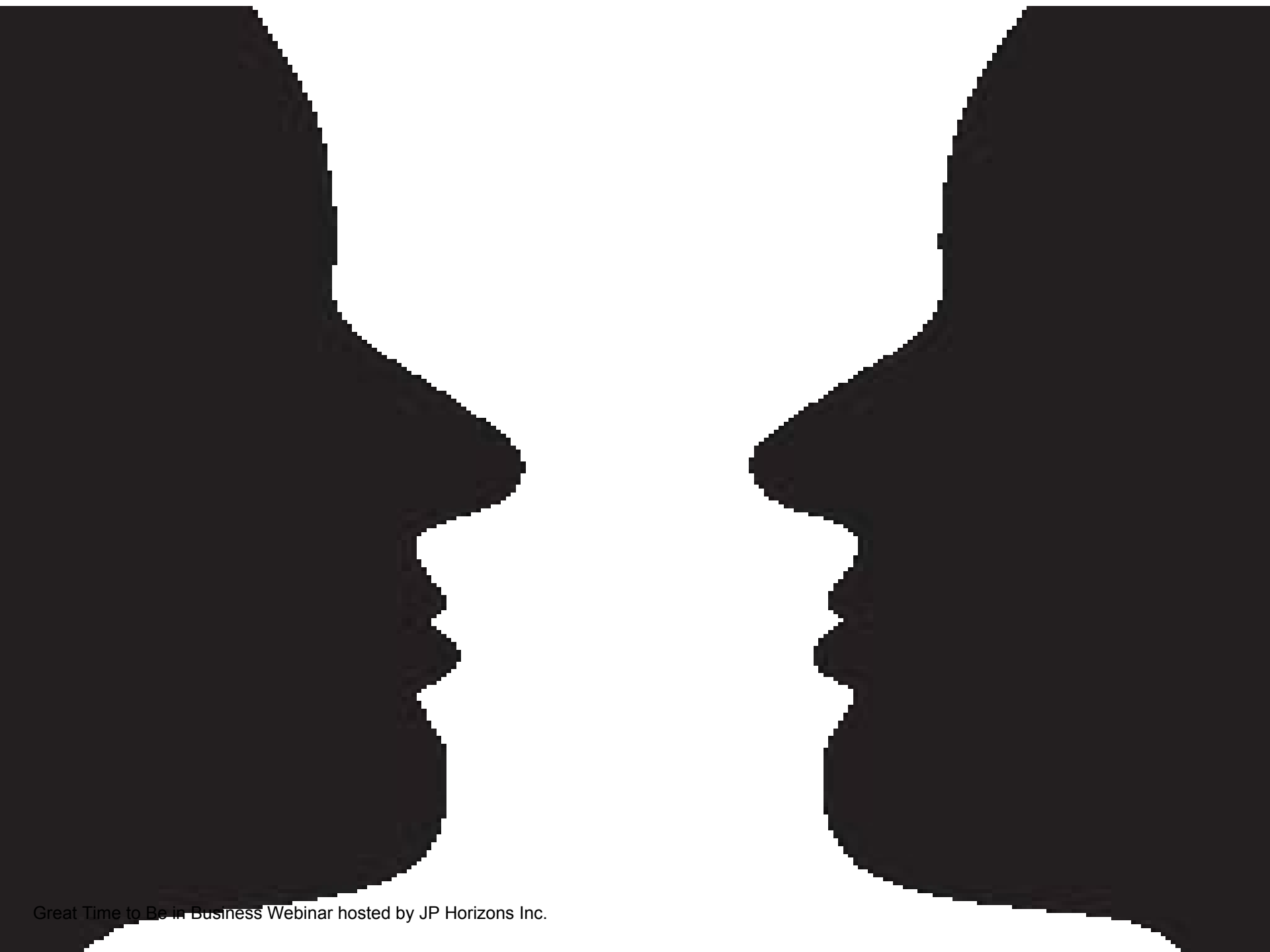




## A GREAT TIME TO BE IN BUSINESS

**“We can’t fix history, but we can work together to  
change the future.”**

**-from GROWING DREAMS**



THE  
PSYCHOLOGY  
OF

**GREAT!**



**BRICKMAN**








*Enhancing the American Landscape Since 1939*

**Mark Hjelle**  
**President**

“We live in interesting times.”

~ Confucius  
(paraphrased)

# Quick Macro View

- GDP Growth  Negative GDP Growth in 3Q08; all Signs Pointing Towards Prolonged Recession
- Housing  Subprime and Alt-A Meltdown; Foreclosures Up 28% over 2007
- Other Asset “Bubbles” Bursting  Commercial RE; Auto Loans; Credit Card Debt; Over-Leveraged Companies, etc.
- Frozen Credit Markets  Debt Markets Locked; Banks Hoarding Capital; Extreme Refinance Risk
- Weak Household Balance Sheets  Over Leveraged Consumers Weakened by Home Equity and Investment Losses
- Globally synchronized “slowing” exacerbating all of the above  Europe in Recession while “BRIC” Nations seeing Dramatically Slower Growth
- Stock Markets  DJIA and S&P500 down ~35% and ~40% Year-to-Date, Respectively

# Quick Industry View

- Construction / Installation Work Drying Up
- Commercial Real Estate Starting to See Effects of Economic Downturn
  - Hotels
  - Retail
  - Occupancy Rates Up
- Regulatory Environment More Interesting
  - H2B
  - Immigration Enforcement Policy
  - “Employee Free Choice Act” on horizon
- Fuel Prices in ‘08 crazy; moderating in ‘09

“A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.”

~ Sir Winston Churchill

# Opportunities Abound

## Customers

- Opportunity to establish even deeper relationships with clients
- Opportunity to attract new customers who are looking for better value

## People

- Opportunity to attract great talent at a time when most are not hiring
- Opportunity to part ways with team members who were not long-term fits

## Service

- Opportunity to focus on process improvements to drive efficiencies in business
- Opportunity to focus on improving service and quality

# Thoughts on 2009

- Keep Building
  - Your Brand
  - Your Team
- Communicate
  - Customers
  - Employees
  - Consistent, Honest, Quickly
- Manage Cash Flow
  - Good Times — Manage P&L
  - Bad Times — Cash & Receivables
- Reduce Operating Costs
  - Use a Scalpel/Not a Hatchet
  - Look for Waste/Rework/Process Improvements
- Choose to Be A Leader
  - Optimist
  - Glass is Always Half Full



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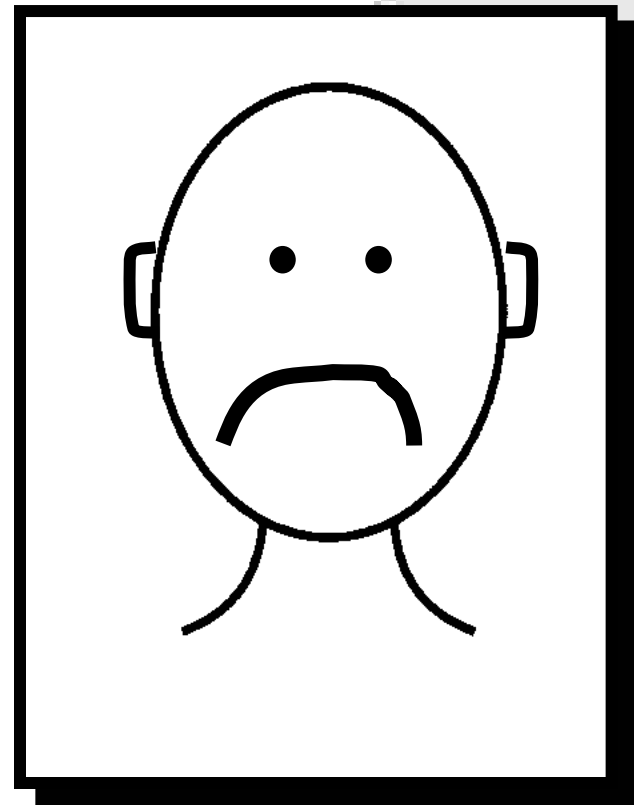
**Mark Hjelle**  
**President**

# The Choices You Make

BUILDER



Destroyer





**Holiday and Event Decorators**

**Blake Smith**  
**President**

**“The Remarkable Client Experience”**

# Don't be a "Contractor"

- Client Expectations
  - late, rough appearance, not follow-through
- Fewer Clients – More Options
- TODAY - Not Enough to just be Timely and Follow-Through
- We must be 'Remarkable'



# Evaluate Your Service

- What is 'Remarkable' About it?
- Services vs. Client Care
- Generate Ideas about how to make experience 'Remarkable'
  - Solicit from Staff and Clients
- Train and Gain Buy-in from Staff
- Proactive vs. Reactive
  - Notify Clients of Proactive Efforts



# Deliver a Remarkable Experience

- Delivering beyond expectations creates “The Remarkable Client Experience”
  - See Stories from Paluch
- Follow-up Contact
  - Promptly Eliminate Problems
  - Feedback to Improve Service
  - Increased Client Contact – Added Sales
- Make Clients Avid Fans – Sales Reps
- Create a “Buzz” That Generates Referrals



# The Value of Customer Feedback

- Guard Against Your Own Assumptions
- Requesting Feedback Shows you Care
- Must Communicate Back and Implement Common Recommendations
- Continue to Monitor
- Hit the Bull's-eye!



# Recruit the 'Right' Clients

- Don't be a 'commodity' service provider
- Target Clients that Appreciate Superior Client Care
  - Be selective
  - Affluence – Demographic Tiers/Clusters
- Spend More Time on Fewer Clients
  - Offer more service offerings
- Relationships Solidify Client Retention





**Holiday and Event Decorators**

**Blake Smith**  
**President**

**“The Remarkable Client Experience”**

**CS = AP  
CE**

# Leadership Time



HIGHGROVE  
PARTNERS

**Jim McCutcheon**  
**President**

# Lead them to do

- Customers
  - Basics
    - Be very close to them
      - Proactive Communication
      - Listen
      - Solutions
        - Feel their pain and work to solve it
- Internal
  - How can we save money?

# Lead them to help

- Stockdale Paradox
  - You will retain faith that no matter what happens, you will prevail no matter what the difficulty and at the same time you will confront the brutal facts of your reality no matter what they may be
    - Bad news does not get better with age
    - Taking action is exhilarating, worrying builds stress and is draining

# Lead them to help (continued)

- Team Building Time
  - Petty differences
  - Open book
    - Nothing more scary than the darkness
  - Do Something different
    - Exercise challenge
    - Read books and report
      - Good to Great, Jim Collins (author)

# Inspire and Motivate

- Innovation
  - In any crisis there are opportunities
    - KnowWater
    - Have a goal to be a better company when the crisis is over
  - There is not a better time to promote change in an organization
    - People are more open than ever

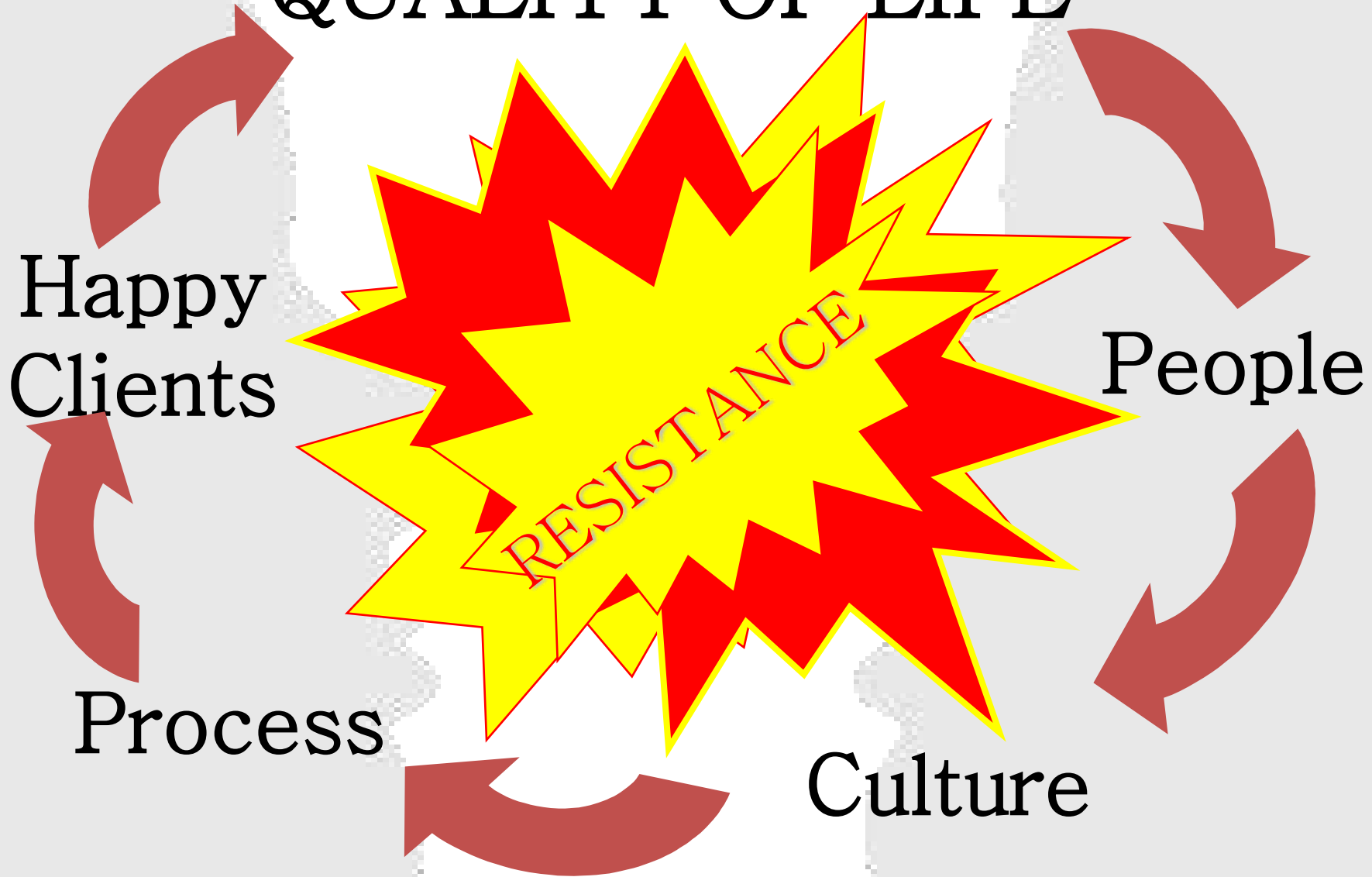
# Leadership Time



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**President**

# QUALITY OF LIFE



## Working Smarter Cycle



S I N C E 1 8 4 1

**Stephen Hillenmeyer**  
**Owner**

# Sell Smarter

- Assess the vulnerability of your revenue streams to the downturn:
  - Vulnerability of demand for various products
  - Vulnerability of specific customers/receivables
- Prune unprofitable and risky revenue streams.
- Take time to assess your potential customers' creditworthiness before assuming the risk of large orders.
- Go for growth with your robust revenue streams, while your competitors retrench.
- Map your selling processes and manage your sales team's time more aggressively.
- Sharpen up your Unique Selling Proposition (USP). Use the human angle to exploit the sweet spots of your target audience. Turn the fear of recession into your secret weapon and most importantly, make sure the whole sales team is 'on message.'
- Use your CRM system more effectively to target sales efforts to your most profitable customer groups. The Pareto Principle states that on average 80% of your profits are coming from just 20% of your customers. Use this information to your advantage.

# Cut Costs Cleverly

- Analyze your break-even point and plan to drive it down.
- Reduce fixed costs / increase out-sourcing.
- Make cuts consistent with the recession-proofed business plan, not blindly and across-the board.
- Increase the efficiency of your workforce with individual monthly meetings to review progress on Key Performance Indicators towards annual goals. Cull under-performers sooner rather than later.
- Make contingency plans and set triggers for successive cost-reduction initiatives, to prevent delay in implementation if the need arises.

# Critique your Credit Capacity

- Model interest coverage and gearing ratios under various gloomy scenarios. Although your business may be carrying its current debt load comfortably right now, when will it start to splutter, if sales and profits decline and interest rates rise?
- Don't bank on your bank to lend you more money when you need it. Negotiate now for increased credit facilities, and find out where you stand before it's too late. The credit crunch has greatly increased your risk here.
- Line up family and friends, while the going is good.
- Sell non-core assets sooner rather than later, if you might need the cash.
- Raise external equity sooner rather than later, if you really can't do without it. Equity-raising gets increasingly expensive and difficult as recession bites.

# Manage your Cash Flow mercilessly

- Monitor cash flow like a hawk, with three-month rolling projections of daily cash balances, so you don't get caught out by intra-month troughs.
- Work your working capital harder:
  - Beef up your collections.
  - Consider prompt payment discounts, or invoice factoring in one of the various forms now available (some very discreet).
  - Stretch your creditors sensibly (if and when you have to).
- The officers on the bridge need to know what's going on! Now is the time to install live monitoring of key performance indicators (KPIs), especially leading rather than trailing measures of performance (e.g., order intake, in addition to invoiced sales). Enhance your management dashboard and connect it to your accounting system.



S I N C E 1 8 4 1

**Stephen Hillenmeyer**  
**Owner**

Cycle of Effective  
and Positive  
Results

Produce  
Positive  
Results

Create  
Awareness

Change  
Behavior

Develop  
New Habits



# Weed Man<sup>®</sup>

The Power of a Vision

**Jennifer Lemcke**  
**Chief Operating Officer**

# Vision, Culture and Core Values

- Aspirational description of what an organization would like to achieve or accomplish in the short-term and long-term. It is intended to serve as a clear guide for choosing current and future courses of action.

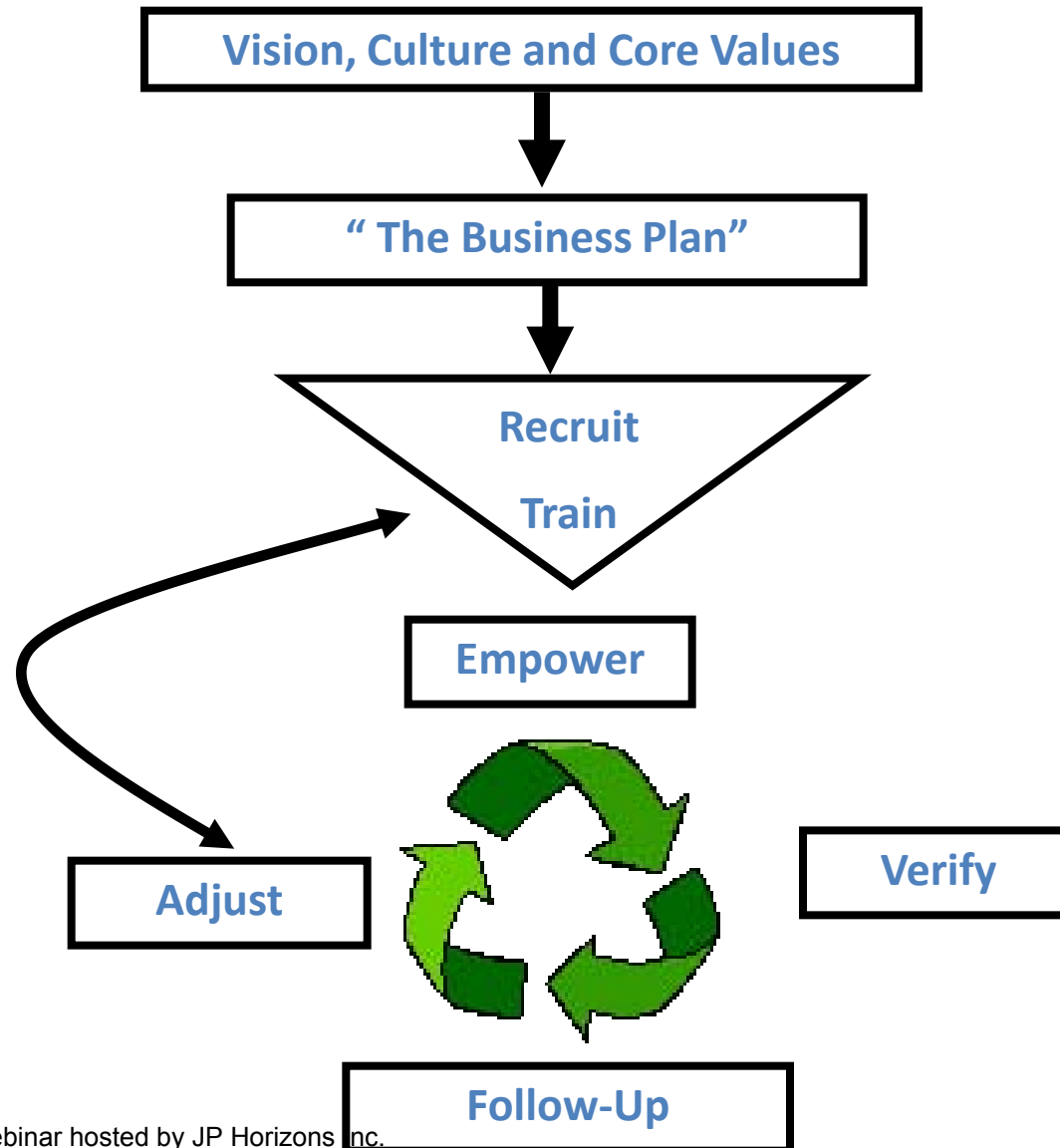
## Vision, **Culture** and Core Values

- Corporate Culture is a blend of the values, beliefs, taboos, symbols, rituals and myths all companies develop over time.

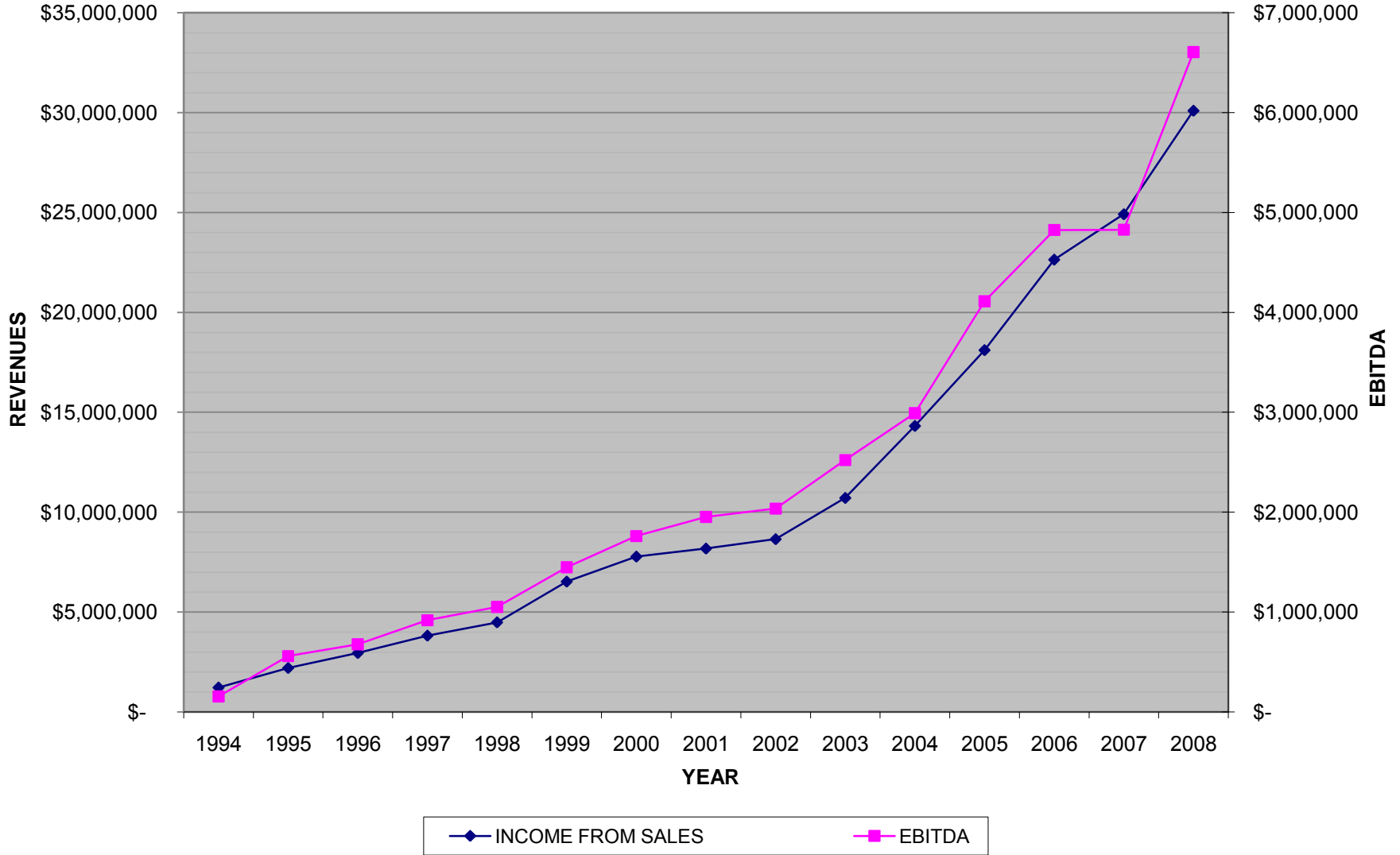
# Vision, Culture and **Core Values**

- Operating philosophies or principles that guide an organization's internal conduct as well as its relationship with the external world.
  - **Amazing Service**
  - **Integrity**
  - **Passion**
  - **Innovation**

# The Management Circle



## CANADIAN OPERATIONS REVENUES & EBITDA 1994-2008



# What Are We Going To Do?

- We are going to face these challenging times head on.
- We feel there is an incredible opportunity for our industry.
- We will hire the best quality employees and help our current employees be the best that they can be!
- We will stay committed to our vision of growth.

# What Are You Going To Do?

# Weed Man<sup>®</sup>

The Power of a Vision

**Jennifer Lemcke**  
**Chief Operating Officer**

What are you  
going to do  
now?

# What is the simplest thing I can do to . . .

- To take advantage of the opportunities that are all around me?



- Continue to develop relationships with my customers?



- Be a great leader to my team?



- Be proactive and manage my financials?



- Stay inspired by the vision we have for the company?





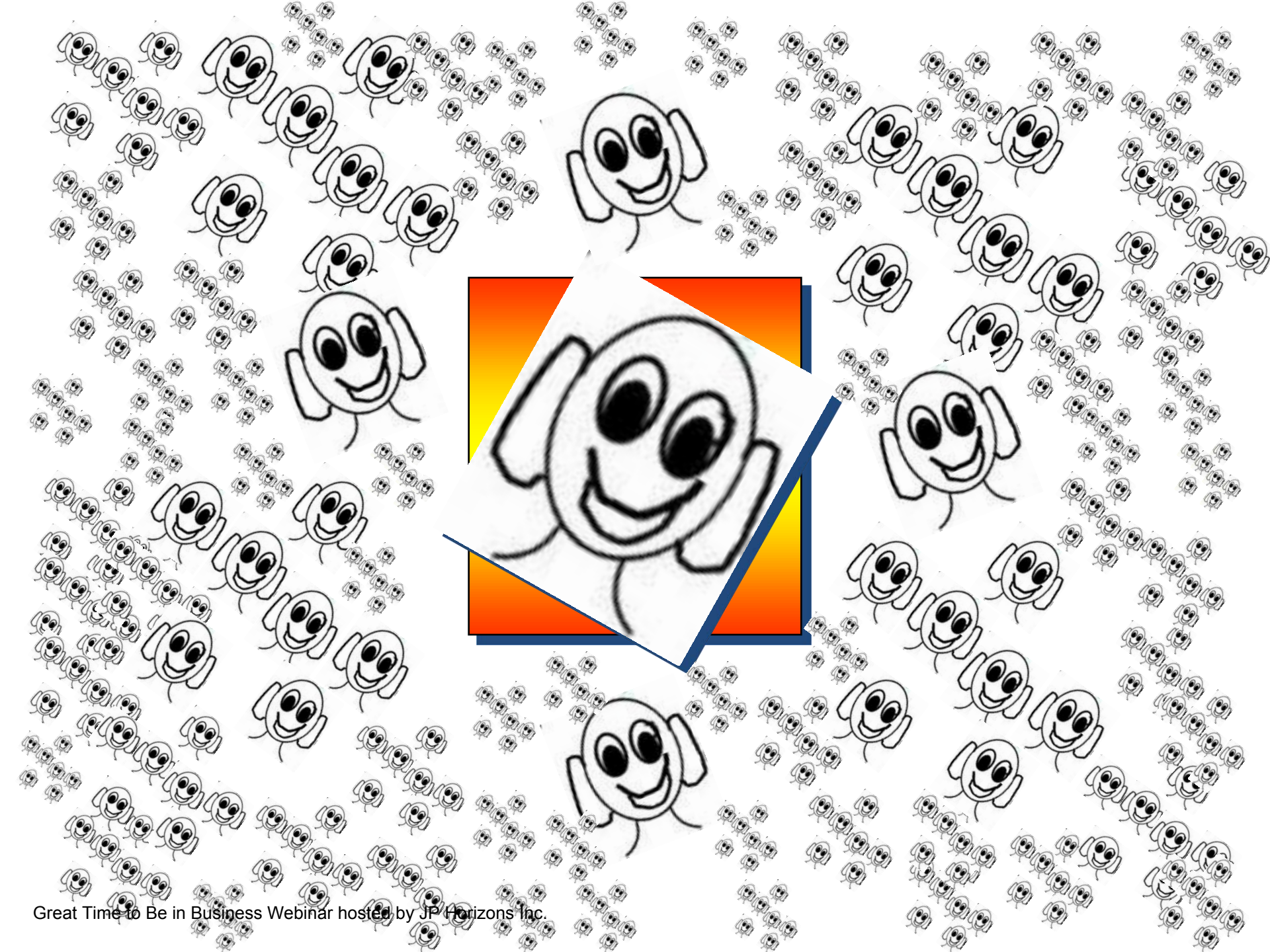
**[www.jphorizons.com](http://www.jphorizons.com)**

Explore and discover . . .

A link to this webinar recorded and ready to review with your team.

A link to a blog that will allow you to comment, ask a question or find an answer to a question you have sent in today.

. . . your potential and work it until it begs for mercy.





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