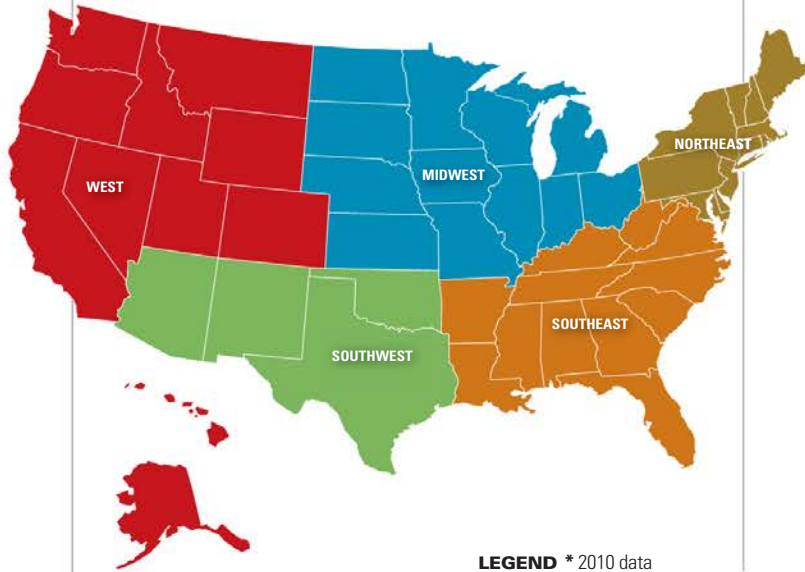


2011 Revenue (U.S. Dollars)	% Rev Change From 2010	FT/PT Employees	% Employee Change From 2010	2011 Avg Rev Per Employee	% Avg Rev Per Employee Change From 2010	Comm/ Res/ Gov Mix
\$12,508,070.00	NR	112/0	NR	NR	NR	7/93/0
\$12,250,000.00	-7.6	185/0	-5.2	\$66,216	-2.6	80/20/0
\$12,200,000.00	+4.3	325/0	+58.5	\$37,538	-34.2	70/30/0
\$12,200,000.00	NR	245/135	NR	NR	NR	95/5/0
\$12,110,000.00	-.1	178/0	-1.2	\$68,033	+1	100/0/0
\$12,000,000.00	0	120/60	0	\$66,667	0	60/35/5
\$12,000,000.00	-4	185/0	0	\$64,864	-4	???
\$12,000,000.00	NR	NA	NR	NR	NR	NR
\$12,000,000.00	NR	150/10	NR	NR	NR	100/0/0
\$11,775,213.00	NR	55/99	NR	NR	NR	90/10/0
\$11,500,000.00	NR	80/10	NR	NR	NR	50/40/10
\$11,350,000.00	NR	180/238	NR	\$27,153	NR	74/0/26
\$11,300,000.00	+15.3	165/1	+16.9	\$68,072	+1.3	85/5/10
\$11,225,000.00	NR	115/65	NR	\$62,361	NR	95/5/0
\$11,145,000.00	+6.1	95/75	+1.8	\$65,558	+4.2	70/25/5
\$11,000,000.00	NR	160/30	NR	\$57,894	NR	30/60/10
\$11,000,000.00	0	65/85	+7.1	\$73,333	-6.7	49/49/2
\$10,818,658.00	NR	140/0	NR	NR	NR	80/20/0
\$10,500,000.00	-11	45/75	0	\$87,500	-11	85/15/0
\$10,100,000.00	+12	100/0	+16.3	\$101,000	-3.6	10/88/2
\$10,000,000.00	0	100/0	+11.1	\$100,000	+10	5/95/0
\$10,000,000.00	0	93/5	-6.7	\$102,040	+7.1	95/5/0
\$10,000,000.00	NR	95/35	NR	\$76,923	NR	70/30/0
\$10,000,000.00	0	230/45	0	\$36,364	0	80/0/20
\$10,000,000.00	NR	90/3	NR	\$107,526	NR	80/15/5
\$10,000,000.00	NR	125/0	NR	NR	NR	90/10/0
\$9,945,250.00	NR	180/5	NR	\$53,758	NR	100/0/0
\$9,900,000.00	-7.1	130/0	+14	\$76,153	-19.2	100/0/0
\$9,704,557.00	+25.6	75/50	0	\$77,636	+25.6	90/2/8
\$9,500,000.00	-8	135/0	-6.9	\$70,370	-1.2	80/15/5
\$9,355,000.00	NR	195/1	NR	\$47,729	NR	95/5/0
\$9,200,000.00	NR	45/110	NR	NR	NR	90/10/0
\$9,045,000.00	+1.7	88/66	+5.5	\$58,733	-3.6	100/0/0
\$9,000,000.00	NR	125/0	NR	\$72,000	NR	100/0/0
\$8,870,182.00	-4.2	100/0	+2	\$88,701	-6.1	50/0/50
\$8,700,000.00	0	58/37	0	\$91,579	0	95/5/0
\$8,600,000.00	-7.8	24/90	-6.6	\$75,438	-1.1	73/25/2
\$8,564,212.00	+4.5	130/15	+3.6	\$59,063	+9	2/97/1
\$8,557,000.00	+2	120/38	0	\$54,158	+2	67/10/23
\$8,450,000.00	NR	45/0	NR	\$187,777	NR	95/5/0
\$8,234,404.00	+20.7	73/12	+14.9	\$96,875	+5.1	6/94/0
\$8,192,215.00	-5.9	43/110	+8.5	\$57,288	-7.2	95/5/0
\$8,100,000.00	NR	100/15	NR	\$70,434	NR	70/30/0
\$8,000,000.00	NR	60/2	NR	\$129,032	NR	10/90/0
\$8,000,000.00	NR	85/5	NR	\$88,888	NR	50/20/15°
\$8,000,000.00	-10.1	20/80	-1	\$80,000	-9.2	???
\$7,893,691.00	NR	23/52	NR	\$92,866	NR	8/90/2
\$7,600,000.00	NR	45/75	NR	NR	NR	70/30/0
\$7,500,000.00	NR	55/23	NR	\$96,153	NR	15/85/0
\$7,500,000.00	NR	125/0	NR	NR	NR	85/10/5

BY REGION

(IN U.S. DOLLARS)



LEGEND * 2010 data

NORTHEAST

1	The Brickman Group	\$295,505,000
2	Bartlett Tree Experts	\$88,510,000
3	Scotts Lawn Service	\$72,410,000
4	SavATree	\$54,080,000
5	Lipinski Outdoor Services	\$39,900,000
6	Ruppert Landscape	\$39,203,208
7	Denison Landscaping Inc.	\$36,550,000
8	NaturaLawn of America	\$28,965,318
9	Greenscape Inc.	\$27,500,000
10	Shearon Environmental Design Inc.	\$22,000,000
11	D Schumacher Landscaping	\$20,800,000
12	Complete Landscaping Service	\$17,163,250
13	Ambius *	\$16,367,148
14	High Tech Landscapes Inc.	\$15,500,000
15	Weed Man	\$14,399,000
16	Sposato Landscape Co. Inc.	\$12,200,000
	Land-Tech Enterprises Inc. *	\$12,200,000
18	McFall and Berry Landscape Management	\$12,000,000
19	Chapel Valley Landscape Co.	\$11,025,000
20	Realty Landscaping Corp.	\$11,000,000
21	McHale Landscape Design Inc.	\$10,500,000
22	Hoffman Landscapes Inc.	\$10,100,000
23	Blondie's Treehouse Inc.	\$9,000,000
24	John Mini Distinctive Landscapes	\$8,700,000
25	Tree Tech Inc.	\$8,000,000

MIDWEST

1	The Brickman Group	\$253,390,000
2	Scotts Lawn Service	\$91,905,000
3	Weed Man	\$45,100,000
4	Acres Group	\$38,200,000
5	Mariani Landscape	\$35,000,000
6	The Bruce Co. of Wisconsin Inc.	\$32,000,000
7	Ambius *	\$27,920,530
8	Christy Webber Landscapes	\$26,000,000
9	Spring-Green Lawn Care	\$25,292,400
10	Chalet	\$24,600,000
	Scott Byron & Co. Inc.	\$24,600,000
12	Landscape Concepts Management Inc.	\$24,300,000
13	Sebert Landscaping	\$22,000,000
14	Environmental Management Inc.	\$20,000,000
	Moore Landscapes Inc.	\$20,000,000
16	Reliable Property Services LLC	\$19,500,000
17	Ryan Lawn & Tree	\$19,267,200
18	David J. Frank Landscape Contracting Inc.	\$17,800,000
19	Naturescape	\$16,713,632
20	Clarence Davids & Co.	\$15,315,000
21	Countryside Industries Inc.	\$15,100,000
22	Bartlett Tree Experts	\$13,360,000
23	Hermes Landscaping Inc.	\$12,000,000
24	Mainscape Inc.	\$11,947,500
25	Rosehill Gardens Inc.	\$11,000,000

SOUTHWEST

1	Yellowstone Landscape Group	\$40,035,000
2	Environmental Earthscapes Inc.	\$38,029,270
3	The Brickman Group	\$33,772,000
4	AAA Landscape	\$26,380,533
5	Berghoff Design Group, BDG Maintenance	\$20,000,000
	DLC Resources Inc.	\$20,000,000
7	Scotts Lawn Service	\$19,495,000
8	Clean Scapes	\$18,977,000
9	Metroplex Garden Design Landscaping	\$18,600,000
10	Heads Up Landscape	\$17,900,000
11	Lambert Landscape Co. *	\$17,850,000
12	Maldonado Nursery & Landscaping Inc.	\$16,000,000
13	ISS Grounds Control	\$14,100,000
14	Earthworks Inc. *	\$13,500,000
15	Ambius*	\$12,516,054
16	Westco Grounds Maintenance Co. Inc. *	\$12,000,000
17	The Spencer Co.	\$9,945,250
18	Houston Landscapes Unlimited	\$9,900,000
19	American Landscape Systems Inc.	\$8,870,000
20	LMI Landscapes Inc.	\$8,640,000
21	Bartlett Tree Experts	\$8,350,000
22	Native Land Design	\$8,192,215
23	Visionscapes Inc.	\$2,535,000
24	Weed Man	\$2,398,000
25	Mickman Brothers Inc.	\$1,725,000

The opportunities ahead

The better a company fills a need, the more successful it will be. We asked our *LM150* about their biggest growth opportunities. Here's a sampling of how they plan to grow.

NO 8 **Massey Services Inc.** — Orlando, FL

1. New flea treatment protocols
2. Bed bug recurring services
3. Water management - irrigation

NO 15 **Ruppert Landscape** — Laytonsville, MD

1. Capitalizing on industry talent that's now available in the market
2. Pursuing multi-scope large projects throughout the U.S.
3. Increasing margins by refining the fundamentals

NO 29 **Mariani Landscape** — Lake Bluff, IL

We are focused on maintenance enhancement sales and charging for our design services.

NO 40 **Terracare Associates** — Littleton, CO

1. Continue to embrace technology
2. Lead our industry in developing and maintaining water efficient irrigation systems
3. Further develop our customer centric approach to dealing with all of our clients.

NO 52 **James River Grounds Management** — Glen Allen, VA

1. Applying our redesigned sales process
2. Using new technology to increase efficiencies
3. Expanding our "Green" offerings to clients

NO 58 **DLC Resources Inc.** — Phoenix, AZ

1. Expanding our tree services to generate additional revenue
2. Utilizing our water management expertise as a differentiator
3. Expanding our special projects division to generate additional revenue

NO 62 **Teufel Landscape** — Portland, OR

1. Repeat work from past customers, as they once again feel more positive about spending money for landscape
2. Referral from past customers for new construction that is now happening as a result of available financing
3. Landscape enhancements at properties we currently maintain as customers realize they need to once again invest in their properties

SOUTHEAST

1	The Brickman Group	\$177,303,000
2	Massey Services Inc.	\$136,346,547
3	Scotts Lawn Service	\$83,550,000
4	Yellowstone Landscape Group	\$38,465,000
5	Weed Man	\$37,851,000
6	Bartlett Tree Experts	\$31,730,000
7	The Greenery Inc.	\$30,750,000
8	Mainscape Inc.	\$30,107,700
9	Ruppert Landscape	\$26,135,472
10	RCI *	\$23,560,000
11	Cornerstone Solutions Group	\$23,138,223
12	James River Grounds Management	\$21,419,445
13	Russell Landscape Group Inc.	\$20,170,377
14	Girard Environmental Services Inc.	\$19,248,848
15	Gibbs Landscape Co.	\$17,978,000
16	Ambius *	\$17,329,922
17	Dora Landscaping Co.	\$16,000,000
18	PROscape Inc.	\$14,100,000
19	HighGrove Partners	\$13,533,000
20	ArtisTree Landscape Maintenance & Design	\$13,250,000
21	Lipinski Outdoor Services	\$13,110,000
22	Greenscapes of SW Florida Inc.	\$13,000,000
23	Dixie Landscape Co. Inc.	\$12,250,000
24	Chapel Valley Landscape Co.	\$11,475,000
25	Yard-Nique	\$11,225,000

WEST

1	The Brickman Group	\$84,430,000
2	Marina Landscape Inc.	\$46,000,000
3	Jensen Corp.	\$37,000,000
4	Cagwin & Dorward	\$28,500,000
5	Terracare Associates	\$25,500,000
6	Mission Landscape Cos.	\$24,486,000
7	Ambius *	\$21,181,015
8	Bemus Landscape Inc.	\$20,719,000
9	Teufel Landscape	\$19,500,000
10	Senske Lawn & Tree Care	\$19,400,000
11	Pierre Sprinkler & Landscaping	\$18,600,000
12	Urban Farmer Inc.	\$18,000,000
13	Villa Park Landscape	\$17,500,000
14	Swingle Lawn, Tree & Landscape Care	\$17,447,981
15	Landscape Specialists Inc. *	\$17,000,000
16	Dennis' Seven Dees Landscaping Inc.	\$16,595,870
17	ISS Grounds Control	\$15,900,000
18	Nissho of California Inc. *	\$15,700,000
19	Benchmark Landscape	\$14,857,000
20	Stay Green Inc.	\$14,000,000
21	ProGrass *	\$13,000,000
22	Pacific Outdoor Living	\$12,508,000
23	New Way Landscape & Tree Services	\$12,110,000
24	CoCal Landscape	\$11,350,000
25	Cleary Bros. Landscape Inc.	\$11,300,000



COMMERCIAL

1	ValleyCrest Landscape Cos.	\$850,000,000
2	The Brickman Group	\$591,010,000
3	EMCOR Group Inc.	\$336,246,000
4	U.S. Lawns	\$117,200,000
5	Ambius *	\$95,314,571
6	Yellowstone Landscape Group	\$70,650,000
7	Ruppert Landscape	\$65,338,681
8	Ferrandino & Son	\$62,000,000
9	Five Star Landscape	\$57,085,600
10	Lipinski Outdoor Services	\$57,000,000
11	OneSource Landscape & Golf Services, an ABM Co.	\$54,000,000
12	Clintar Landscape Management	\$47,975,000
13	Mainscape Inc.	\$47,312,100
14	Environmental Earthscapes Inc.	\$42,254,745
15	Acres Group	\$35,908,000
16	Lucas Tree Expert Co.	\$29,970,000
17	Cagwin & Dorward	\$27,075,000
18	Bartlett Tree Experts	\$26,720,000
19	The Bruce Co. of Wisconsin Inc.	\$25,600,000
20	Denison Landscaping Inc.	\$25,585,000
21	Complete Landscaping Service	\$24,820,700
22	Greenscape Inc.	\$24,750,000
23	Mission Landscape Companies	\$24,486,000
24	McFall and Berry Landscape Management	\$24,000,000
25	RCI *	\$23,088,800

RESIDENTIAL

1	Scotts Lawn Service	\$270,145,000
2	The Brickman Group	\$253,290,000
3	Bartlett Tree Experts	\$133,600,000
4	Massey Services Inc.	\$122,711,892
5	Weed Man	\$104,500,000
6	Lawn Doctor Inc.	\$88,110,000
7	SavATree	\$54,080,000
8	NaturaLawn of America	\$34,301,034
9	Mariani Landscape	\$33,600,000
10	Spring-Green Lawn Care	\$32,518,800
11	Chalet	\$23,370,000
12	Scott Byron & Co. Inc.	\$22,386,000
13	Nutri-Lawn	\$21,528,000
14	Lambert Landscape Co.*	\$16,957,500
15	Jensen Corp.	\$16,650,000
16	Ryan Lawn & Tree	\$16,056,000
17	Naturescape	\$15,042,268
18	Meadows Farms	\$14,725,000
19	Berghoff Design Group, BDG Maintenance	\$14,000,000
20	Senske Lawn & Tree Care	\$13,580,000
21	Nissho of California Inc. *	\$12,560,000
22	Pacific Outdoor Living	\$11,632,505
23	Cornerstone Solutions Group	\$11,569,111
24	Swingle Lawn, Tree & Landscape Care	\$11,515,667
25	Metroplex Garden Design Landscaping	\$10,230,000

BY MIX (IN U.S. DOLLARS)

% GAIN IN REVENUE PER EMPLOYEE

1	James River Grounds Management	216
2	Reliable Property Services	35.9
3	AAA Landscape	34.6
4	Marina Landscape	29.2
5	Angler Environmental	28.7
6	Heads Up Landscape	26.4
7	Kujawa Enterprises	25.6
8	Cornerstone Solutions Group	24.4
9	OneSource Landscape & Golf Services (an ABM company)	17.6
10	David J. Frank Landscape Contracting	13.6
11	Gibbs Landscape Co.	12.7
12	Metroplex Garden Design Landscaping	12
13	Greenscape Inc.	11.6
14	U.S. Lawns	11.5
15	Teufel Landscape	11.4
16	Girard Environmental Services Inc.	10
	Designs By Sundown	10
18	Clintar Landscape Management	9.3
19	SavATree	8.9
	Clarence Davids & Co.	8.9
21	Cagwin & Dorward	8.7
22	ArtisTree Landscape Maintenance & Design	8.5
23	Benchmark Landscape	8.4
24	Lipinski Outdoor Services	8
25	Stay Green	7.7

% GAIN IN TOTAL EMPLOYEES

1	HighGrove Partners	220
2	Sposato Landscape Co.	58.5
3	Clean Scapes	52
4	Spring-Green Lawn Care	48.3
5	Countryside Industries	39
6	Scotts Lawn Service	33.8
7	Mainscape	30
8	Lipinski Outdoor Services	23.4
9	Shearon Environmental Design	23.3
10	McHale Landscape Design	17.9
11	Cleary Bros. Landscape	16.9
12	Mariani Landscape	16.7
13	Hoffman Landscapes	16.3
14	Urban Farmer	15.4
15	Lawn Dawg	14.9
16	Gachina Landscape Management Inc.	14.6
17	Houston Landscapes Unlimited	14
18	The Greenery Inc.	13.8
19	Ryan Lawn & Tree	13.5
20	Yellowstone Landscape Group	11.8
21	SavATree	11.2
22	ValleyCrest Landscape Cos.	11.1
	Greenscape	11.1
	Senske Lawn & Tree Care	11.1
	Designs By Sundown	11.1

BY EMPLOYEE FACTORS

LEGEND * 2010 data

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MONEY

MAKERS

Companies that grew in 2011 did it the old-fashioned way — through strategic moves, better marketing and a return to basics.

BY **BETH GERACI** SENIOR EDITOR

NO 39 **CHRISTY WEBBER LANDSCAPES**

2011 GROWTH

27%

The team at Christy Webber Landscapes, Chicago, IL, had a good year last year. The company's revenue rose from \$20.4 million in 2010 to \$26 million in 2011, a jump of 27%. And the company has its construction division to thank.

"It was pretty astounding to us, the growth in our construction division," says company president Christy Webber.

Webber Landscapes capitalized on the fact that other companies slated to do construction projects just didn't have the cash flow to purchase materials. In the end, that reality landed Webber Landscapes more municipal work than it anticipated at the start of the season.

"There've been a lot of companies where guys are saying, 'Doing construction is just not worth it,'" Webber says. "I ask myself that question every day. The margins — we might do a million-dollar job and come out with a profit of \$25,000. It's just stupid. I think a lot of guys are like, 'Screw it. It's not worth it.'"

Webber Landscapes started 2011 with a very low projected revenue for its construction division, yet by season's end the division had generated nearly \$7 million.

In 2011, the company also focused more on managing jobs well, which helped, and it hired construction staff instead of landscapers to manage jobs.

"To bring someone in who knew the lingo, knew the processes, things the landscaping industry has struggled with, it made a difference," says Webber. "It's a different game now." **LM**



"I think a lot of guys are like, 'Screw it. It's not worth it.'"

CHRISTY WEBBER, president, Webber Landscapes, on the typically low margins in construction work.

continued on page S16



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NO 57 RYAN LAWN & TREE

2011 GROWTH

15.6%

Ryan Lawn & Tree, Overland Park, KS, has grown little by little nearly every year in recent memory, even in abysmal 2008, says company president Larry Ryan.

In 2012, Ryan Lawn & Tree has a lofty goal: to hit \$100 million by 2030. It plans to meet that goal through organic growth and acquisitions. And, says Ryan, the company's right on target.

About five years ago, the company began studying clean water issues. And in 2011, Ryan Lawn & Tree grew by 15.6%, due largely to its merger with a Springfield, MO-based irrigation company.

The merger generated for Ryan Lawn & Tree about \$500,000. Whether that's also responsible for Ryan Lawn & Tree's share price rising is anybody's guess, but the company was reaffirmed by the fact that from 2010 to 2011 its share price rose from \$5.68 to \$6.48.

And the growth continues in 2012. So far this year, two companies have sold their irrigation customers to Ryan Lawn & Tree, which also acquired the companies' irrigation staffs. The new employees complemented Ryan's current staff in work ethic and attitude, which is exactly what the company seeks in its mergers.

"To have anybody merge with us, we want similar attitudes," Ryan explains. "We look for people who are committed to quality and are priced accordingly. Customers have to feel that you care, and if your front-line worker doesn't convey that, it will make a difference in the way customers feel."

Ryan says he wouldn't want to buy a \$10 million company; the work culture would be too slow to adapt. That's why Ryan Lawn & Tree focuses on acquiring smaller companies and growing incrementally.

Mergers and acquisitions have given Ryan Lawn & Tree an advantage, because becoming larger has reduced the company's overhead per customer.

In 2012, it plans to grow its work force by 20 employees and is eyeing more companies with which to merge. "But we're in no hurry on it," Ryan says. "We want to first make sure it's the right fit." **LM**



NO 62 RELIABLE PROPERTY SERVICES

2011 GROWTH

50%

Expansion is one way to grow, and St. Paul, MN-based Reliable Property Services did its share of that in 2011. In fact, its expansion caused it to grow by 50%.

Reliable opened two new branches in 2011, one in Des Moines, IA and another in Milwaukee, WI. The expansion is part of Reliable's five-year plan to establish a presence in new markets. Next up are Omaha, NE and Illinois, says Reliable Property Services VP of Operations Tom Hougnon.

Reliable's focus in Des Moines and Milwaukee is on building relationships with residents, Hougnon says. "It's good to be the new guy in town in a lot of ways," he adds.



"They want to make sure they're partnering with a company that's locally based. And we want to make sure we have a viable presence in the community."

TOM HOUGNON, VP of Operations, Reliable Property Services, on the importance of establishing a local presence when expanding into new cities

"You're a new face," and that causes residents to be curious about a business's offerings, Hougnon explains.

To establish goodwill with residents, when Reliable set up its Des Moines and Milwaukee branches it was careful to hire locally and buy locally.

"We'll buy trucks and trailers from Des Moines and Milwaukee dealers," Hougnon says. "You want to make sure you're established and your presence is there with local people. It's critical to make the customers realize you're not just an office with one guy doing all the work."

When Reliable branches out into new markets, residents often ask whether the company will hire locals. "They want to make sure they're partnering with a company that's locally based," Hougnon says. "And we want to make sure we have a viable presence in the community."

Reliable has a Des Moines staff of four full-timers and about 50 to 75 seasonal workers. And now, Hougnon says, Reliable is seeing double-digit growth in both Des Moines and Milwaukee, touching between 30% and 35% more customers. Reliable also sees single-digit growth in Minneapolis, where it opened a satellite office in 2011.

The company plans to keep expanding in 2012. "Our goal over the next five or eight years is to be the leading provider in the Midwest," says Hougnon. **LM**



NO 129 KUJAWA ENTERPRISES INC.

2011 GROWTH
25.6%

Over in Oak Creek, WI, Kujawa Enterprises Inc. (KEI) did some profiting of its own in 2011. Company Executive Vice President, Sales and Marketing

Chris Kujawa attributes the growth to KEI's reenergized effort to increase sales.

"We ramped that up a little bit," Kujawa says. "A lot of it has to do with discipline and staying on top of certain things you do well. Do one thing at a time and do it well and on to the next."

Increasing sales, for KEI, meant increasing its marketing and visibility.

"Really, it was just a rededication to getting out there and doing things the old-fashioned way," Kujawa says. "There's no magic bullet out there. It's dedication, persistence. You just get out there and tell your story.

"Get in front of people," he continues. "Exposure is great, but exposure is not a connection. A lot of it's knocking on people's doors, trade association events, organizing social events. Be the catalyst...you know, sponsor things."

Companies are utilizing social media more, and it's a valuable tool, Kujawa says. But it's no personal connection. So over 2011 KEI made getting more face time with clients and prospects a priority.

"You can mail a proposal. That's great," Kujawa says. "It's not the same as presenting one. Now you've got an opportunity to get five minutes with the guy that maybe the next guy didn't have."

From KEI's marketing initiatives in 2011, Kujawa was reminded once again of just how far basic principles go in business, basics such as being personable, reliable, consistent and empathetic.

"You go from just being a grass cutter to being a flexible, creative, dependable grass cutter and now you've set yourself apart," he says. **LM**

"You can mail a proposal. That's great. It's not the same as presenting one."

CHRIS KUJAWA, Executive Vice President, Sales and Marketing, Kujawa Enterprises Inc., on the importance of face time with clients



SavATree has inspired its sales team (shown here) through its new health and wellness program.

NO 14 SAVATREE

2011 GROWTH
22.7%

Bedford Hills, NY-based SavATree turned to marketing and networking to grow in 2011.

"This year was really an organic-driven growth year," says Luann O'Brien, SavATree's vice president of marketing and sales development.

"Reaching out to people and really being present in the community has always been part of our culture, but I think customers are becoming more tuned in to the community involvement of companies.

"Rather than it being strictly a fact-based decision that customers are making," O'Brien continues, "it's more emotion-based. People look at trees and shrubs often as extended members of their family, and customers also look to do work with companies that are good corporate citizens."

So SavATree zeroed in even more in 2011 on its physical presence in the community—ensuring its trucks were seen in the neighborhood; rubbing elbows with people at fundraisers; and participating in community service projects.

In 2011, SavATree also enhanced its website. "Anything involving web presence is really mission critical," O'Brien says. "Everybody's looking online to see who's in their area. You have to be online and also be local."

And by using compete.com, SavATree tracks its online traffic and assesses how it sizes up against its competitors. Based on recent compete.com data, SavATree has nearly 30% more online traffic now than it did last year at this time, O'Brien says.

Among SavATree's most important drivers of growth in 2011 was the fact that it energized and motivated its sales team through the health and wellness initiative it launched last fall.

"Our sales team members have been encouraged to get healthy and fit as a way of increasing their performance, and it is working," says O'Brien. "I'm getting emails on a regular basis that our sales team has embraced a healthier way of life."

SavATree's program gives points for weight loss, quitting smoking, lowering blood pressure and more. SavATree's sales conference in February culminated in a team building event at Blue Streak sports facility in Stamford, CT in which employees had fitness breaks.

The initiative "has made a huge difference for us as a company," O'Brien says. **LM**

BRANCH

To keep profits streaming in, 3 landscape companies are diversifying their services and reaping the rewards.

BY **BETH GERACI**
SENIOR EDITOR

Since 2008, landscape companies have struggled to find ways to make a profit. Some have gone the sustainability route, others have focused on customer service. These three companies strengthened their businesses by recognizing a need and diversifying their services accordingly.

Environmental work

When the folks at TBG Landscape in Brooklin, ON do things, it's on a grand scale. That's because for TBG, which specializes in design/build projects, a typical project is worth \$250,000.

Given the huge scope and cost of those projects, once the economy tanked in 2008, so did TBG's client pool.

Thankfully, "we had two very large projects in 2007 that went through 2011," says TBG President Mark Bradley. "As they came to an end, we tried to look at ways to maintain the size of the business."

Company executives analyzed the marketplace and asked themselves how they could stay profitable. They found the answer in erosion control and environmental work.

"Erosion control was a natural transition for us," Bradley says. "In our design/build work, we've been

