

SPONSORED BY



2023

BENCHMARKING YOUR BUSINESS REPORT

SUPPLEMENT TO

Lawn & Landscape

INSIDE:

EXCLUSIVE
RESEARCH

Page B4

SO MANY
VARIABLES

Page B8

TAKING THE BURDEN
OUT OF BUDGETING

Page B12

Evolving to meet new challenges



JAMIE BRIGGS

Director of Marketing,
Exmark and
Z Turf Equipment



ONE OF THE CONSTANTS in our world is change. And though for many change is a scary prospect, those who choose to embrace it can stay ahead of the game and lead the way to a better, more profitable future.

The 2023 Benchmarking Your Business report provides valuable insight into how contractors across the country are succeeding in business today by evolving to better need customer needs. In doing so, they're defining their competitive advantage, often using technology to overcome the challenges they face. This perspective can be valuable in helping you understand how best to move forward in your business.

It's arguable that the pace of change has never been greater than it is today. The emergence of new technologies and the convergence of new and existing technologies is revolutionizing how services are delivered. As a result, you can streamline your business, better serve your clients, and ultimately be more profitable.

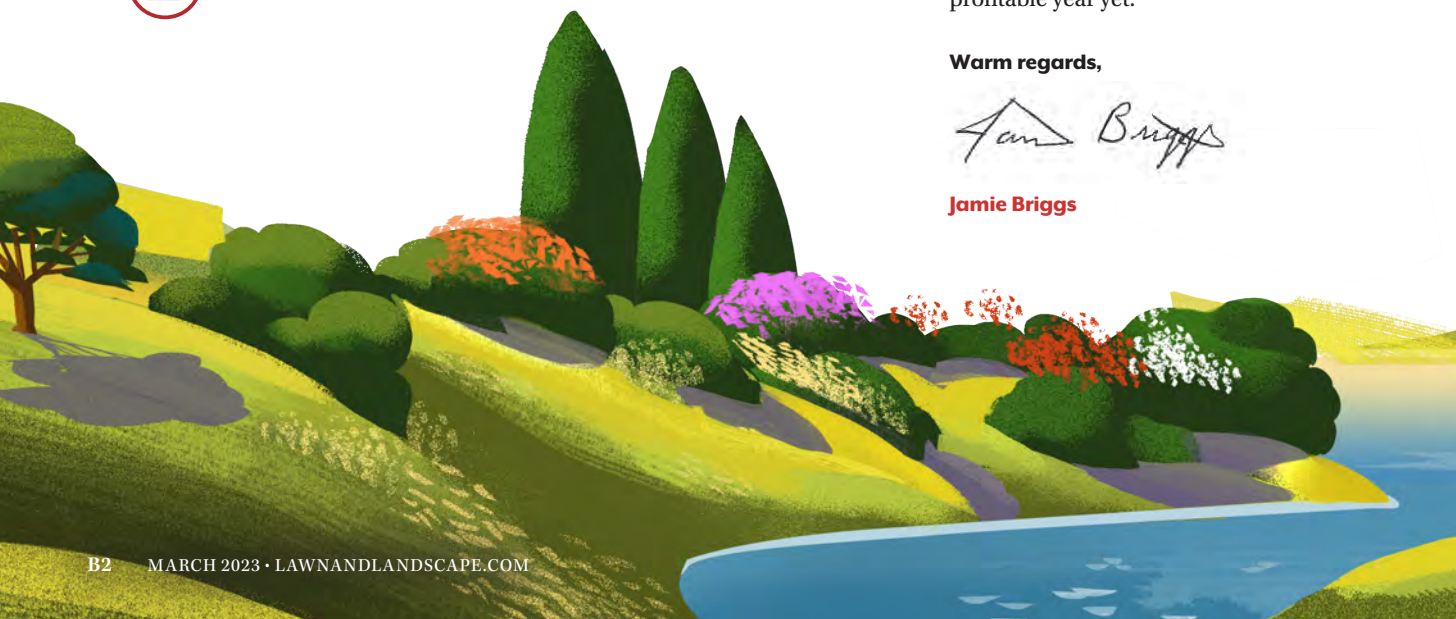
At Exmark and Z Turf Equipment, we're committed to helping our customers evolve to meet the unique needs of their clients and do what they do best every day. We're not resting on our laurels, because like our customers, we're never satisfied. From the advent of our game changing Lazer Z zero-turn rider more than 25 years ago, to our most recent battery-powered machines, and the development of future autonomous equipment, we're constantly pushing the bar higher.

You can be sure that when a new technology is ready for contractor duty, you'll see it from Exmark and Z Turf Equipment. We've built our business on helping professionals like you constantly exceed expectations, and we highly value the relationships we've built with each customer. If you're one of those customers, thank you. If you're not yet a customer, I'd like to personally invite you to visit a local Exmark or Z Turf Equipment dealer to learn more about how we can help you evolve your business to meet the challenges of today, tomorrow, and the future.

Here's to 2023 being your best, most profitable year yet.

Warm regards,

Jamie Briggs



THE POWER OF EXMARK ELECTRIFIED

Exmark's new generation of cutting-edge commercial electric mowers deliver the durability, cut quality and productivity that customers expect.



Discover our
electric mowers
for yourself



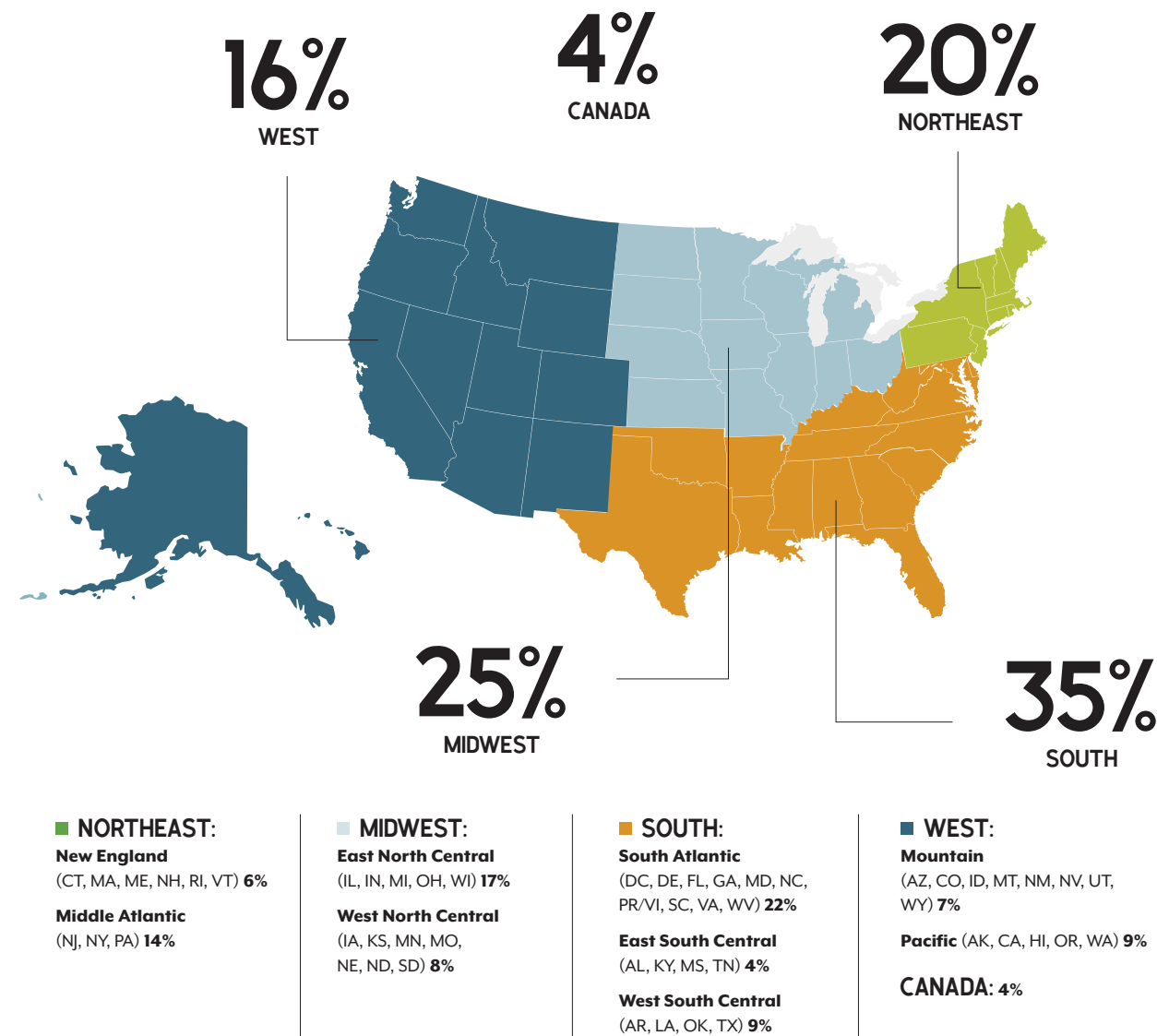
2023 BENCHMARKING YOUR BUSINESS REPORT

Our annual Benchmarking Your Business Report features exclusive data from across North America giving insight into how landscapers are pricing, budgeting and overall handling finances. We've also spoken with green industry professionals to get a pulse on their local markets and to get tips on how to budget effectively.

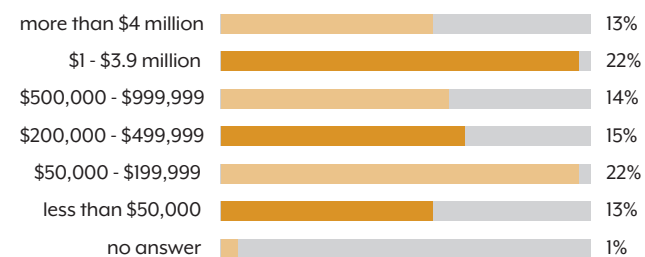
BY JIMMY MILLER AND KIM LUX
ILLUSTRATIONS BY DAVID MOORE

*This survey was closed on Dec. 28, 2022, and results are based on 628 responses.
The margin of error is 3.8 percentage at the 95% confidence level. Not all percentages will add to 100% due to rounding.*

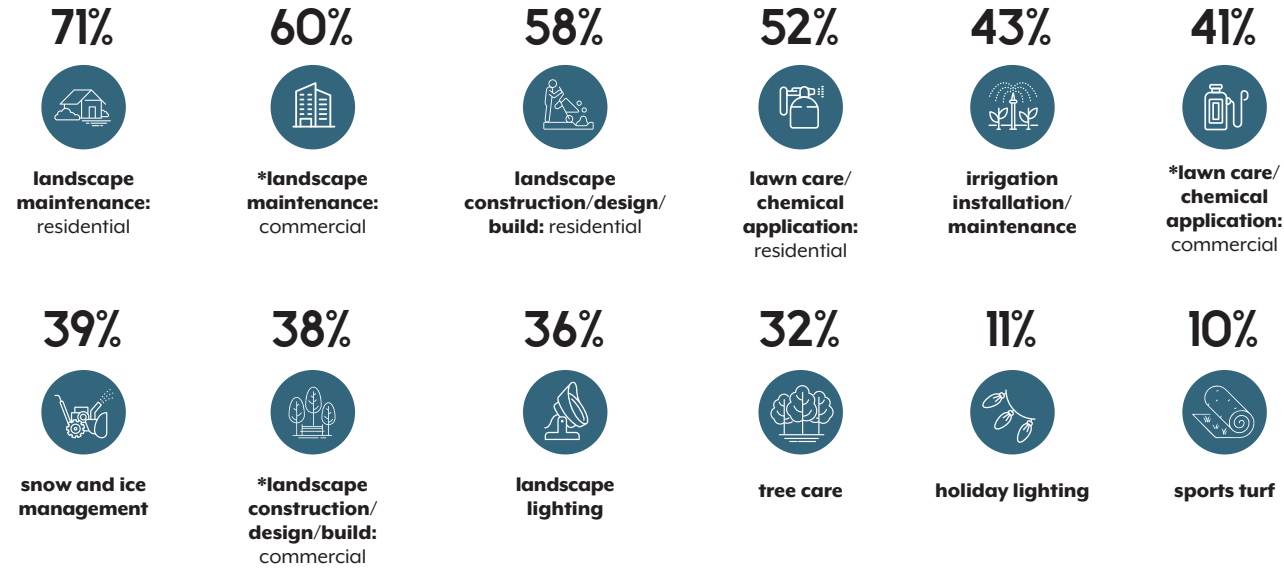
In which state/province is your location?



Approximately what was your location's gross revenue in 2022?

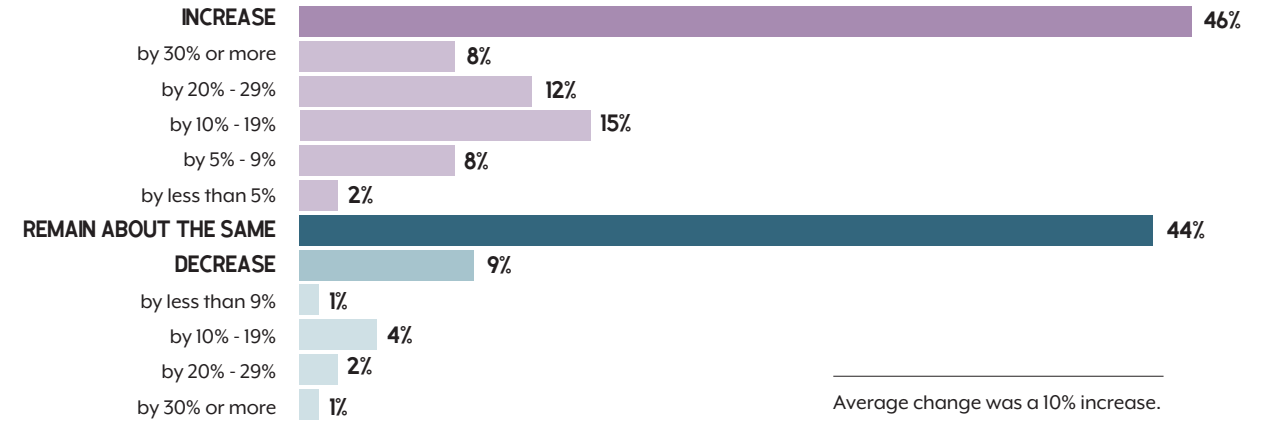


What services did your location offer in 2022?



*Includes HOA and government/institutional clients

Compared with 2022, how do you anticipate your location's 2023 gross revenue will change?



How many full-time, part-time, and seasonal employees does your location currently have?

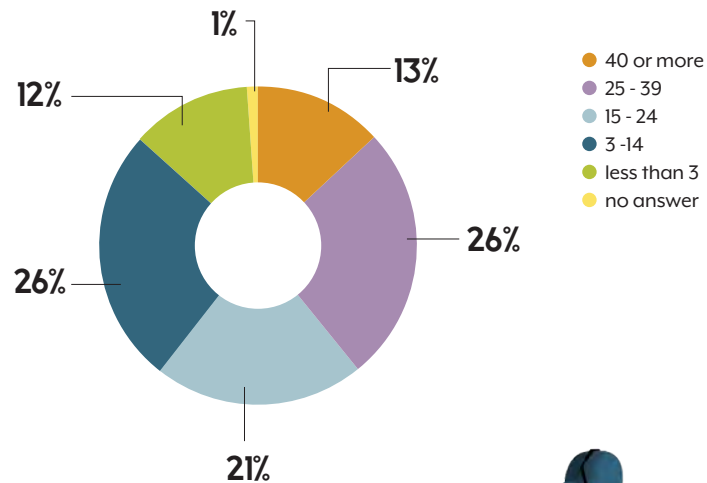
17.4
FULL-TIME

5.7
SEASONAL

1.7
PART-TIME

Total: 24.8

How many years has your location been in business?

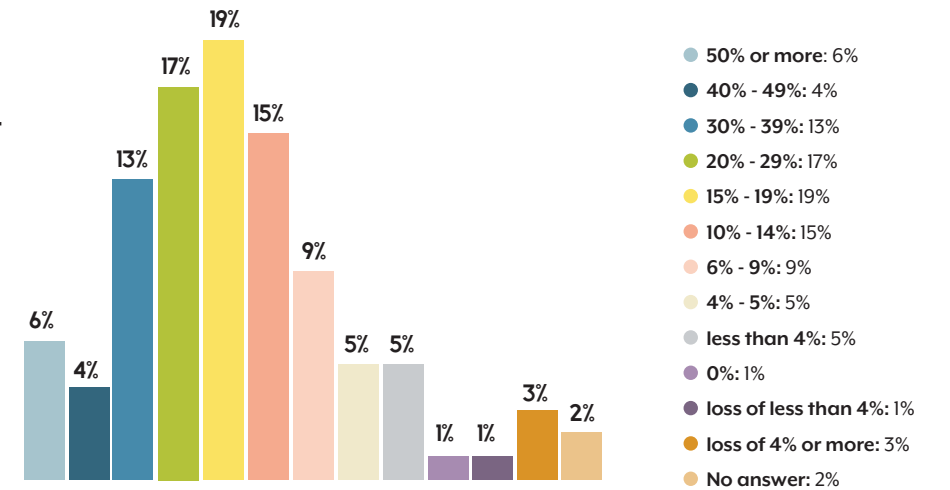


AVERAGE: 21 YEARS

Approximately what was your location's net profit margin in 2022?

MEAN: 20%

MEDIAN: 17%



What do you charge, on average, per hour for labor for each of the following services?

	National	Northeast	Midwest	South	West
snow and ice management	\$108.41	\$115.98	\$91.89	\$121.41	\$116.00
tree care	\$96.71	\$100.39	\$88.96	\$104.94	\$92.29
irrigation installation/maintenance	\$81.33	\$86.58	\$74.19	\$85.88	\$78.97
landscape construction/design/build (residential and/or commercial)	\$74.71	\$78.80	\$73.69	\$72.46	\$75.99
lawn care/chemical application (residential and/or commercial)	\$71.58	\$82.12	\$70.38	\$66.94	\$70.78
landscape maintenance (residential and/or commercial)	\$63.91	\$69.74	\$63.70	\$62.22	\$60.73



So many

VARIABLES

Even though inflation and a decrease in backlog are affecting some companies, landscapers still say business is good.

By Kim Lux and Jimmy Miller

JOE PULLIAM | vice president of business development, American Landscape, Canoga Park, California



FOR JOE PULLIAM, words like “recession” and “inflation” are dirty words — that is, they’re often associated with bad news for the client and business alike.

But he knows that he’s had to be honest with clients on where the economy is at. American Landscape has a revenue just north of \$60 million and does commercial landscape construction and maintenance. Costs have grown by 3-4%

across the board, and meanwhile, more and more clients are choosing not to have the work done they might traditionally request.

To make matters more difficult, there’s also more competition than before. On some jobs that used to have just three other bidders, now he’s seeing six. It’s not doom-and-gloom, as there’s still plenty of jobs out there, Pulliam says.

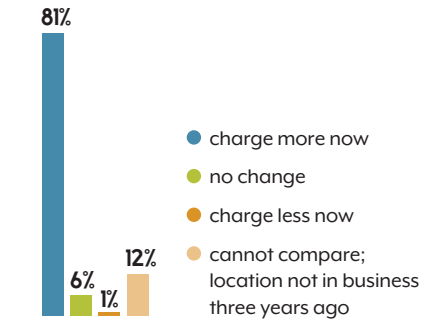
Still, he also says that profit margins have not grown as consistently as the costs to complete each job.

“But we get it: Owners have to be smart,” Pulliam says.

On the maintenance side of the business, Pulliam says they’ve had each client for — on average — about 5-10 years.

ILLUSTRATION © DAVID MOORE

Compared with three years ago, how have your location’s prices changed in general?



Some construction contracts are even as old as 50 years though. So, generally, Pulliam says half of American’s clients are purely number-driven, but others have that long-term relationship and try to make numbers work.

Instead of abandoning American Landscape for the lowest bidder, these clients will instead come back and say, “you’re high by X, Y and Z.” That’s where the two companies can negotiate terms a little bit more.

“We know with certain clients what percentages and what costs are going to get us close,” Pulliam says. “Each job or contract really is specific to that property.”

American’s landscape construction workers are union, so their wages were predetermined based on the last labor agreement and went up about 5% this year. But on the non-union maintenance side, those wages are purely paid on the experience of the individual, Pulliam says. Even in California, where costs for seemingly everything are high, Pulliam says he’s only noticed about a 1-2% increase in general labor wages for the maintenance team.

But a supply chain problem still throws wrenches into pricing, as plant material in particular is still hard to find. These shortages can complicate accurately pricing jobs, but Pulliam says American has gotten good at finding alternatives. He hopes for a return to some normalcy in that area soon though.

PHOTO COURTESY OF NT LAND WORKS

ASHLEY VAN PELT | president of NT Land Works, Fallston, Maryland



AT NT LAND WORKS, President Ashley Van Pelt is hoping a shift in priorities will equate to more growth — and therefore more revenue.

“Instead of focusing solely on the bottom line, we pivoted... and we’ve really started focusing more on the culture,” she says. “Improving our culture has really had a positive impact on our bottom line.”

The company did over \$500,000 in revenue in 2022 and Van Pelt says she’s hoping to double that this year.

“We’re investing in our employees to get that return on investment,” she says. “That’s our strategy for expanding and adding more crews. It looks like we’re going to be there by the end of 2023. We are looking to double our size by the end of the year.”

Currently, the company has a staff of five. And putting those five staff members first has been great for retention and employee buy-in, she says.

“It’s improved employee investment and therefore quality for the customer, so we’re getting more repeat business,” she says. “And therefore, we can raise our prices a little bit more because we’ve built that trust up and they know our crews follow through.”

Part of that investment has obviously been raising wages.

“When it comes to wages, we are encouraging more professional development so we’re willing to pay for that professional development and that new knowledge,” Van Pelt says.

Raising wages is nothing new for NT Land Works. Even before Van Pelt says she decided to focus on culture, she was paying competitively and it still didn’t help retention. But paying even more now has come with its challenges.

“I’ve had to charge customers more and I’ve had to reduce my own salary,” she says of the wage increase. “Overall, I’m happy with it.”

As a company that does a lot of subcontract work, Van Pelt says increasing prices helps her stay solvent cashflow-wise.

“For me, I’m not getting a 30-day cash cycle working with homeowners and billing out weekly or monthly,” she notes. “I bill out monthly, but as a subcontractor, which is largely what my business is, I have to wait 45-60 days. And I have to bid a lot earlier on my projects.”

Though Van Pelt says she never just instinctively raises prices. It’s always strategic and depends on the project.

“We never do a blanket 3% raise,” she says. “That’s never been our strategy.”



With only five employees, NT Land Works focuses on career enrichment and competitive wages to retain its workforce.

JASON HONE | president & general manager of Hone Landscape Company, Carnation, Washington

IT'S BEEN WELL DOCUMENTED that COVID-19 caused a boom in design/build and landscape construction work across.

But now that the pandemic has ended, some are noticing a downtrend in demand.



That's the case for Hone Landscape Company, according to President and General Manager Jason Hone.

"There's been a very big change in demand for work in the last six months," he says. "There's been a slowdown in interest in work. In the last few years, we'd have a backlog of about six months, but now we're at like a month or month and a half right now."

But despite the slowdown, Hone is optimistic for the year ahead. In 2022, the company did around \$2.3 million in revenue. That was up 20% from the year before.

Hone says the company's been taking swift action to try and subside the shift in demand.

"We've just been trying to do things a little differently to stay busy," he says. "We've even shifted some things to keep work coming in."

Hone says he suspects it's a myriad of things causing the popularity of the work to drop off.

"It's probably related somewhat to inflation and interest rates, and the stock market and money in general. Plus, it's just coming down from all the COVID stuff," he says.

Inflation has also caused the company to raise prices. With material costs constantly changing, Hone says he relies on his software to keep his pricing profitable.

"Our pricing is per job," he says. "We input into our software the fuel prices and material costs as they change and adjust those as need be. The software then reflects those changes in the pricing."

"We don't really raise prices, just adjust accordingly," Hone adds.

It's not just material costs going up either — so has the cost of labor. And both costs are getting passed off to the customer as the company's hourly rate has gone up recently.

"We've raised wages the last few years," Hone says. "It's probably gone from \$25 an hour for an average foreman to \$31-32 now. For a landscape technician, it was like \$18-20 and now \$23-25 an hour."

As a side note, Hone says he's seen better retention in the last few years but he credits it more to building a network than paying higher wages.

"We've had better employee recruitment and retention in the last couple of years because we've gotten to know some people who know people and that sort of thing," he says. "The last couple of years we've had a good (workforce) of employees but I don't think it's been related to pay."

While Hone takes several things into account when pricing jobs, he notes that when it comes to establishing a budget, that's not really the way he runs the business.

"I usually don't even redo our software's budget once a year. I usually do it every couple of years," he says. "Basically, our budget is we look for a number we're shooting to get and that's basically how we budget. It's a number we're going to shoot for and then get enough work to reach that number and go from there."

POSITION	TOTAL	GROSS REVENUE			LOCATION BY REGION			
		Less than \$300,000	\$300k - \$999k	More than \$1 million	Northeast	Midwest	South	West
chief financial officer (CFO)	\$98,000	N/A	N/A	\$100,000	N/A	\$95,000	\$110,000	\$110,000
chief operating officer (COO)	\$94,440	\$20,000	\$49,000	\$100,000	\$90,000	\$78,000	\$100,000	\$110,000
owner/president	\$80,000	\$40,000	\$75,500	\$124,000	\$90,000	\$80,000	\$80,000	\$100,000
account manager	\$65,000	N/A	N/A	\$65,000	\$70,000	\$62,500	\$60,000	\$65,000
salesperson	\$65,000	N/A	N/A	\$70,500	\$65,000	\$65,000	\$70,000	\$77,500
landscape designer	\$62,500	N/A	N/A	\$65,000	\$60,000	\$65,000	\$55,000	\$70,000
supervisor	\$60,000	N/A	\$45,000	\$60,000	\$65,000	\$60,000	\$55,000	\$65,000
crew foreman/leader	\$50,000	\$36,000	\$45,000	\$52,000	\$53,500	\$50,000	\$50,000	\$51,500
office manager	\$50,000	\$8,000	\$35,000	\$52,000	\$49,000	\$45,000	\$50,000	\$50,000

N/A: Not enough responses to produce a valid result

PHOTO COURTESY OF HONE LANDSCAPE COMPANY

GARY BARKER | Barker's Landscaping, Ezel, Kentucky

GARY BARKER'S held his prices steady on clients for years — that's one of the reasons he believes they've been clients for years, not months.

He's worked in landscaping for 22 years and his revenue hovers around \$100,000 annually. It's a business that he runs with his dad and brother, even despite the fact he's got a full-time job and is roughly eight years away from retirement.

By that point, he hopes to turn the company over to his son. Barker also hopes there are clients still there for his company when he turns it over, which is why he's kept his prices consistent for about a decade.

"I know a lot of people have raised prices, but... we've not had to raise our prices yet, and this year, I don't look to be

raising prices," he says. "I've had some customers for nine years, and I'd really hate to lose them."

He's managed to keep the job costs the same in part because Barker hasn't purchased any new equipment during the pandemic. He bought trucks and trailers the year before COVID began, and instead of purchasing new mowers, he's just spent some money on maintenance.

Barker says the last few years have been some of his company's best. For starters, he hasn't changed his bids for clients since just after the Great Recession, where costs were high for materials and fuel. He was able to endure the fluctuations of these costs because they were turbulent costs when he first bid out the jobs anyway.

"I guess bidding those jobs years ago has kind of helped with that," Barker says.

Additionally, the influx of recent homebuyers has helped his company. Barker says he's partnered with a company that renovates and resells homes, so when they're done with the interior, they contact him to come in and handle the landscaping.

Just as Barker's kept his pricing model simple, determining what to pay himself has never been a concern either.

"To be honest, I don't pay myself a lot. At the end of the year, I just kind of look at it," Barker says. "I don't pay myself a lot during the year. At the end of the year, if there's any set aside, I'll usually pay myself."

BLAKE REEDER | president of Reeder Landscape, Amarillo, Texas

THE PAST THREE YEARS at Reeder Landscape have seen tremendous growth.

"We've doubled year-over-year for the last three years," says President Blake Reeder. The company reached \$5 million in revenue in 2022.

But 2023 is looking like an uphill battle for the business. With material prices and wages going up increasingly every year, Reeder says the company needs to make some changes to its pricing to stay profitable.

"We've absorbed it up until this year, but this year, we're going to have to have an increase of some sort," he says. "We already run pretty tight margins. So, we run a pretty slim crew for the amount of work we produce. Our only option this year is to increase prices on our customers. We've put it off and put it off and put it off as long as we can. We're to the point now where we have to do something."

At Reeder Landscape, upper management spends the off-season gearing up for the year ahead and determining prices. The last few years they've been able to maintain the status quo and not raise rates.

"We review every winter to prepare for the spring," Reeder says. "We'll have a brainstorming meeting to get everything together and start to look at what our net profit was the year before and



look at our pricing to see if we need to adjust any specific areas.

"As competitive as this industry is, it's really hard to just throw a blanket on it," he says. "We look at each individual product or service that we provide and then we increase or do whatever is needed."

The driving force behind the imminent increases at Reeder Landscape is the cost of labor. During peak season, the company employees 50 people.

"It's probably been the hardest hit — the wages," Reeder says. "Going into 2020, average pay was \$10-12 an hour for our crew guys. Now, the average for maintenance is between \$18-20 an hour. And on the design side, average crew is \$20-25."

On the design/build side of the business, mounting material costs are also calling for a review of rates.

"It's been huge," Reeder says of material costs rising. "Pipe, for irrigation, is up almost 120% since 2020. PVC is ridiculous. Plant material has gone through the roof and almost doubled as well."

Reeder says the company has tried to increase its material costs as prices keep climbing but it's still a challenge. And so are continuing supply chain issues.

"Even getting stuff in is really difficult still," Reeder says.

Reeder says the increased costs of doing business harken back to a bigger concern the whole country is facing.

"The costs of material and labor wages are a direct reflection of inflation," he says.

PHOTO COURTESY OF REEDER LANDSCAPE



taking the BURDEN OUT OF BUDGETING

Managing the numbers doesn't have to be difficult or time consuming, and there's plenty of advantages to having a thorough budget in place.

By Kim Lux

ILLUSTRATION © DAVID MOORE



For some, the success of a business boils down to the bottom line. But what can you do to ensure a healthy profit? Three green industry executives say the building blocks for any winning business lies in the budget.

"I can't emphasize enough the importance of a budget for any business," says Peter Grandin, president of Grandin Landscape, in Wakefield, Rhode Island. "Whether you're a \$100,000 a year company or a multi-million-dollar company, it's critical.

"It's so important for your team, and even your crew members, to understand what you're trying to accomplish and what it costs to get there," he adds.

NUMBERS TO KNOW. Grandin, whose company produced about \$5 million in revenue in 2022, says the foundation of any budget is knowing exactly what to budget for — in terms of materials, labor and other costs.

"We budget every expense for everything right down to every cent," he says. "We know what percent our material costs for our construction jobs, for our maintenance contracts and for everything."

Once all costs are incorporated into the budget, Grandin says that data is then used to accurately establish prices for the season ahead.

"Based on that budget and the average wages we pay our staff and overtime, we can then calculate what our hourly rate is," he says.

Sometimes, Grandin says it's also helpful to start a budget by looking at last year's revenue and what your goals are for the next year. Then, it's a matter of playing around with some numbers to make that amount happen.

"The first thing I do is look at the previous year's revenue and then look at where I want the next year's revenue to be," Grandin says. "Once I do that, I can use the same formula we always do. We've been using a very detailed budget for a long time now."

While exacting out materials into a budget may sound simple, it can be a challenge — especially when most material prices have been varying.

Tim Austin, president of the Saline, Michigan-based A&H Lawn Service, admits it's an issue they've run into several times these past few years.

"Last year, fuel was about 3.6% of our total sales," he says. "And two years prior to that it was 1.6% of total sales. So that tells you how much the cost of fuel has gone up."

Grandin shared similar struggles. "The biggest problem we had last year was we didn't anticipate the hike in fuel costs quick enough," he says. "That hurt us for a brief period but got around it by marking up materials an extra 5%."

And while a budget is a great place to track the fluctuating costs of materials, Austin adds it's also useful for monitoring KPIs — or Key Performance Indicators.

"Every business has their KPIs," Austin says. "For me, one of our KPIs is the labor percentage. I know right from that what things look like in the future. We either have to get it under control or make more sales to get that percentage down. That's probably the number one KPI I monitor."

Supreme Lawn and Landscaping President & CEO Brian Lahr also says that budgeting labor costs correctly is mission critical, though no easy feat.

"Even after 33 years it's always hard to nail down estimating labor hours into a job," he says. "There's so many variables... Materials are usually always dead on. That's the easy part of this if you know what you need to complete a job."

When calculating labor costs, and in hand customer's rates, Lahr has a special formula.



"I can't emphasize enough the importance of a budget for any business. Whether you're a \$100,000 a year company or a multi-million-dollar company, it's critical."

— Peter Grandin,
president of
Grandin Landscape

“Per each division, we estimate how many people we’re going to have in that division...and then we take the number of people and the number of hours plus overtime. Then the next step is how much revenue per hour a person can generate.... We try to hit about \$160,000 per man,” he explains.

Lahr’s Waite Park, Minnesota, company also evaluates material cost increases when establishing rates. It worked out well in 2022, when the company reached \$1.8 million in revenue.

“We went through our budget about a year ago and put all those increases in there and estimated what employment would be and all that, and we’ve raised prices quite a bit drastically across the board,” he says.

“And we haven’t lost any customers because of it. Their thought process is probably, ‘Who else is going to do the work?’ There’s really nobody out there.”

Lahr notes some of the biggest increases were in labor costs, equipment and fuel. He adds companies shouldn’t be afraid to ask for more.

When determining what to budget for, Lahr points out it’s also important to remember about the unexpected, or often forgotten, costs of doing business.

“Make sure you’re budgeting in up-keep on your building, office furniture, computers, building maintenance and those other things people might not think of,” he says. “Some people think they might just need material, labor and equipment in a budget and will overlook stuff like that.”

STREAMLINED SOFTWARE. A&H Lawn Services generated \$4.3 million in revenue in 2022 due to strategic budgeting. Austin credits using a software designed specifically for the green industry. The company has been using the same business management software for many years.

“So, our budget always starts from the previous year’s budget and then at the end of the year, I get all my numbers from my office manager — our field labor costs, our sales, subcontractors, materials, etc. together,” Austin says.

“Then I just go through the data and

project what next year is going to look like and what our overhead should be.”

Austin says having a budgeting software that does the majority of the legwork for you is great.

“That is an amazing budgeting tool and you’re not recreating the wheel every year because you’ve already got it started,” he says. “You just have to update some stuff.”

But to get a good ROI on the software, you have to be willing to use it to its full potential — something Austin says A&H has been trying to do more of recently.

“I don’t think we use it fully because there is so much to it. This year I got much more in-depth with it — especially in the equipment area — just to understand how much fuel each piece of equipment is using so we have a better way of capturing that fuel cost, because I think that’s where we didn’t do as good a job in year’s past,” he says.

“It’s not cheap but it’s worth every penny in my mind.”

TREASURED GUIDANCE. Lahr uses software, too, but adds working with an industry consultant has also made his budgeting process better.

“I’ve been working with him for over 20 years,” he says. “Knowing to do all this has come from years of working with him and being in the business.”

Lahr says meeting with the consultant helps him avoid budgeting at the last minute which can be stressful and overwhelming.

“I meet with him every six months and he’s usually with me for a full day,” Lahr says. “We just met a couple weeks back to know what our prices should be for the spring and will meet again in July to start setting our budget for 2024.”

Grandin also sings the praises of working with a consultant.

“The success of our budgeting has been hiring a consulting firm 15 years ago that helps me create this budget every year,” he says. “The first time we did it, it was very difficult, but now that we’ve been doing it for so long, we’re able to figure it out faster. It’s basically plugging numbers in at this point.”

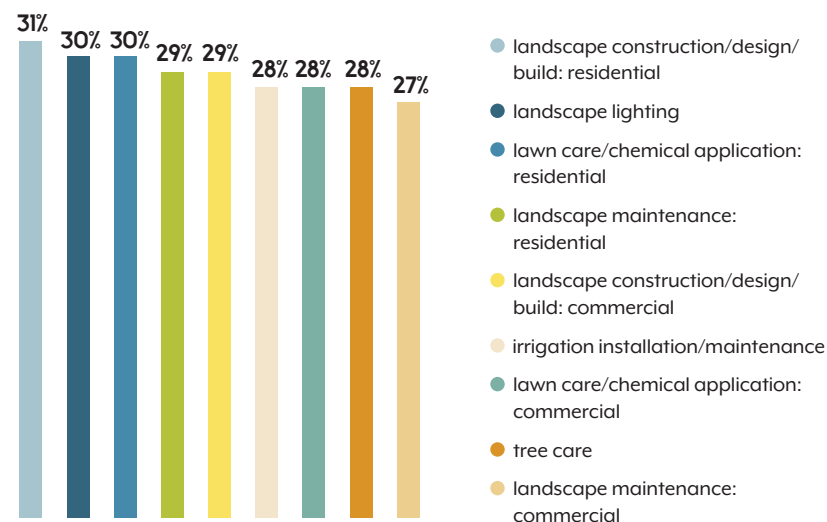
Each year, Grandin says the budget gets

What did your location pay per hour, on average, for each of the following positions it had (in U.S. dollars)?

Editor’s note: Most of these were the same or \$1-2 more compared to last year’s results.

	2022	GROSS REVENUE			LOCATION BY REGION			
		<\$300K	\$300k-\$999k	\$1m+	Northeast	Midwest	South	West
mechanic: experienced	\$25	\$23	\$25	\$27	\$29	\$25	\$25	\$30
construction worker: experienced	\$24	\$20	\$24	\$24	\$25	\$24	\$20	\$25
irrigation technician: experienced	\$24	\$22	\$23	\$25	\$25	\$24	\$21.50	\$25
spray technician: experienced	\$22	\$20	\$21	\$24.50	\$25	\$22	\$20	\$24
mower operator: experienced	\$20	\$18	\$19.52	\$20	\$20.50	\$19	\$18	\$20
mechanic: entry level	\$20	\$18	\$20	\$20	\$20	\$20	\$20	\$20
spray technician: entry level	\$18	\$15	\$18	\$18	\$20	\$18	\$16	\$18.75
construction worker: entry level	\$18	\$15	\$18	\$18	\$19	\$17	\$15	\$18
irrigation technician: entry level	\$18	\$15	\$18	\$18.50	\$18	\$18	\$16	\$20
mower operator: entry level	\$16	\$15	\$16	\$17	\$17	\$16	\$15	\$18

What was your location’s average gross profit margin for each of the following services it provided in 2022?



rolling first between him and the consultant. They hash out the major details before he brings the rest of the team in.

“The budget process starts with myself and my business coach,” he says. “Then we hold weekly operations meetings where I roll out the budget in small chunks. I make sure my team buys into what I’m trying to accomplish.”

“The meetings are companywide — we have our maintenance division, design/build, nursery division sales, office managers all together,” Grandin adds. “We talk about it as a whole and then I dive independently into each division.”

TRACKING PROGRESS. Austin, Grandin and Lahr note that budgeting isn’t a “set it and forget it” practice. In order to do it successfully, it needs to be reviewed regularly.

“We’re benchmarking weekly and having discussions on if we’ve met our goals,

what we can do to meet our goals and all that,” Grandin says.

Though he’s looking at the budget weekly, Grandin doesn’t adjust throughout the year.

“We have it down to a science,” he says. “We might make modifications for expected fuel costs or something but that’s about it.”

Austin says he isn’t adjusting the budget once it’s done either.

“Monthly, my office manager prints me a profit & loss statement and some other supporting documents, and I’ll go in and do a break-even analysis every month,” he says. “I want to see how we’re fairing based on our break-even.”

One of the most common factors in this break-even point is labor costs, Austin says.

“That break-even analysis is set up through the budget,” he says. “For example, if our labor costs are over 32% in April, I know I’m going to have cashflow issues in May.”

Austin adds that since the company pays weekly, if labor costs are outweighing things, it’ll cause cashflow issues the following month.

Lahr is also utilizing the budget throughout the year to track various things and how it’s being reflected in the field.

“We do job costing after each job we perform and see if we overestimated hours or underestimated them and where we’ve come in at,” he says.

And while Lahr says having a detailed budget is a great tool, it’s no guarantee of growth.

“You just hope and cross your fingers that by the end of the year you’ve made a profit,” he says.

“You’re going to win some and you’re going to lose some,” he adds. “It’s like throwing darts at a dart board. You want to hit as many bullseyes as you can.” **L&L**

The author is assistant editor of Lawn & Landscape magazine.



THE Z-SPRAY[®] ***DIFFERENCE***

Designed for innovation, productivity and long-term value



*Discover the
difference for
yourself*

zturfequipment.com    

Z Turf Equipment is part of the Exmark[®] family of products