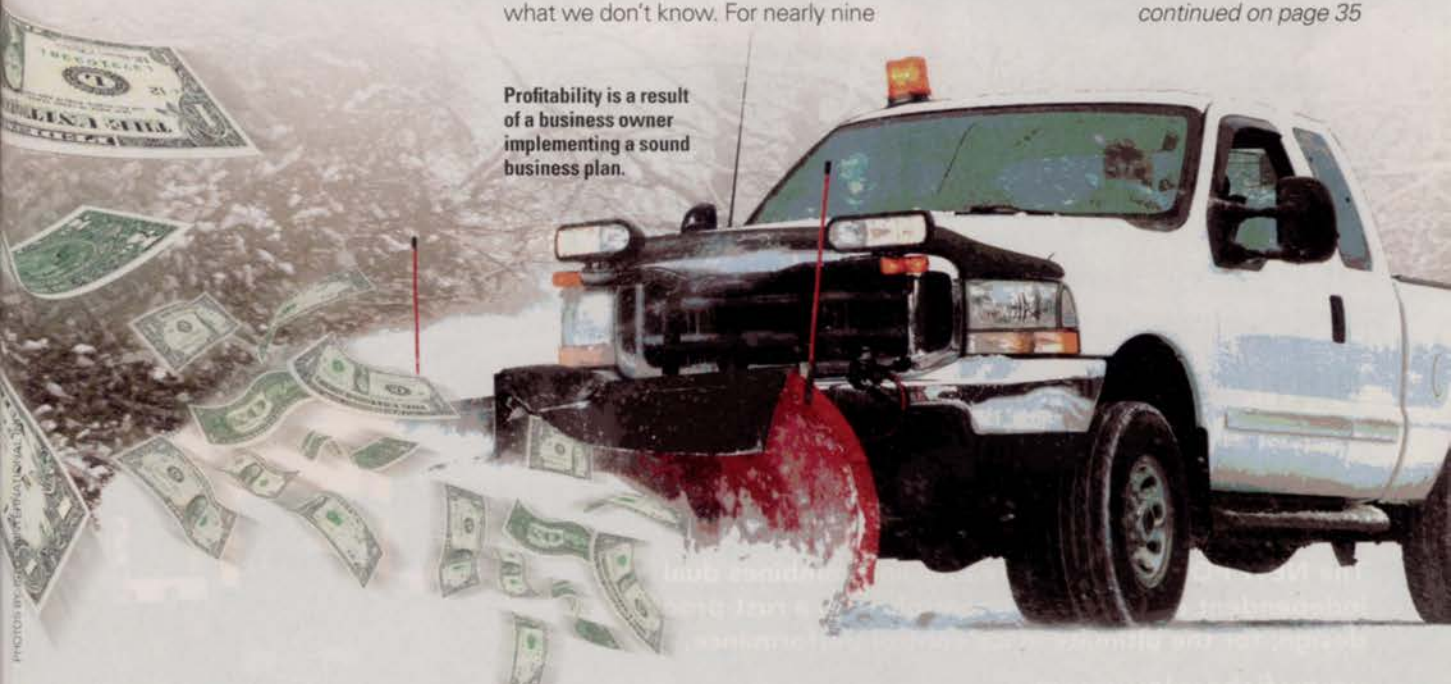
I had two phrases in my mind controlling the pricing of my jobs. These same two phrases must be removed from your vocabulary as a snow and ice management professional:

1. They won't do it.
2. They won't pay it.

That mindset limits the success and profitability of many snow and ice management contractors in the same way it controlled me.

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Profitability is a result of a business owner implementing a sound business plan.



WHO SAYS ICE CONTROL ISN'T AN ART?



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Implement a cost recovery system based on overhead, expenses and use rates.

DON'T FOLLOW THE HERD

Here are some of the most common (and harmful) ways contractors price their jobs.

- » I am small; I can do it cheaper than anyone.
- » I was making \$12 an hour at my "real" job, so this is pretty close.
- » The competition is charging this much.
- » Our market would never pay more than this.
- » I ask the client, "What will it take to get your business?"
- » I throw a dart each day and change pricing based on how badly I need the job.
- » I keep going until they flinch.
- » I use the industry standard; it must be right.

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Do what's right for your business

Have you ever reconsidered your service fees solely on the basis that you thought it was too much? If so, ask yourself this question: Compared to what? Are you limiting your company's success because you think it is too much to ask for?

The current economic condition may lure you into thinking, "Why consider change now?" In a down economy, it would be very easy to say you are just going to leave things alone and not make any changes until things turn around. However, changing now may be the best choice for your company. Yes, you may be experiencing some tough times, but what are the consequences of not changing?

Efficiency and profitability are the direct results of a business owner understanding and implementing a sound business plan, including the

principles and techniques necessary to help become more successful and profitable. Training, education and business knowledge will set you apart from your competition.

I am confident the most significant factor limiting a contractor's profitability is a lack of understanding and implementing an accurate cost recovery system for his or her company. Many times, we blame our lack of profitability on our individual markets, competition and labor force. Are you seeing the forest and not the trees in your company?

As Albert Einstein said, "the definition of insanity is doing the same thing over and over and expecting a different result." I challenge you in 2009 and beyond to take a close look at your own company and see what you can do differently and better than your competition to operate more efficiently and profitably.

The first step is to implement a cost recovery system for your company. I guarantee you that McDonald's knows

exactly what it cost to build a Big Mac. Do you know what it costs you per hour of operation for your truck, spreader, plow, pusher, labor, etc. to clear a lot, subdivision, driveway or shopping center? If not, I strongly recommend you implement a cost recovery system based on your company's overhead, expenses and use rates.

Too many contractors are looking in the wrong places for the right answers to price their jobs. The reality is that everyone's costs per hour of operation are different. Chat rooms and chat boards are great for some information — but in my opinion, the dollar-a-minute theory and the many other similar pricing strategies are often off-target. Pricing is not a one-size-fits-all proposition.

Here's why you must know what your actual costs per hour of operation are for your company (compare these to the box on page 35, "Don't follow the herd"):

1 Smaller cannot always do it cheaper. The more you use a piece of equipment, the less expensive your direct costs per hour of operation become.

2 The paycheck mentality will hold you back. Guessing at your hourly rate based on what you were making at your prior job doesn't work.

3 Ignore the competition. If you could count on your competition to price your jobs, the failure rate for the industry would not be so high.

4 Listen to the market. Before you say your market will never pay "it," have you determined what "it" is for your business?

5 Don't tip your hand. When you ask your potential client what it will take to get the job, you are basically telling them you are hungry and you will meet or beat anyone's price. Even though we all need the work, the last thing we want to do is to give our potential customers the upper hand. They will beat you down on pricing for sure at that point.

6 Don't change your pricing on a daily basis. When you know what your actual costs are, it is easier to sell it at a fixed price.

7 Don't count on the flinch method. I had a contractor tell me one time he used the "flinch method": He kept going until they flinched. It may or may not work, but I am not sure I want to count on this method for my business.

8 Don't rely on the industry standard, either. Again, if the industry standard was right for everyone, the failure rates would not be so high. Based on the contractors I talk to across the United States and Canada, too many are not using a cost recovery program for their business. Thus, the industry standard is probably not accurate.

professional snow and ice management contractor is a necessity, not an option, for many of your clients. Although they can put off mowing, landscaping, mulching and other similar summer services, they must be prepared for the reality of winter. That's where you as a snow and ice management contractor fulfill their needs.

The opportunity snow and ice management offers you compared to your other services is that you do not need to schedule five or more days of work. Snow and ice management is a very time-sensitive service, and you only need to schedule hours of work per piece of equipment, not days. Simply translated, you can be more selective on the types of accounts you want to attract.

The bottom line is simple: You offer a very time-sensitive service that allows



I don't necessarily want to be the cheapest price; I want to be their best option.

The only number that I am concerned with at my business is my hourly rate. By knowing my costs, I can use my time and effort attracting the type of clientele that I know can afford my service. I don't necessarily want to be the cheapest price; I want to be their best option.

Look beyond the economy

Although the uncertainty of today's global financial situation has many contractors worried, the reality is that there is plenty of work available. Hiring a

you the opportunity to charge based on the value of those services, not the actual costs to provide them. Servicing fewer accounts with a faster response time, at a slightly higher price, is not only good for you, but great for your customer. It is truly a win-win situation for everyone. LMI

AUTHOR is Louisville, KY-based owner of both Wayne's Lawn Service and of Profits Unlimited, a Green Industry business consulting firm. Contact him at 800/845-0499 or wayne@profitsareus.com.



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Extend your options with the WESTERN® WIDE-OUT™. It's a 9-foot scoop, an 8- to 10-foot straight blade and, with the leading wing angled forward, it delivers the ultimate in high-capacity windrowing. At the touch of a button, WIDE-OUT hydraulically transforms to perfectly match every condition, delivering time-saving performance at each jobsite.

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WIDE-OUT

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Windrow Position



8' Retracted Straight Blade



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It Knows When To Fold 'Em



Windrow Right Position



Scoop Position



Windrow Left Position

Automatically.

Blizzard® SPEEDWING™ thinks for itself with wings that **automatically** fold forward or back, based on blade angle, to maximize plowing efficiency. It's the cost-effective multi-position plow that's as easy to use as a straight blade.

For straight-ahead plowing, both wings fold forward, defaulting to the scoop position for more snow-pushing and stacking capacity. **When angled for windrowing**, the trailing wing folds back in line with the moldboard while the leading wing retains its forward position to capture more snow, reduce spillover and utilize the entire blade.

Simply Genius.

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PRODUCTS



Steel edge

Pro-Tech Manufacturing and Distribution created the IST Sno Pusher as the first steel trip edge designed for Sno Pushers to incorporate the longevity and limited moving parts of rubber-edge pushers. This urethane-based technology does not require springs or hinges. The design incorporates extended-wear shoes for a balanced, even push — along with a modified angle in the moldboard. According to the manufacturer, these two features, combined with the urethane tripping mechanism, provide a loaded torque on the steel edge that ensures effective ice scraping ability and a safe, consistent tripping mechanism. SnoPusher.com or 888/787-4766



Know boundaries

It doesn't matter what type of equipment you use and how clear you clean the pavement — if you gouge turf, you get unhappy customers. Mark boundaries clearly with snow markers from **Blackburn Manufacturing**. Standard snow markers are 4 ft., and for areas with more snow depth, add a bright marking flag to a taller pole. Custom printing of your business name/logo/phone is available on 14 colors of weather-resistant flags.

BlackburnFlag.com or 800/942-5816



Slick is standard

Available in two models (the 8 ft., 2 in. XT and the 9 ft., 2 in. XT), **Boss'** new Poly Power-V XT Plow features a slick poly surface that lets snow easily slide off the blade — saving on fuel costs and minimizing wear and tear on the vehicle drivetrain. The multi-position snowplow also features a 37-in. flared blade wing, which improves snow discharge for maximum performance. Other standard features on both models include 0.5x6-in. high-performance cutting edges, synchronized blade movement with full blade trip design and an enclosed high-performance hydraulic package. The easy SmartHitch system and the SmartLight 2 visibility system are also standard. BossPlow.com or 800/286-4155

Easy to adjust

Blizzard's Power Plow is the original adjustable-wing snowplow that can hydraulically expand its moldboard width at the touch of a button to efficiently match any plowing situation. Choose from four primary wing positions: compact, wide pass, bucket bade (scoop), or windrow.

BlizzardPlows.com



Recover costs

Do you want to implement a costs-per-hour software solution into your back office business software system? Check out **Profits Unlimited's** "Know Why You Charge What You Charge" CD from Green Industry business consultant Wayne Volz. This CD runs in Microsoft Excel and is designed in a spreadsheet format. Simply fill in the blanks and the spreadsheet calculates your costs per hour of operation based on your specific overhead, expenses and use-rates. ProfitsAreUs.com or 800/845-0499

Quiet power

Fisher's new second-generation Poly-Caster spreader line combines a low-maintenance, rust-proof, double-wall poly hopper with a smooth, quiet electric-drive system for the ultimate in de-icing performance to effectively spread all ice control materials. Available in three sizes (1.5, 1.8 and 2.5 cu. yd.), there's a Poly-Caster spreader ready to meet your ice control needs. FisherPlows.com



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