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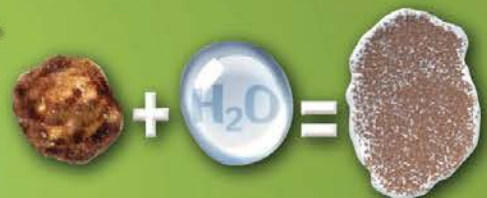


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Update a country club's grounds to complement its refreshed facilities.

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LMTV

Have you visited *LM's* video page yet? Check out digital films of where the editors have been, what some suppliers are up to and some educational materials. And feel free to send us your Green Industry-related creations. Check in at: www.landscapemanagement.net/community/lmtv

THE LM DAILY

DID YOU CATCH THE LATEST FROM THE BLOG?

» I try to avoid looking at it. Because every time I see it I am racked by guilt. Every day when I arrive to work, there it is — looking forlorn and woefully neglected: My plant.

» A lot of us are in the midst of working on our "Training Programs." This is an area that, as I have talked to different people around the industry is a continuing source of angst. We live in an information rich environment. There are literally hundreds of places to get technical and business information.

Visit landscapemanagement.blogspot.com/ to get the latest from the LM staff and from a few top Green Industry contractors.



FROM THE

TWITTERVERSE... Not following *Landscape Management* on Twitter (@landscapemgmt)? Here are a few tweets you might have missed:

 **Landscape Management** @LandscapeMgmt 3 Feb
A future Add-On Biz for landscapers? MIT creates solar cell from grass clippings extremetech.com/extreme/116689... via @extremetech

 **PLANET** @PLANET2005 3 Feb
PLANET's CEO shares accomplishments from 2011. fb.me/18fr7tqUR
Retweeted by Landscape Management

 **Landscape Management** @LandscapeMgmt
LM Blog: Plant in need: I try to avoid looking at it. Because every time I see it I am racked by guilt. Every da... bit.ly/wkOMRc

 **Project EverGreen** @PE
Help us win a Challenge from the White House! Vote for GreenCare for Troops here: ow.ly/8Mx4Q #green #military
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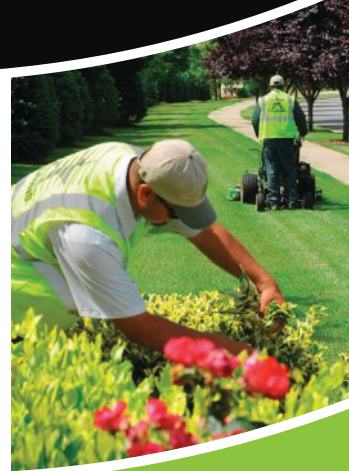
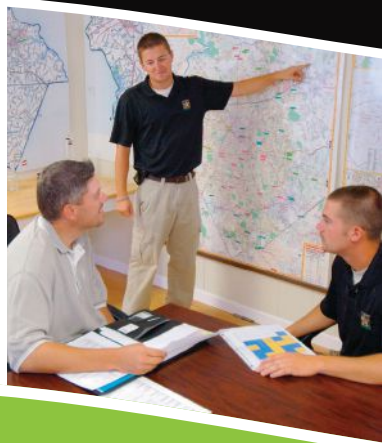
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Meet the LM Team



DAN JACOBS
Editor-in-Chief

Jacobs is a veteran of the Green Industry and an award-winning journalist. During his 20-year career, he has written for a variety of newspapers and magazines. He is a past president of the Press Club of Cleveland and a graduate of the University of Cincinnati and John Carroll University. He joined *Landscape Management* in 2006 as Managing Editor and was promoted to Editor-in-Chief in April 2011.



BETH GERACI
Senior Editor

Geraci has worked as a professional journalist for more than 15 years, including six years as a writer for the Chicago Tribune. A graduate of Allegheny College and Northwestern University's Medill School of Journalism, Geraci is an award-winning reporter who has expertise in both print and online media.



MARTY WHITFORD
Editorial Director

Whitford is an award-winning journalist and editorial leader at Questex Media. He has served Questex's Green Group for four years, including two years at the helm of *LM*. He steered *LM*'s reader-driven print and website redesigns that helped the brand win a record number of awards from the Turf & Ornamental Communicators Association (TOCA). Whitford brings 18 years of experience in business-to-business integrated media.

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Surviving on the M&A home front

I was 15 years old when I experienced my first merger. Three years earlier my division had been spun off from the whole company.

I was 12 when my parents divorced in 1978. Our “company CEO,” my dad, moved about an hour and a half away, so I essentially had one remote boss, while our division president, mom, ran the day-to-day operations.

Dad remarried three years later and suddenly I had a stepmom and a younger stepsister to deal with. It was a relatively easy merger, for me, though. The management team was at a remote location and pretty much left our spinoff alone. Periodic visits to the “company headquarters” were quick and generally painless.

Families are much like businesses. Divorces (divestitures) and remarriages (mergers and acquisitions) can create extraordinary synergies when the right people are brought together. But if the proper due diligence is lacking, any union suffers.

A couple years later, our smaller division merged as well. Mom remarried and I experienced a second, more-turbulent union.

My stepfather’s children were older and mostly removed from the house, though his eldest would come back for visits, and he and I were about as compatible as a Snickers Bar and a kid with a peanut allergy. Ironically, we get along pretty well now, but back then it was rather unpleasant.

There were plenty of positives to this merger.

Mom was certainly happier. But I guess by then I’d grown accustomed to the way we did things under the previous regime. Having a new manager imposing his own rules occasionally created conflict, but we generally stayed out of each other’s way, so life wasn’t too bad. Shortly after, I headed off to college where I experienced an entirely new level of boss-free responsibility (but that’s another column).

As an employee, I didn’t have much control over these mergers. I had to learn to adapt and accept. It made for some difficult times early on.

Although the economy might have dampened Green Industry merger-and-acquisition activity during the past few years, there are still quite a few companies on the hunt.

This month, our cover story (beginning on page 18) explores how the M&A market has changed, what companies are — and should be — looking for in acquisition targets and why business owners might be surprised to find out what their companies are really worth. But no matter how well the financials fit, no matter what service or market the acquired company brings, the deal is doomed to fail if the culture of the two organizations don’t mesh.

Mergers, much like marriages, go through ups and downs. You have got to know and accept a lot about your “spouse” for the union to survive and thrive. Without hard work up front, you’re likely to end up with a stereotypical Hollywood marriage — a couple of beautiful single people who come together for a brief and brilliant flash, before burning out quickly.

Mom’s merger ended when my stepfather passed away many years ago. Dad’s is still going strong after 30 years. I’ve been married to my beautiful bride for more than 20 years. It takes time, effort and persistence to make a marriage work — whether it’s wedded bliss or an acquisition.

For business owners, mergers and acquisitions are among the fastest ways for companies to extend their reach and generate additional profits.

It takes time, effort and persistence to make a marriage work — whether it’s **wedded bliss** or an **acquisition**.

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PLANET announces new partnership with NJLCA

HERNDON, VA — The Professional Landcare Network (PLANET) is pleased to announce a new partnership with the New Jersey Landscape Contractors Association (NJLCA). Recognizing the importance of unifying the Green Industry at both the local and national levels, PLANET and NJLCA recently entered into this agreement that will use the strengths of both organizations to enhance the value delivered to both membership groups through education and networking, legislative advocacy, and consumer awareness programs.

“By formalizing our relationship into this agreement, we look forward to continuing to build a mutually beneficial and collaborative relationship over the coming years,” said PLANET’s Chief Executive Officer Sabeena Hickman, CAE, CMP.

This partnership will offer

PLANET members in New Jersey the opportunity to become part of a community of like-minded landscape professionals in their home state, while offering NJLCA members the chance to participate in and grow their businesses through the opportunities provided by PLANET. To promote and support the importance of membership, both organizations have agreed to extend significant discounts on membership dues to the members of the other organization.

“The New Jersey Landscape Contractors Association is very excited to be the first statewide landscape association to be partnering with PLANET in a joint venture to develop and grow both organizations,” stated NJLCA President Jody Shilan. “We are confident that this relationship will provide additional

value to the members of the NJLCA and its 45-year history, as we continuously strive to help educate our members, provide business opportunities, and help advance professionalism in the Green Industry.”

PLANET and NJLCA will officially kick off the partnership at NJLCA’s

35th annual Trade Show and Conference to be held February 29, 2012. For more information or to register, visit NJLCA.org.

For more information about this partnership, email PLANET’s Vice President of Membership and Services, Shaine Anderson, CAE, or call the PLANET office at 800/395-2522.



PLANET President
Sabeena Hickman

PLANET is the association of members who create and maintain the quality of life in communities across America. With approximately 3,800 members and affiliates, these firms and their employees represent more than 100,000 Green Industry professionals. Some of these professionals have taken the extra step of becoming certified through PLANET and bear the distinction of being known as Landscape Industry Certified.

A vote for Project EverGreen and GreenCare for Troops

In April 2011, First Lady Michelle Obama and Dr. Jill Biden launched Joining Forces, a national initiative to support and honor America’s service members and their families. The initiative aims to educate, challenge, and spark action from all sectors of our society to ensure military families have the support they have earned.

In an effort to recognize those citizens and organizations with a demonstrated, genuine, and deep desire to be of service to military families, the First Lady and Dr. Biden established the Joining Forces Community Challenge.

Project Evergreen’s GreenCare for Troops was named a finalist last month in the Joining Forces Community Challenge and has a chance to win several national prizes that rec-

ognize citizens, communities, schools, non-profits, faith-based institutions, philanthropic organizations, and local governments for their efforts in supporting military families.

GreenCare for Troops along with other finalists are being profiled on Challenge.gov, where the public will have the opportunity to vote for their favorite — the People’s Choice winner. Vote for GreenCare for Troops here: <http://joining-forces.challenge.gov/>

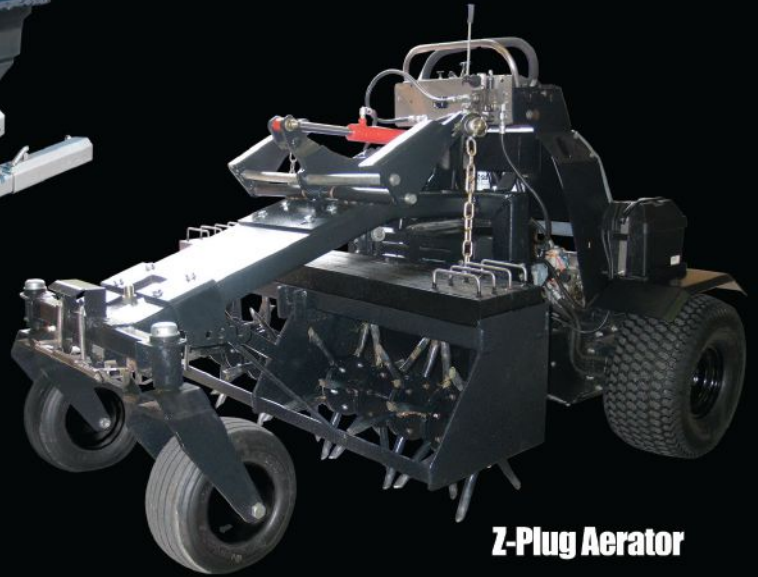
Winners will be announced at the White House on March 16, 2012, and be featured at Champions of Change, (www.whitehouse.gov/champions), the Administration’s website where community efforts in the areas of innovation and education are celebrated.

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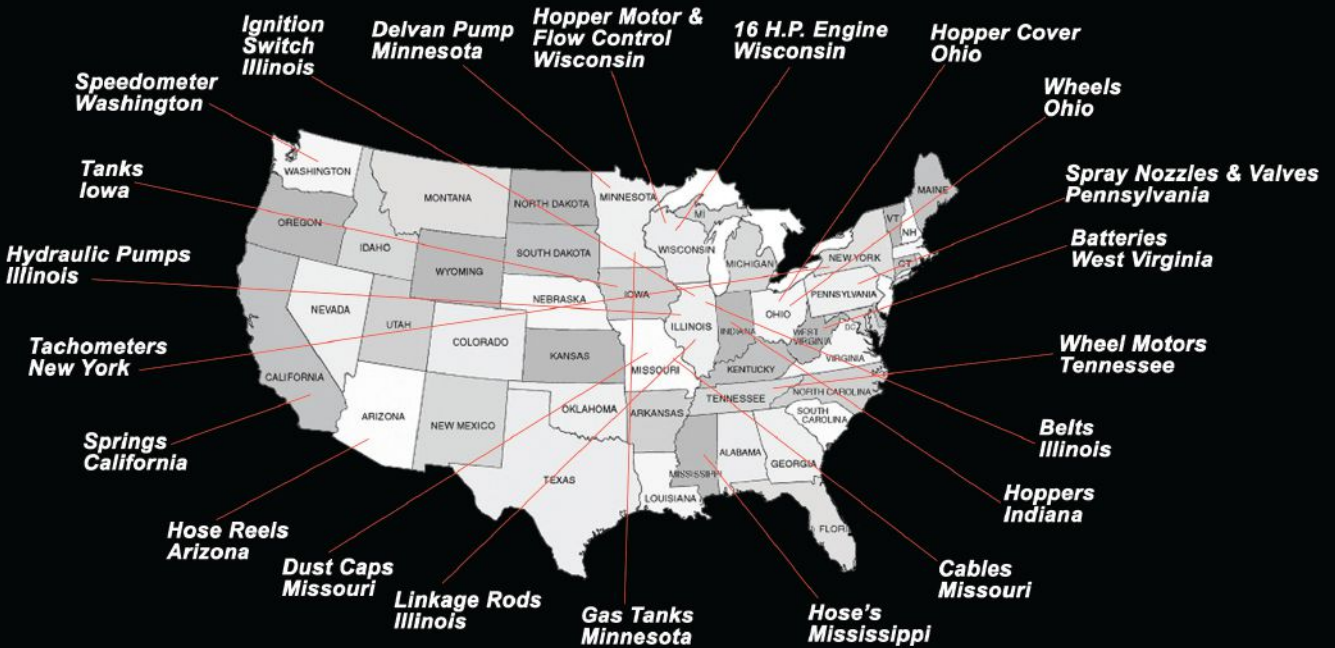
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Ewing employees compete and win in Arizona marathon

The Green Industry and marathon running have at least one thing in common — Ewing Irrigation.

Ewing employees finished the 2012 P.F. Chang's Rock 'n' Roll Arizona Marathon and Half Marathon on Jan. 15. Team Ewing had 169 participants from 17 states — earning the team first place in the GET FIT Challenge — a friendly competition that encourages companies and groups to train and run in the half or full marathon.

“The race tests our bodies, and is a testament to Ewing employees,” said Ewing President Doug York.

At Team Ewing's pre-race dinner on Jan. 14, Ewing employees shared why they participated in the 13.1- or 26.2-mile race.

Bill Snider, manager of Ewing's

Santa Barbara location, decided to run his first half marathon with the team in 2005 because he hadn't been exercising. At first he was only able to run for a few minutes, but after months of building up his endurance, he finished his first half marathon.

“It was the longest 2 hours, 21 minutes and 3 seconds of my life, but I'd done something I never thought I'd be able to do,” Snider said.

Warren Gorowitz, Ewing's vice president of sustainability and conservation, ran his first half marathon with Ewing in 2006 and discovered his love for running as well.

“It's an individual sport. You get to challenge yourself every time you're out



Team Ewing had 169 participants from 17 states compete in the Get Fit marathon.

there,” he said.

Team Ewing also reached its goal this year of raising \$25,000 for Autism Speaks. Team Ewing runners collected more than \$7,500; Phillips Hadco made a \$10,000 donation to the cause; and \$8,000 was donated by Ewing.

Team Ewing has been committed to the cause of Autism Speaks and has raised a total of \$125,000 since 2008.

In addition to participating in the marathon, Ewing's wellness programs this past year included the Just Walk 10,000 Steps-a-Day, Biggest Loser and Active for Life programs, and sponsoring employees for the Tempe International Triathlon.

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