

Entrepreneur Profile

What it does: Designs, installs and maintains gardens 100 clients with an emphasis on sustainable practices.

HQ: San Francisco.

2007 revenue: \$1.3 million.

Number of employees: 12.

Year founded: 1990

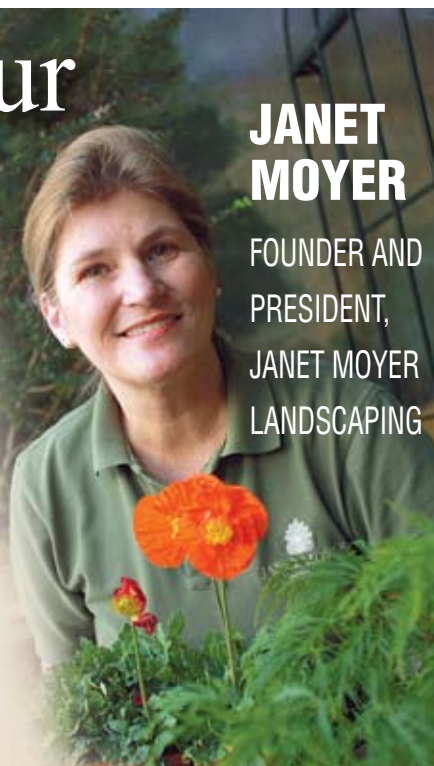
Source of startup capital: Personal income.

Background: I was a dental assistant for 20 years prior to changing careers. I studied horticulture at City College.

Age: 54.

Residence: Noe Valley.

Web site: jmoyerlandscaping.com



**JANET
MOYER**

FOUNDER AND
PRESIDENT,
JANET MOYER
LANDSCAPING

Big picture

Reason for starting business: I always enjoyed working in my garden and other people enjoyed them so much and I wanted to bring enjoyment of outdoor spaces to other people.

Most difficult part of decision: Starting and continuing a business in San Francisco (where) there's lots of things to deal with, bonding and business licenses. We have an exorbitant amount with sick pay and vacation pay.

Biggest plus of ownership: To be able to see my designs in the beautiful spaces they become.

Biggest drawback: Having to wear so many hats and having so many decisions. As a smaller company you don't have the luxury of a person for every category, like HR and inventory.

Biggest misconception: A lot of people think it's easier than it is.

Biggest business strength: We're not really afraid of technology in the pursuit of excellence. We're installing these new irrigation

systems that get daily weather updates.

Biggest business weakness: Managing growth and improving employee competence.

Biggest risk: Four and a half years ago we purchased a warehouse and showroom on Valencia Street. It was a huge commitment because of the small business loan.

Biggest mistake: Not relocating earlier. We were so cramped we couldn't expand. We couldn't take on more employees and it kept us small.

Smartest move: Well, we decided to do design, install and maintain gardens so we could control all the aspects of keeping a garden successful.

Biggest worry: Sometimes growth is a little fast. It is seasonal as well. Managing that seasonality is a little bit worrisome.

Top source of inspiration: What inspires me is when I travel I make it a point to see gardens in the areas.

Daily Routine

Most challenging task: Probably scheduling

the crews and my time. So many things are flexible, be it the weather, or somebody is sick.

Favorite task: Definitely design work.

Least favorite task: Probably responding to email. I tried to have my secretary do it for many years, finally I realized I would have to get with it.

Biggest frustration: Unplanned events, like emergencies, are a frustration.

Source of support in a business crisis: My husband, Michael, who is executive vice president here.

Dreams

Key goal yet to achieve: I want to convert all of my existing clients to the smart irrigation clients. Currently 40 percent of them don't have it, not that they don't want it, but it's about managing the time to install it.

First move with capital windfall: Probably our building. One of the next things on the list would be to give the front of the building a face lift. It's a 1960s building and looks a little dated.

Five-year plan: I'd like the staff to be able to operate more independently and to grow to other parts of the Bay Area and Northern California.

Inducement to sell: My hope is that our employees are in a position to take it over when I'm ready to roll it over.

First choice for new career or venture: A travel agency for garden tours.

Personals

Most-admired entrepreneur: Nancy G. Brinker, Sister of Susan G. Komen.

Most interested in meeting: I would love to meet Ansel Adams. I think he was a genius.

Stress reducers: Walking and running to the top of Twin Peaks.

Favorite book: "The Sunset Western Garden Guide."

Favorite film: "The Commitments."

Favorite restaurant: I like my own home cooking. I'm a good cook.

Favorite destination: Bali.

Automobile: 2007 Prius.

— Emily Fancher ■