

# The “Best Practices” that all Companies Need to Know and Practice

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By

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Head Harvester



# The Harvester's Hope for Today

- Meet Someone New
- Affirmation of What You Are Doing Now
- Learn and Apply New Ideas
- Embrace “harvest your potential”

$$8 - 4 - 2$$

8 - 4 - 2

The 8 Buckets moves towards the Big 4

The Big 4 moves to

The Ultimate 2

# 8 Buckets

- Culture and Leadership
- Team Members
- Customers
- Operations
- Horticulture
- Financial and Administration
- Marketing and Sales
- Business

# The Big 4

Attract, Get On Board, Keep and Grow People

+

Deliver Consistently

+

Attract , Get On Board, Keep and Grow Clients

=

Profit

# The Big 4

People

+

Perform

+

People

=

Profit

# The Ultimate 2

Sustainable Results = Growing Profitably  
+  
Equity

What are “Best Practices”?

Proven standardized methods or processes  
that are often based on common sense

What are “Best Practices”?

# SOP

Standard Operating Procedures

or

Super Opportunity to Perform

(Not: Stuck Overwhelmed Procrastinate)

## The Benefits of “Best Practices”

- Reduce Costs
- Avoid Mistakes
- Find New Ideas
- Improve Performance
- Becoming “Best in Class”
- Help deliver desired outcomes (4 +2) more effectively

## The Steps for “Best Practices”

- Identify one process to improve
- Look for one metric to measure
- Collect info and recon from others
- Modify Best Practice for your situation
- Implement the process and measure

## Examples of “Best Practices” Measurable Metrics

- Safety: Worker Comp Mod Rate
- Retention of Customers
- Retention of Key People
- Contract / Recurring Growth
- % Enhancements to Contract Revenue
- Accounts Receivable
- Gross Profit and Net Profit

“What Gets Measured Gets Managed, What Gets Managed Gets Improved”

Jack Welch

“Best Practice”

**Have a Plan**



## Have a Plan

- Establishes the Road Map to Desired Destiny
- Identifies Current Reality & Defines Destiny
- Navigation to get from “Here” to “There”

Have a Plan

Has Tactical and Strategic Parts

90 day

1 year

3-5 years

## Have a Plan

### Basic Components of a Plan:

- SWOT
- SMART Goals
- Budget
- Sales and Marketing
- People
- Customer
- Operations
- Initiatives;Programs;Processes

## Have a Plan

### Basics of a Plan:

- In writing and each key person has a copy
- Has measurable milestones with timing
- There should be regular “check ups”
- Allow for tweaks and adjustments
- Have parts of the plan Owned & Championed

## Have a Plan

### Benefits of a Plan:

- Alignment of the “team”
- Accountability and Ownership
- Establishes Game Plan in Several Areas
- Collaboration Builds Cooperation
- Milestones, Goals and Strategic Intent

## “Best Practice” Have a Plan Exercise

Do you have a plan? Is it in writing? Who has it?

What's in your plan? What key areas are covered?

What key areas need work? What to add or drop?

How will you know if your plan is working?

“Best Practice” Establish the Foundation

**Culture-Compliance-Cash**



# Culture

- The personality of the organization
- Shared Experiences, Beliefs, Values, Behaviors
- How people interact and treat each other
- How people act and behave
- Processes and priorities when solving problems

## Culture

What is seen and heard?

Who seems to be accepted and who doesn't?

What kinds of behaviors get rewarded?

What does management pay the most attention to?

How are decisions made?

## Culture: Best Ways to Influence Your Culture

- Emphasize what's important
- Reward employees whose behaviors reflect what's important
- Discourage behaviors that don't reflect what's important
- Model the behaviors you want to see; Be the LEADER

“People hear your words but they believe your behavior”

Mark Sandborn

## Culture: Why Culture?

- The Power of Alignment; We get to There Quicker
- Provides Guiding Principles and the Compass
- Shapes the Working Environment
- Great Recruiting and Retention Tool

## Culture: Why Culture?

Vision, Mission, Core Values > Behaviors > Actions > Results

# Culture

## Benefits of a Great Culture:

- Retention and Recruiting of People
- Esprit de Corps: all for one and one for all
- Synergistic Affect
- Positive Environment gets Positive Results
- It's FUN!

## Culture Exercise

How would you describe your culture?

What are examples of what is seen and heard?

What needs work?

What should we stop doing? start doing?

Do less of? more of?



Compliance

Revenue Canada

Ministry of Labour

WSIB: Work Safety Insurance Board

Workwell Audits

Federal, Provincial, Municipalities

Human Resource Issues

# Compliance

## Benefits of Compliance:

- Lower Costs Due to Violations
- Less Exposure for the Company
- Lower Operating Costs with Insurance, Bonds
- Safe Work Place
- Bondable and Insurable to take on Larger Jobs



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*Benjamin Franklin*  
Secretary of the United States  
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*Lawrence H. Summers*  
Secretary of the Treasury

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*Mary Ellen Tenenbaum*  
Treasurer of the United States

100  
SERIES 1996



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AF 2579605

*Robert E. Rubin*  
Secretary of the Treasury

ONE HUNDRED DOLLARS  
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100

AF 55435690 B



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LEGAL TENDER FOR ALL DEBTS, PUBLIC AND PRIVATE

SERIES 1996

Cash

Reserve

Lines of Credit

Purchase or Lease

Own or Rent

AR

Payables

Cash Flow

## Cash

### Benefits of Cash:

- Purchasing Power
- Good Will with People
- Less Stress on Leaders and Owners
- Have the Needed Equipment & Supplies Ready

Build the Foundation

# Culture - Compliance - Cash

Everything is now built upon this foundation

“Best Practice”

**Safety**

QuickTime™ and a  
decompressor  
are needed to see this picture.

# Safety

- Create a Culture of Safety
- Part of On Boarding
- Safety Rules
- IIPP

# Safety

- Weekly Touch Points
- Root out Root Causes
- Rewards and Recognition

# Safety

## Benefits of Safety:

- Safe Work Place
- Lower WC Rates
- More Production with Less Down Time
- Shows Your People You Care About Them

## “Best Practices” Review Exercise

- Have a Plan
- Culture - Compliance - Cash
- Safety

Rate 1-5 with each of these

Where are you good; what needs work?

What are some next steps?

The Best “Best Practice”

# People

Attract, Get On Board, Keep and Grow

QuickTime™ and a  
decompressor  
are needed to see this picture.

# People

- Recruiting
- Selection Criteria
- On Boarding Process

# People

- Retention
- Training and Development
- Coaching and Mentoring

# People

- Competitive Compensation
- Career Ladder
- Culture

# People

- People Map
- Stretch Assignments
- Culling Out Process
- Good Leadership

## Best “Best Practice” People Exercise

What are Your People Needs? Now, This Year

What kinds of People Challenges do You Have?

Do You Have any “Culling” That Needs to Happen?

What People Areas Need Work? Recruit? Retain? Grow?

The Next Best “Best Practice”

# Customers

Attract, Get On Board, Keep and Grow



# Customers

- Selection Criteria
- Branding and Differentiation
- New Job Start Up
- Consistent Delivery Plus One

# Customers

- Surveys and Focus Groups
- Touch Points: Service - People - Process
- Build Customer Profiles

Customers

Client Relations Management  
Vendor - Trusted Advisor - Partnership

# Customers

- Have a Job in Jeopardy Process
- Cull Out the Wrong Customers Professionally
- Conduct Job Autopsies

## The Best “Best Practices” Exercise

- People
- Leaders
- Customers

Rate 1-5 with each of these

Where are you good; what needs work?

What are some next steps?

“Best Practice”

Budget



## Budget

- Build a “mini” budget
- Project Revenue Streams of  $> 10\%$
- Project Direct Costs per Revenue Stream

## Budget

- Track Direct Costs and Gross Margin
- Replace Projected with Actual
- Know your hourly average wage

“Best Practice”

# Cost Tracking

“Best Practice”

# Cost Tracking



10	279,010,000		
30	815,073,273	30	1,213,553,540
30	549,630,000	30	928,095,333
11	384,741,000	30	549,630,000
	1,076,839,500	30	1,319,322,322
	677,850,600	30	669,160,269
	591,625,900		
	395,670,000		
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## Cost Tracking

- Build the “Mini” budget with \$ and % Direct Costs
- Know your hourly average wage
- Convert % into hours then to Head Count

## Cost Tracking

- Track weekly labor \$ & % for maintenance
- Track daily labor \$ & % for installs
- Ideally these should be tracked by each job

“Best Practice”

# Estimating



Estimating

Three Steps

#1: KYC

#2: KYC

#3: KYC

Know Your Costs!

## Estimating

- KYC,KYC,KYC: Know Your Direct Costs
- Determine Hourly Average Wage inc Burden
- Know material Costs

# Estimating

## Four Ways to Triangulate:

- Price per Sq Ft
- Hours by Crew
- Comparison to Other Similar Jobs
- Production Rates by Task

Estimating

Know Your Costs First Then Adjust Mark Up

## “Best Practices” Review Exercise

- Budget
- Cost Tracking
- Estimating

Rate 1-5 with each of these

Where are you good; what needs work?

What are some next steps?

“Best Practice”

Quality Counts™

QuickTime™ and a  
decompressor  
are needed to see this picture.

## Quality Counts

- Internal Objective Measurement of Quality
- Proactive Process vs. Reactive
- Uses 6 Areas of Horticultural Standards

## Quality Counts

- Reviews Jobs Regularly
- Identifies Areas for Training and Improvement
- Links Performance Reviews, Compensation, Bonus

## Quality Counts

- Discovers Opportunities for Enhancements
- Keeps Management Connected to Reality
- Finds Ways to Do Things Better

## Quality Counts

It Gives the Field Needed & Deserved Attention

Helps to Answer the 6 Questions

## Quality Counts

Quality Counts helps deliver on the “Big Four”

1. Attract, Get On Board, Keep and Grow People
2. Deliver Consistently
3. Attract, Get On Board, Keep and Grow Clients
4. Growing Profitably

“Best Practice”

# The GrossMarginator

QuickTime™ and a  
decompressor  
are needed to see this picture.

# The GrossMarginator

Focuses on Job Sequencing

Dispatch - Routing - Job Site - Yard Arrival  
(who does what and in what order)

## The GrossMarginator

- Always “On the Hunt” to improve Gross Margin
- Build the “Mind Set” into the culture
- Enlists People to Become “GrossMarginators”

## The GrossMarginator

- Ag Hort Program: Types, Amounts, Frequency
- Equipment Usage: Equipment is less than labor
- Technology & Innovation: Faster & Better

# The GrossMarginator

## Benefits of The GrossMarginator:

- Number One Contributor to Profit
- Gets Team Focused on Being Productive
- Links Financial Ownership to Field Level

“Best Practice”

# New Job Start Up

And Job Turnovers

QuickTime™ and a  
decompressor  
are needed to see this picture.

## New Job Start Up

- Focuses on First 90 days of New Job
- Job Doc. of Existing Conditions: Photos, Videos
- Proposals for Improvement
- Excellent Opportunity for Enhancement sales
- Making a Noticeable Difference

## Job Turnovers

- Focuses on Getting Off the Job Professionally
- Documents Existing Conditions Upon Departure
- Verifies w Customer w Final Review/Walk:Sign Off

## New Job Start Ups and Job Turnovers

### Benefits of NJSU and Turnovers:

- Establishing Credibility with Customer
- Used for Getting Paid
- Generates Enhancement Sales
- Avoids Disputes or Misunderstandings

“Best Practice”

# Ag Hort Program

QuickTime™ and a  
decompressor  
are needed to see this picture.

## Ag Hort Program

Focuses on:

- Chemical and Fertilizer Applications
- Deals with Timing, Types and Amounts
- Keeping in Compliance
- Keeping Up to Date with New More Effective Ways

# Ag Hort Program

## Benefits of Ag Hort Program:

- Saves Costs on Product and Labor
- Keeps In Compliance
- Can Move to More Green

# “Best Practices”

Rating: 1-

5

o Have a Plan

o Culture - Compliance - Cash

o Safety

o People: Attract, Get On Board, Keep and Grow

o Customers: Attract, Get On Board, Keep and Grow

o Budget

o Cost Tracking

o Estimating

o Quality Counts

o The GrossMarginator

o New Job Start Ups and Job Turnovers

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## The Steps for “Best Practices”

- Identify one process to improve
- Look for one metric to measure
- Collect info and recon from others
- Modify Best Practice for your situation
- Implement the process and measure

## “Best Practices”

Which “Best Practices” Can Benefit You the Most?

What ways will these benefit you and your Organization?

What is your next move?

How will you implement?

You know you have arrived when \_\_\_\_\_ (measurement)

# The Harvester's Hope for Today

- ✓ Meet Someone New
- ✓ Affirmation of What You Are Doing Now
- ✓ Learn and Apply New Ideas
- ✓ Embrace “harvest your potential”

Now Go Out There  
and  
Harvest Your Potential !!

