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DL EXPO East edges closer: Everything you need to know

With the next Clean Show still over a year away, those looking for drycleaning equipment may not want to wait that long to view cutting edge equipment.

from 9 to 11 a.m. First up will be a program by Terry Brock and Gina Carr that will demystify the ever-evolving world of AI (Artificial Intelligence).

Brock is a Hall of Fame

increase employee performance.

Gould is the author of four books, including *Meet Me at Starbucks* and *101 Networking Nuggets*.

On Sunday morning, the guest speaker will be Keith Prather of Armada Corporate Intelligence — a company he founded with Chris Kuehl in 2000 — that serves as a trusted business strategist advisory firm that also focusses on economic forecasting.

At DL EXPO East, Prather will discuss some of the current economic trends that have been taking place and will also offer a forecast of what business conditions entrepreneurs can expect ahead.

Also speaking on Sunday morning will be Dan Miller, CEO of Mulberry's Garment Care, who has published a few books of his own.

In fact, Miller will discuss "From Laundry to Literature," explaining how he leveraged his accomplishments in business to help him fulfill his aspirations of writing.

He is the author of four novels, including *The Tree of Knowledge, Of Good and Evil* and *The Tree of Life*. His latest novel, *The Orphanage By the Lake*, is a psychological crime thriller.

As for the exhibit hall — which will feature live running

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DRYCLEANING & LAUNDRY EXPO EAST

June 7 to 9
Gaylord Palms Resort
Convention Center
Kissimmee, FL

Fortunately, multiple regional associations have culled their resources together to make sure drycleaners will have two opportunities this year to attend an exhibition show — one on each side of the country.

Just around the corner is the inaugural DL EXPO East show that will take place from June 7 to 9 at the Gaylord Palms Resort Convention Center in Kissimmee, FL.

Events will kick off on Friday evening with a VIP Preview on the show floor from 6 to 8 p.m.

On Saturday morning, the educational sessions will run

Speaker who likes to incorporate his passion for the latest in technology into real-world business strategies.

He and Carr share their thoughts on being entrepreneurs who love freedom and take responsibility for life on the Stark Raving Entrepreneurs YouTube channel.

Attendees can expect to walk away with knowledge of how to implement a marketing plan enhanced by AI.

Also that morning, Glen Gould from Drycleaning Connection in Peachtree City, GA, will discuss the dynamics of team building and using enthusiasm-based leadership to

DLI's Hall of Fame submission deadline fast approaches

The deadline for this year's submissions for the Drycleaning and Laundry Institute's (DLI) new Hall of Fame ends on May 15.

The Hall of Fame Award honors individuals who have made remarkable

contributions to the betterment of the drycleaning and laundry industry.

The submission process is open to all drycleaning professionals, regardless of industry association mem-

Continued on page 8

MAC hosts W-D-F workshop this month

The Mid-Atlantic Association of Cleaners (MAC) will be hosting a full-day workshop on the business behind wash-dry-fold at the Drycleaning and Laundry Institute's (DLI) headquarters in Laurel, MD, on Saturday, May 11.

It will be presented by

James Peuster of The Route Pros and is designed to help attendees learn more about marketing, pricing, strategies, operational procedures, route systems and much more for one of the fastest growing services in the industry.

Continued on page 8

NCALC hosts upcoming annual convention

The North Carolina Association of Launderers and Cleaners (NCALC) will be heading to Atlantic Beach, NC, for its annual convention from May 24 to 27.

It will take place at the DoubleTree by Hilton Atlantic Beach Oceanfront Hotel, beginning with a wel-

come reception with exhibitors on Friday evening at 5:30 p.m.

There will be time for vendor exhibits on Saturday and Sunday, and there will also be several educational sessions throughout the weekend.

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Keeping customers coming with consistency



When White Dove Cleaners' owner Joe Giaramita opened a new state-of-the-art production plant in Tinton Falls, NJ, it wasn't long before the facility handled a million garments in one year. However, COVID complications soon brought that number down to 400,000. Find out how Joe responded to that setback and the rest of his story in the profile on page 6.

Sneak Peek Inside

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When it comes to listing your prices, more is definitely not better; simplify them to be as clear as possible.
- 20 New purchase potential**
New equipment purchases may be much more efficient, but production labor must be adjusted to optimize it.
- 24 Spotting the unknown**
When trying to remove unidentified stains, it is best to follow these proper procedures in order.
- 26 Recurring revenue stream**
Where your revenue comes from is a big factor in determining the value of your business.

WATER WALL STEAM BOILER

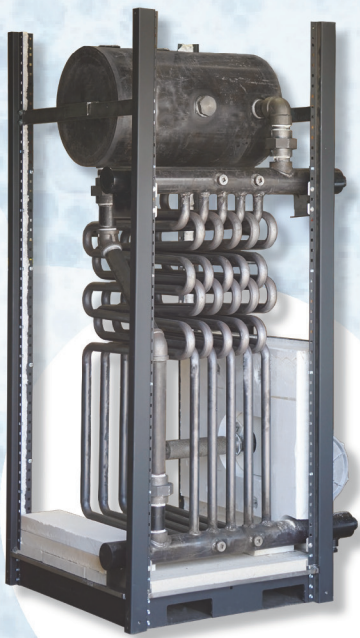
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A national newspaper
for drycleaners and launderers
May, 2024
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The long and short of the drycleaning industry

As the famous fairy tale goes... once upon a time, a young girl decided to skip doing her chores and break-and-enter into a cottage in the woods instead. She proceeded to eat a lot of their porridge and rearrange most of the furniture. When the homeowners finally return, they catch her sleeping in a bed and things get a bit *grizzly* before the juvenile delinquent makes her escape, narrowly avoiding a fatal bear attack.

Traditionally, the moral is fairly simple: Keep off private property, especially if you are unsure whether or not it belongs to a terrifying family. However, it can also be interpreted as a story about finding balance, and young protagonist Goldilocks displays behavior that serves as a fairly apt business metaphor for many entrepreneurs.

After all, she realized the porridge needed to be just right — not too hot or cold — and the bed mattress had to retain the proper firmness — not too soft or hard. She felt compelled to keep things in balance in the Goldilock’s Zone. She’s not a terrible person; she’s just a perfectionist.

Silly fairy tales aside, one of the biggest issues that entrepreneurs face is maintaining that proper balance — and there are so damn many scales to track. Are you producing enough garments and are you doing it quickly enough? Is your turnaround time too fast or slow? Are you charging enough for shirts? Are you paying your employees the right amount? Are you doing everything you can not to lose any customers? How often are you connecting with them? How many locations do I need to maintain maximum profitability?

The truth is, it’s very easy to come up long or short in the drycleaning industry when you have to balance employee salaries, overhead costs and the changing tides of the marketplace. The only way to keep on top of things is to measure the numbers and manage your production flow to make them better.

That is easier said than done, especially when drycleaners can be guilty of buying new equipment and expecting it to suddenly achieve its full potential just by being installed in the plant. Yes, the new machines are much more

efficient and can be utilized to generate more profit — but only if you staff them in the way that you should.

This month, Don Desrosiers examines what can go wrong when you buy that gleaming, state-of-the-art equipment that you hope will boost production and have your business raining profits. His column (see page 20) breaks down how tricky it is to manage your labor hours when faced with employees who no longer require 40 hours to do their work, but still want 40 hours to avoid a drop in their take-home pay.

Make no mistake, your production department will have to undergo changes in order to make sure the new purchase work optimally; otherwise, you won’t be able to extract the full potential from your investment.

Another area that can easily be off balance in your plant is your pricing system. In this case, more is definitely not better as customers typically do not enjoy scanning through a sea of numbers to try to figure out the cost of a service. On top of that, customers are increasingly pushing back against all of the upcharges and fees that get added to a purchase these days.

John Rothrock has a different idea. He challenges all drycleaners to fit their entire pricing structure on the single side of a business card — and not in a microscopic font size, either. His column (see page 10) focusses on his transition to a new seven-price structure at Yale Cleaners and why it greatly instilled more trust in his clientele.

Finally, there is another area where it can be dangerous to do too much — removing unidentified stains from garments. There is a proper procedure for everything — even when you don’t know what you’re dealing with exactly.

In such cases, success depends on testing the fabric and determining the characteristics and type of stain. Spotting is a methodical process that requires patience and discipline. Let columnist Dan Eisen walk you through the steps (see page 24) for both wet side and dry side mystery stains, and help you avoid using the wrong chemical agent that will make things worse.

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- 26 **Kermit Engh** Recurring revenue streams can greatly increase the value of your business

Visit us at www.nationalclothesline.com for additional coverage of the drycleaning industry including Online Exclusive columns and articles, visit our issue archives going back all the way to January of 2018.

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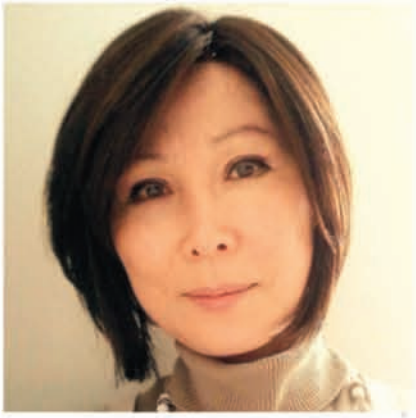


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Keeping consistent

Long before he started in the drycleaning industry, Joe Giaramita gathered years of experience in the food service industry — from the bottom all the way to the top.

“The first thing you do as a youngster is you start off as a waiter and then you keep moving your way up,” he explained. “Then, as you get to a point where people see some potential in you, they give you a different job. Then, they give you this job. They give you that job. Sooner or later, it’s a district manager job. Then, your boss says he’s got a position available as a manager. That’s how you grow in the business, pretty much like any business.”

Joe worked as a chef and in high up food service management for many years — commuting from his home state of New Jersey to New York — until the food service industry had begun to lose some of its flavor for him.

Meanwhile, his father, Phil, was contemplating selling a second strong drycleaning business. Through some of the 1980s and 1990s, he successfully built up Alpine Cleaners in Middleton, NJ, and sold it for a nice profit.

After retiring for a few years, he saw an opportunity in 1996 to start White Dove Cleaners in Red Bank, a city full of posh clothing stores but not a high quality cleaners that could handle their designer garments. He made sure it was the right decision by sitting in the empty building for hours tracking all of the traffic around the strip mall.

“He watched all of the cars go by and he thought, ‘This place is a goldmine,’” Joe said.

Realizing its potential, Phil built up White Dove Cleaners for a handful of years, and once again found himself at a lucrative selling point.

One night at dinner, Phil mentioned it to him. At first, it seemed like a joke.

“He said, ‘Why don’t you take it over?’ and started laughing about that,” Joe recalled. “We both were giggling, but then a couple of days later I called him privately and said, ‘Let me see the numbers.’ That’s how this whole thing started.”

“It became a perfect storm where the world just changed — 9/11 just happened. The building that I was working in was right across the street,” Joe said. “Thankfully, I wasn’t there that day, but I had to do a lot of work to get all of our annex employees to the two satellite facilities in New Jersey, and then go back into Manhattan and rebuild the damaged building and get it back open. So, it was a pretty stressful time — seven days a week, no days off.”

By the time it was all finished, Joe was ready for a change that didn’t involve commuting on a ferry. As it turned out, the eight-minute drive to the drycleaners was much easier.

Still, Joe really wasn’t looking for easy; he enjoyed the idea of being his own boss. He also wanted to do things the right way. His first order

of business was to attend classes at the National Cleaners Association and learn the fundamentals of drycleaning.

Even though he was armed with considerable cleaning knowledge, Joe still made a point of not spending all of his time back in production. For six days a week, from open to close, he worked the front counter.



Joe Giaramita

White Dove Cleaners
Red Bank, NJ

“That’s where you need to build your business,” he said. “If customers walk in the door, up to this minute, I can tell you their first and last name. I know everybody who walks in the store and all my delivery customers. I make it a point to do so, and people appreciate that. They feel good that you know who they are. You’re not just a number walking in the door.”

In terms of business strategies, Joe simply concentrated on providing the kind of service he appreciated when he was a corporate employee and frequent drycleaning customer.

“I didn’t do anything, more or less, than the average person wouldn’t expect when they dropped their clothes off,” he noted. “If you came in with shirts, we made sure your collars were clean. If there was anything cracked or stained, we’d take care of that. If we promised them on Thursday, they were ready on Wednesday. That’s basically how I operate.”

One of the central ideas behind the success of White Dove Cleaners is they incorporate strict cleaning methods.

“You know, there’s a million easy ways to do things, but I know what works for me,” Joe emphasized. “I’m a firm believer in consistency, keeping everything the same. We’re in an industry where results are what reward your pocket.”

That consistency extends to employees, as well. Currently, White Dove Cleaners has 19, most of whom have worked there for more than a decade. That’s not an accident. After all, Joe realizes that consistency is much harder to achieve without solid employee retention.

“I have a tremendous team that I

could not do what I do without them and their support,” Joe said. “They care about everything we do.”

In turn, Joe also cares a lot about them, as well. Even when sales were down 65% during the pandemic, he took great measures to ensure that no one on the staff caught COVID, and that no one got laid off.

On top of that, he also had to figure out how to get more work coming into the plant.

Confident that his business would still be around for a long time to come, Joe offered customers 20% off gift cards to White Dove Cleaners in order to keep money coming in. They sold \$50,000 worth in just two months.

“They were basically pre-paying for their service,” Joe noted.

That wasn’t the only epiphany that came to him during the pandemic. He recalled feeling depressed at home early on during the lockdowns.

“So, everything was cancelled. The world was at a halt. I was sitting on my porch, rocking in my rocking chair,” he recalled. “My wife comes out to walk to me and she says, ‘I can’t keep up with all the laundry. You guys are wearing too much clothes. There’s too much wash and fold.’”

Immediately, he went to work and proceeded to launch a new service.

“I put an email together promoting wash-dry-fold... and then I promoted the s#*t out of it. I sent an email out every three days,” Joe laughed.

A service that hadn’t been offered before has since grown to bring in about 6,000 pounds a month.

Fortunately, White Dove Cleaners had built a large second location with a drive-thru in Tinton Falls prior to the pandemic that can handle it all.

“When you walk into this location, it’s clean, it’s organized, it’s airy, it’s huge,” Joe noted. “People tell us, ‘Oh, I’ve never seen a drycleaners like this before.’ I say, ‘This is how one should be when you walk in.’”

Joe also believes it should inspire trust from customers by being spotless.

“I have a guy in here five hours a day — all he does is cleaning,” Joe added.

The state-of-the-art plant had been capable of cleaning a million pieces a year prior to the pandemic. Afterward, though, it fell down to 400,000 at one time due to COVID complications.

To entice people in during the lock-

downs, Joe produced several videos showcasing face-masked employees carefully sanitizing delivery trucks and handling clothes while meeting all of the CDC guidelines for safety.

The idea was to show customers they had nothing to fear. Then, when the company was finally able to reopen, work came back in — though in an unusual way.

“We blocked off the driveway and had racks and baskets outside. Customers were instructed to put all of their clothes and their name and number on a piece of paper in a plastic trash bag, close it and seal it,” Joe explained. “They’d drive through our drive-thru and drop the bag in the basket — no contact at all.”

Once customers began coming back to the store with clothes to clean, Joe turned his attention elsewhere. He soon became concerned about running out of supplies.

“I saw the forest through the trees and I thought at some point we were going to have issues with supplies getting from China to here,” he said.

He began buying extra products from different suppliers, just in case.

“So, I stored 50 boxes of struts, polo knits and drape hangers and all this other stuff when it was cheap,” he said. “For a while, I was way ahead of the game because most of the supplies people were paying \$70, \$80 for — I had already bought for \$20,” he said.

Even if the supply chain hadn’t broken down, though, Joe would have perceived the move as wise because he tries to do everything he can for the business’s sustainability.

“You never know what tomorrow is going to bring, so don’t leave anything to do for tomorrow,” he said. “Finish everything today.”



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DL EXPO East edges closer: Everything you need to know

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equipment — will be open from 11 a.m. to 5:30 p.m. on Saturday and from 10 a.m. to 3 p.m. on Sunday.
Hotel accommodations are available at the Gaylord Palms Resort in Kissimmee. Discounted room rates are available for those who make

reservations through the portal on the official DL EXPO East website, located at www.dl-expo.org.
Prices range from \$229 to \$304 per night, depending on amenities.
Looking ahead to EXPO West
About four months following the DL EXPO East show,

the Southwest Drycleaners Association (SDA) and the California Cleaners Association (CCA) will combine resources to host the DL EXPO West show.
The event will take place at the Horseshoe Hotel & Casino

in Las Vegas, NV, from Oct. 4 to 6.
Located on the Las Vegas Strip, the hotel was recently renovated in late 2022 and re-branded as Horseshoe.
Prior to that it had been known as Bally's Las Vegas

since 1986.
At this time, hotel reservations are available at the Horseshoe through the official show website.
The discount is good for reservations made prior to Sept. 12.
Look for more details on the event in the near future.



NEWSMAKERS

America's Best Cleaners recently announced the addition of a new affiliate: **Dublin Cleaners** of Columbus, OH.
The company, founded by **Greg and Margaret Butler**, has a rich history rooted in family tradition and commitment to excellence. It can trace its origins back to Greg's father's drycleaning venture established in 1934.

With a legacy spanning generations, **Dublin Cleaners** has become a cornerstone in the community, known for its personalized service and unwavering dedication to quality.

Setting it apart from others is its meticulous approach to garment care with over 60 expert staff members specializing in specific fabrics, shades, and colors.

From trousers to blouses,

each item receives specialized attention, ensuring the highest standard of cleaning. Dublin Cleaners has embraced eco-friendly technology and takes pride in giving back to the community, supporting various organizations and initiatives.

Current owner **Brian Butler** noted, "The Butler family and the Dublin Cleaners family of companies are honored to be selected as one of America's Best Cleaners. Having just celebrated our 90th anniversary in business, three generations of Butlers feel blessed to have an incredible team capable of earning this distinction. We are eager to explore opportunities for further growth with the shared proprietary resources of this esteemed

organization."
ABC Executive Director Chris White said, "We are thrilled to have Brian Butler and his stellar leadership team join us as part of the America's Best Cleaners certified affiliation. Brian and his family have a wonderful tradition of consistent, quality service combined with creative leadership that is willing to think outside the box and execute at a high level. We look forward to engaging with the team at Dublin to collaborate on new ways for us all to continue on a pathway of mutual success."
As one of under 50 businesses certified by America's Best Cleaners, Dublin Cleaners joins an exclusive group of elite. For more information, visit www.americasbestcleaners.com.

DLI's Hall of Fame submission deadline fast approaches

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bership. Nomination forms can be found online at www.DLIonline.org/HoF.

In order to be considered for nomination, all candidates must have a minimum of 10 years of experience working in the drycleaning and laundry industry.

Following the May 15 deadline, a DLI committee will review all submissions and make its final decision on which candidates will comprise this year's class of Hall of Fame inductees, and honor them at an industry event later in the year.

Currently, the Hall is populated by eight people — all

former winners of DLI's distinguished Diamond Achievement Award: Barney Deden, retired drycleaner in Omaha, NE; Stan Golomb, founder of The Golomb Group in Chicago, IL; Chris Edwards of A Cleaner World in High Point, NC; Jeff Miller of Miller's Fine Drycleaning in Hendersonville, NC; Sid Tuchman of Tuchman Training Systems in San Francisco, CA; Don Fawcett of Dependable Cleaners in Quincy, MA; Milt Chortkoff of Milt & Edie's Drycleaning in Burbank, CA; and Walter "Bell" Buster of Bell Laundry and Cleaners of Spartanburg, SC.



MAC hosts W-D-F workshop this month

Continued from page 1
The event will take place from 9 a.m. until 4 p.m.

The cost is \$199 each for association members and \$349 for non-members.

It's an excellent chance to learn about real-life wash-dry-fold experiences and successes, as well as customer concerns and needs assessment.

Also covered will be the pros and cons of each pricing

option (subscription, by pound, by bag), how to compete with laundromats, how to compete with Poplin and other apps, and proven sales and marketing strategies for making wash-dry-fold successful.

Lunch will be included with the workshop.

For more information, or to register, contact MAC at (617) 791-0128 or e-mail peter@macassociation.org.

NCALC hosts upcoming annual convention

Continued from page 1
On Saturday, Anthony Hadad of SMRT Systems will present a program on "Decoding Local SEO: Putting Your Business on the Map... Literally" at 11 a.m.

At 8 a.m. on Sunday, Phillip Kolb, James Gorzinski and Liz Vetter will examine the topic of "Selling the Family Business."

Later in the day, Ryan Fish of Red Hanger Cleaners will share his interesting journey in

the drycleaning industry and in life with "Choosing Hard" at 10 a.m.

The convention will conclude with a dinner and reception on Sunday evening beginning at 6:30 p.m.

For more information, or to register, contact NCALC at (919) 313-4542 or visit them online at www.ncalc.org.



Ryan Fish

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TURNAROUND TIME



BY JOHN ROTHROCK

Streamlining drycleaning prices for success

Ever hear the saying, “Keep It Simple, Stupid” (KISS)? You know it — that philosophy applies perfectly to drycleaning pricing. Let’s face it, those monstrous, multi-page price lists are confusing for both you and your customers. However, imagine your entire pricing structure, clear and easy to understand, on a single business card. Now that’s powerful!

An Eye-Opening Example
Years ago at a drycleaning conference, the moderator introduced a thought-provoking topic. All attending cleaners were requested to bring their complete price lists to the meeting, anticipating the typical price discussion. However, the moderator had a different agenda that day. As each drycleaner submitted a price list, an impromptu competition

ensued. “Mine’s four pages long, front and back,” participants flaunted their lengthy price lists. **Your entire price list, including all services, should fit on one side of a business card. And, it shouldn’t require a magnifying glass to read.** The record holder boasted one cleaner, while another countered, “Got you beat — mine is eight pages long!” Pride swelled as par-

ticipants proudly presented a twelve-page document, both sides brimming with services. Conversely, the shortest list, a single page, was densely packed with information. Then, in a dramatic moment, the moderator raised a lone white business card above his head and silently surveyed the room. A hush fell over the crowd as all eyes fixed on him.

Addressing the group, he declared, “Everyone in this room has failed the test! Your entire price list, including all services, should fit on one side of this business card. And, it shouldn’t require a magnifying glass to read.” Wow. What a simple yet profound concept. Like everyone in that room, you’ve probably never considered this approach. But, hear me out before you move on to the next article.

So, why simplify? Let’s say the phone rings. Your new CSR answers and is asked a simple question: “How much will it cost to clean a lady’s suit?” What the customer doesn’t state is that it is a *designer suit that has embellished buttons and lined slacks*. Now, imagine this new CSR grabbing your multi-page price list with dozens of entries for different garment types, each with a separate price, and then answering the customer’s question. Do you think this customer will get the right answer? What are the odds that the price will remain the same when she drops it off for cleaning?

Simplified pricing cuts through the clutter. By grouping garments with similar cleaning requirements and production costs into a small number of categories, you offer crystal-clear pricing. Every item falls into a designated category with a set price. No more guessing games. No more upcharges.

At Yale Cleaners, we’ve taken the plunge and successfully implemented a seven-category pricing structure. While your specific categories may differ, the goal remains the same: condense your pricing to fit onto a business card. Here’s a sample to help spark your cre-

Continued on page 12

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— Ben Combs, owner of Judi’s Cleaners



Jared Abram, owner of Abram Laundry Services, Antonia Mazatzki, Production Leader and 17 year employee of Judi’s Cleaners, and Ben Combs, owner of Judi’s Cleaners.



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John Rothrock

Streamlining drycleaning prices for success

Continued from page 10
activity.
Group 1: Sport coat, shirt/blouse, slacks, pants, shorts, skirt, sweater, wind-breaker.
Group 2: Polo/sport shirt, scarf, vest, tie, coat lining.
Group 3: Overalls, coat
Group 4: Dress, choir robe, jumpsuit, heavy coat, tablecloth
Group 5: Laundry shirt/blouse, napkin
Group 6: Formal dress, comforter
Group 7: Wedding dress
Improving Customer Satisfaction

From a customer perspective, pricing should be clear, simple and easy to understand.
Far too often, customers lose trust in cleaners because they are unable to get a simple price from a website or over the phone. What's even worse is when clients get a different price each visit for the same item due to poorly trained CSRs and overly complicated pricing schemes with countless upcharges.
Giving generic responses to potential clients

like, "Well, I will have to see the item before I can give you a price," can quickly lead to resentment and lost trust.
Customers do not want to hear that an item may cost more just because it has a "designer label," is made of 100% silk, or is fully lined.
They often do not see a difference in cleaning two

The good news is that the benefits extend beyond customer satisfaction and into daily operations.
Operational Benefits
Another benefit of simplified pricing is that it streamlines your entire operation. Training new CSRs becomes a breeze — no more memorizing a complex price list that resembles a rookie quarterback's playbook.

happy?
As a customer service company, the choice is clear: empower your CSRs to focus on building trust and exceeding expectations, not haggling over price.
A Simple Path to a Simpler System
Transitioning to simplified pricing is surprisingly straightforward. Here's how to get started.

signage, and website.
Design one-page flyers for customer reference and ensure every team member receives a copy.
Train your staff on the new system so they can confidently answer customer questions.
So, are you ready to ditch your confusing, multi-page price list and embrace the power of simplicity? Think of the time saved, the happier customers and the smoother operations.

Transitioning to a simplified pricing structure might seem daunting at first, but the benefits far outweigh the initial effort.
Remember, you're not alone! By following these steps and keeping your pricing structure clear and concise, you'll be well on your way to a more profitable and customer-centric drycleaning business.

John Rothrock, a University of Oklahoma alumnus and Certified Garment Care Professional (CGCP), leads Yale Cleaners in Tulsa, Oklahoma. John is passionate about exceeding customer expectations and innovation in the drycleaning industry. His expertise extends beyond garment care, with a viral video educating viewers on the drycleaning process. Currently, he leverages his industry knowledge by serving as the second vice president of the Southwest Drycleaning Association (SDA).

Simplified pricing cuts through the clutter. By grouping garments with similar cleaning requirements and production costs into a small number of categories, you offer crystal-clear pricing. No more guessing games. No more upcharges.

similar jeans, but one costs more simply because it was made by Theory instead of Levi.
Simple, straightforward pricing will give you a distinct marketing advantage that will quickly build customer loyalty and trust.
Sustaining a transparent pricing strategy will create sticky customers who are not easily swayed to change cleaners.
Detailing tickets is faster and more accurate, as employees focus on properly classifying clothes and customer requests, not nickel-and-diming with upcharges.
Let's be honest. Upcharges and fees only create conflict at the counter. Wouldn't your team rather spend time catching those hidden stains and fulfilling special care requests — tasks that truly make customers

1) Extract and Sort. Export your existing price list into an Excel file and sort it by price.
2) Group and Standardize. Look for items with similar prices and group them together.
If items are within \$1 of each other, consolidate them into one category with a standardized price. Aim for seven to ten categories.
3) Adjust for Balance. Some items might require slight price adjustments to fit neatly into a category.
If unsure, err on the side of slightly higher prices for frequently cleaned items. This will naturally balance out in the final structure.
Once you have your streamlined pricing in place, update your POS system,

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GREENSPIN CLEANERS of Chicago, IL, recently purchased a new Union HXL-8025-C to add to the company's other two Union XL Cloud machines. Plant owner Peter Kong (center) is pictured with Tom Sheridan (left), western sales manager for Union USA, and Dean Sheridan from Seitz during the installation.



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KEEP IT LEGAL



BY FRANK KOLLMAN

NLRB decision limits workplace conduct rules

Last year, the federal National Labor Relations Board (NLRB) decided a case restricting an employer's ability to regulate workplace and off-duty conduct that would normally warrant termination.

As I have explained in the past, the NLRB has jurisdiction over most American workplaces, regardless of size.

While the NLRB deals with legal issues involving unionization, it also deals with issues arising in non-union workplaces. In particular, the National Labor Relations Act (NLRA) protects the right of employees to engage in concerted activities, including the right to talk to other employees about wages, hours, and working conditions.

That is one reason why it is illegal to have a handbook policy preventing employees from discussing or disclosing their wages to other employees. If you terminate an employee under one of those policies, the NLRB will order you to reinstate them with backpay, which it can enforce in federal court.

The current NLRB is

composed of President Biden appointees who view most employers as pariahs, especially if they do not have a union.

be protected under a liberal reading of the NLRA, and almost every rule could be narrowed down.

The NLRB has set up a

were also found illegal. Rules banning employees from being disrespectful to their supervisors and not allowing obscene language

EEOC in most instances, provides a government lawyer to prosecute the case. Since commonsense is not part of the NLRB's thinking, it will be difficult to comply.

While the decision will undoubtedly be appealed to a federal appeals court, that could take years.

Unfortunately, you may need legal help, and even if you get it, the lawyer may not be able to guarantee your rule will be accepted by the NLRB.

If you think you can accomplish the review yourself, take out every rule that could be interpreted as regulating workplace communications. Then, if you fire someone for calling a supervisor a "gravy sucking #\$\$%", you can merely say "everybody knows you can't call your supervisor that."

It's worth a shot.

In my 47 years practicing law, I have never seen the National Labor Relations Board so hell-bent on rewriting the law to hurt employers under the guise of helping employees.

In my 47 years practicing law, I have never seen a Board so hell-bent on rewriting the law to hurt employers under the guise of helping employees.

In the decision I mentioned, the Board said if a rule could chill workers from exercising their rights under the NLRA (such as discussing wages, hours and working conditions), it would be illegal.

The Board did say it would allow employers to prove the rule was necessary to advance legitimate interests that can't be achieved by a narrower directive. The problem is almost every rule could chill workers from taking certain actions that might

scenario where the employer cannot win if, in the Board's opinion, there could be a narrower rule.

Since the decision, 26 employer rules have been found illegal under the new standard.

Some of those rules have required employees to be polite in communications with other employees, restricted employees from talking to the media, negated a Starbucks' policy on how workers' mark cups and call orders (seriously), and restricted certain off-duty conduct.

Workplace solicitation policies and a rule that said employees could engage in "peaceful" demonstrations

have been struck down. Apparently, the Board thinks being disrespectful and using vulgar language are necessary tools for employees to interact with fellow employees and supervisors.

I suspect the NLRB would not want me to use vulgar and disrespectful language in a brief I filed, so why should employees be allowed to do so at work?

It is a good time to review your disciplinary rules to see if any might run afoul of this new requirement. Why? Because if you terminate an employee under one of these rules, all he or she has to do is convince the NLRB to take the case.

The NLRB, unlike the

MAC and PDCA merge into one association

Recently, the Pennsylvania and Delaware Cleaners Association (PDCA) and the Mid-Atlantic Association of Cleaners (MAC) consolidated

together in an effort to create a stronger, more unified professional community that will enhance both sets of members.

The new combined associ-

ation will retain the Mid-Atlantic Association of Cleaners name, but will now feature a new logo that combines elements of both of the associa-

tion's previous logos.

Last month, MAC Executive Director Peter Blake sent out information to members with additional details about

the merger. For the near future, PDCA phone lines will remain open for members.

MAC's board of directors prior to the merger will remain in place. They will be joined by PDCA Executive Director Leslie Schaeffer, who will serve on the board, as well.



Following the merger, members can expect a wider range of resources that will combine various initiatives and benefits from both organizations. The website for the new MAC will continue to be at www.macassociation.org.



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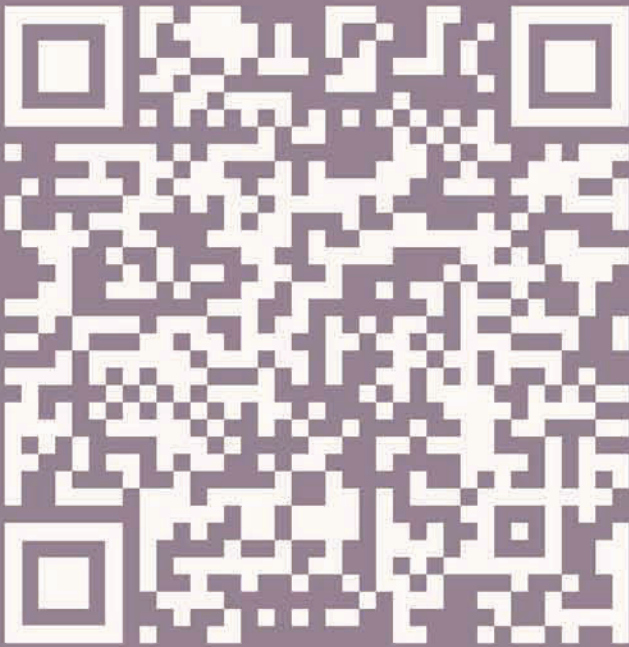
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WRENCH WORKS



By BRUCE GROSSMAN

Adjusting the boiler return pump

In this issue, you'll learn how to identify and repair the other common cause of low boiler pressure: excessive clearance between the impeller and raceway in the Burks 5 and 7 CT family of turbine pumps, used on many of the return systems found in the drycleaning and laundry industry.

Unlike problems caused by excessively high water temperature in the return tank (see "Troubleshooting Boilers Gone Bad II" in our November 2020 issue in the Archives section at www.nationalclothesline.com), the water temperature in the return tank and outlet of the return pump will not be excessive. The culprit is pump wear; a simple pump impeller adjustment will have you running in no time.

Here's the reason why this happens. As the pump is used, the impeller and raceway slowly erode, increasing the physical clearance between them. This lowers the maximum pressure the pump can push against (sometimes called deadhead pressure). Even-

tually, you'll notice the return pump is always running, and the burner is now turned on and off by the low water level cut-off. By this time, you will wish the low water level alarm would just shut the \$#!% up as you make frequent trips to the boiler room to press the water level reset switch.

Before going further, be careful to ensure there is a sufficient water level in the return tank and the strainer between the return tank and condensate return pump is clear and allows water to get to the pump. These conditions will mimic the symptoms of a pump impeller clearance problem.

Remember: you must shut off the boiler and blow down until there is no boiler pressure! Do not do any repairs on a boiler under pressure under any circumstance!

The tools you'll need for this job include: large flat blade screwdriver; small hammer; spanner wrench for impeller adjustment nut (it is well worth investing in this tool instead of trying to use a punch); vise grip pliers (needle nose if possible);

a 5/16" combination open end/box wrench; and a spray can of WD-40 or a good penetrating oil.

Be sure the electrical power to the boiler and pump is off. Once the boiler is no longer under pressure, get some decent lighting on the return pump area and wipe it down, removing dust and debris. Ensure the air vents (the cutouts at the end/ends of the motor) are free of obstructing lint. Adjust the vise grips to grab the pump shaft near the motor gently.

Rotate the shaft. If it swings easily up and down, you must adjust the pump impeller. On older Burks pumps, a plastic cap or metal plug covers the rear shaft bearing at the center.

On the pump end of the motor is a round impeller adjustment nut (see diagram) about 2" in diameter with 6 blind holes drilled around its circumference. The pump shaft goes through the center of this impeller adjustment nut, through the inboard wall of the pump housing, then through a rotating seal and into the

pump impeller (not visible because it is enclosed in the pump housing).

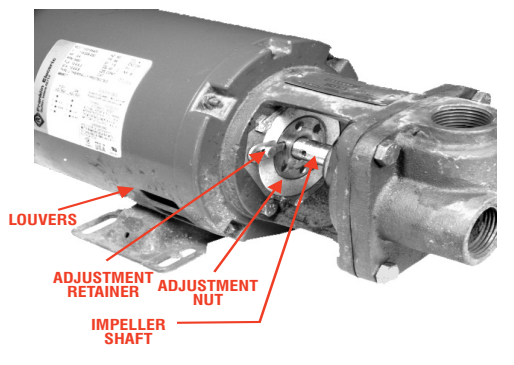
The pump impeller is pressed on the end of this shaft. Spray some WD-40 over the shaft and on the impeller adjustment nut where the impeller shaft enters the outboard wall of the pump housing. Allow the WD-40 to

penetrate the parts for a few minutes. Near the impeller adjustment nut is an impeller adjustment retainer (a small, flat slotted piece of metal with a right-angled tab at the end) which goes into a hole in the impeller adjustment nut held in place by a small 5/16"-headed bolt called the impeller adjustment retainer bolt. Using a 5/16" wrench, unscrew the small impeller adjustment retainer bolt from the pump body and remove the impeller adjustment retainer.

Now, take a moment and visualize what you're doing. The cause of our problem is too much distance between the impeller (the rotating part on the end of the pump shaft) and the raceway (the stationary part that is the outboard end of the pump housing where the inlet and outlet pipes are screwed).

We will adjust the pump by moving the impeller closer to the raceway. Adjust your spanner so the protrusions at the ends fit into holes in the impeller adjustment nut. Rotate the impeller adjustment nut clockwise (I use the mnemonic "clockwise is closer" to remember the effect of rotating the impeller adjustment nut), facing the nut. After about every 45 degrees of rotation on the impeller adjustment nut, try rotating the pump shaft using the vise grips. Continue the adjusting until you feel a lot of resistance when attempting to rotate the pump shaft. That resistance indicates the impeller is resting against the raceway with no clearance, and you can now make the clearance

PUMP COMPONENTS



REQUIRED TOOLS



adjustment. Turn the impeller adjustment nut in a counterclockwise direction about 10 degrees at a time, and try to rotate the impeller shaft after each adjustment. When the impeller shaft drags slightly, adjust back about three degrees, and you'll have the proper adjustment.

Place the tab end of the impeller adjustment retainer into a hole in the impeller adjustment nut and bolt it in place with the impeller adjustment retainer bolt.

Turn on the power and switch the pump on while listening to be sure the motor sounds smooth without straining or grinding noises. If there is any indication of a problem, immediately turn off the power. Make sure the valves between the return tank and pump, and the pump and boiler, are opened. If all valves were correct, re-adjust the impeller for slightly more clearance.

That's it for this month. Look for a downloadable PDF file of this article online at www.fixit-academy.net.

Bruce Grossman is the Chief of R&D for EZtimers Manufacturing. EZtimers manufactures machines that make your machines run better. For those needing to replace Zero-Waste or Galaxy misters, see our SA-HARA 2 model. For those with boiler problems, check out our EZ-Level and EZ-Dose machines. For more information on EZtimers products, visit www.eztimers.com. Please address any questions or comments for Bruce to bruce@eztimers.com or call (702) 376-6693.

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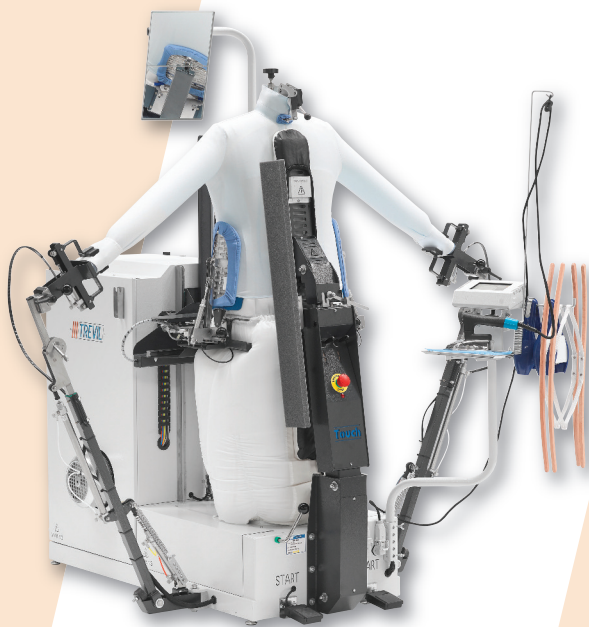


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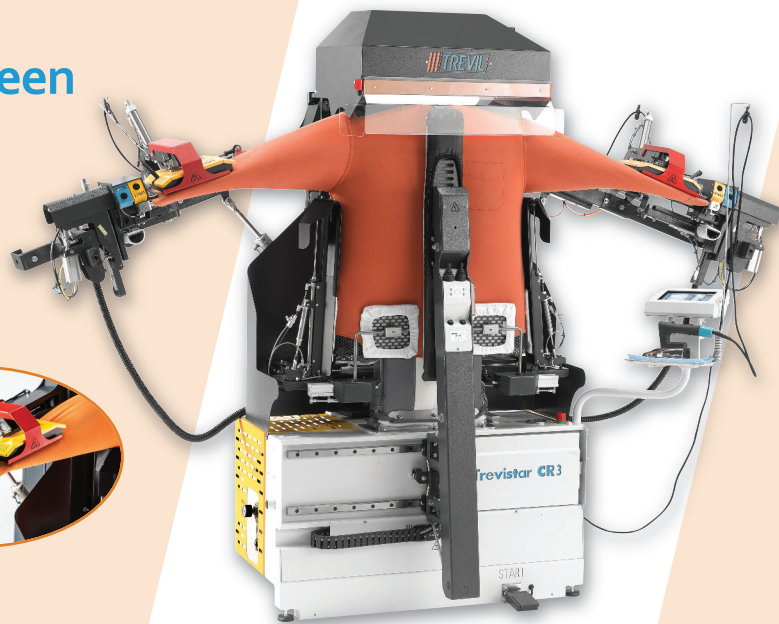
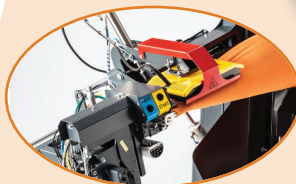
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SHIRT TALES



BY DON DESROSIERS

Making the most of new equipment purchases

Imagine you have a shirt laundry with a double-buck unit and you do **3,500 shirts per week**. In that mis, you do about **145 hand-finish shirts**, **275 pull-over knit shirts** and **185 blouses and shirts that are too small** for the shirt unit.

So, out of **3,500 shirts per week**, about **600** never actually get to the shirt unit. Are you with me so far? You have a hot-head area for this so-called *junk*. In that area, you have an active, motivated employee that works 40 hours per week to do these odd pieces. Arguably, this employee produces **15 quality pieces per hour** (600 pieces divided by 40 hours).

This department is a loser. Your two shirt pressers collectively produce roughly **90 shirts per hour**. At the **\$2 per shirt** that you charge, your shirt unit produces **\$90 worth of sellable service** each and every labor hour.

In order to get that from your hot-head area, manned by one person, you would need to charge an average

of **\$6** for each of the pieces — the knits, the small shirts, the blouses, the hand-finish — but I doubt that is the case.

Mostly likely the knits and the small shirts have little or no mark-up over regular shirts. Still, even if they do, it probably isn't **300%**. We are often afraid to charge more for blouses, given the history of legal issues related to them; so often there is no upcharge for them. As for hand finish, some people have no upcharge for that either, but I have seen a **600%** premium for this service. Anyway, my point remains: There is little money to be made in the hot-head area. Let's assume the average price there is **\$3 each** divided up like this:

- **145 hand-finish shirts @ \$3.50 each = \$507.50;**
- **275 knit pull-overs (no-mark-up) @ \$2 = \$550;**
- **185 blouses @ (OK, let's say that you do mark them up) \$3 each = \$555.**

That's total gross revenue of **\$1,612.50 for 605 pieces** — an average of **\$2.66 each**.

Oops! OK, let's say your prices are higher than that and the average is **\$3**.

That department has long been your nemesis and you have merely accepted it as part of the business. My point today is to make sure you don't allow the occurrence of something good to turn into something bad. That occurrence of something good is that you have read a recommendation from someone that any shirt launderer who has a large amount of odd items, like blouses, knit shirts or small shirts that need to be done on a hot-head, will save substantial payroll dollars by investing in one of those form-finisher tensioning shirt units that are now widely available.

Let's assume that you consider **25 pieces per hour** from that unit uncontested. Let's assume the equipment rep has captivated you. Frankly, you're thrilled that someone is not only sympathetic to your plight in that dreaded hot-head area, but

this someone is actually presenting a plausible and affordable solution for it.

Why am I making so many assumptions? Because the point of this column isn't to recommend this tensioning equipment for higher volume shirt laundries. The fact that I do recommend them is merely a peripheral benefit. The point I am leading up to is what happens once you get it in the plant.

So, you buy a supplemental tensioning shirt unit that will be such a good buy that the upfront cost is immaterial. **\$10,000? \$20,000?** What's the difference? The reality is that instead of doing **600 pieces in 40 hours**, your hot-head presser will now be able to produce **1,000 pieces** in the same time — **400 extra pieces @ \$3 each = \$1,200 per week**.

With this new **\$1,200 per week — \$5,000 per month** — you are sure to be in for smooth sailing. Let's recap to make sure you're still following.

- You're currently doing odd items in your hot-head area at the rate of **15 pieces per hour;**
- You charge an average of **\$3** for each of these garments;
- The tensioning-type shirt unit that you buy does **25 shirts per hour** (they may do more or less, but for the purpose of my point, let's say **25**).
- Because you will now be capable of doing **10 additional pieces per hour for 40 hours per week**, you'll be able to produce **400 additional pieces per week;**
- This equates to **\$1,200 per week**, or about **\$5,000 per month** when charging an average of **\$3 per piece**.

Is there anything wrong with these figures? No. Just to illustrate that my point has nothing to do with tensioning equipment per se, but rather is actually quite generic, I'll offer two other examples.

A) You could upgrade your old clunky shirt unit that is capable of no more than **40 shirts per hour** to another that can easily do **50 shirts** — a **25% increase** in productivity! Instead of doing **2,000 shirts**, you can do **2,500 shirts** in the same amount of time.

B) You can drastically increase the productivity of your pants presser from 50 to 100%. I saw these presses in Japan that rather easily process **60 pants per hour**.

You could do twice as many pants without any increase in labor.

So, what is my point? The problem is we pray the equipment we buy will manage our business. We buy a shirt unit we see pressing perfect shirts at the show. We pray that we, too, will get **100% perfect shirts** with the unit at our plant. I assure you that this will never happen.

When we buy that tensioning unit, the math we do is correct, but there is logic absent. Can you press **1,000 shirts** in the same time that you could previously press **600**? Of course! Will you save **\$5,000 per month**? Of course not! Will you get the **\$5,000 per month windfall**? Very doubtful. Will getting this tensioning unit save you money? Uh, it is absolutely within the window of *possible*. How's that for carefully worded?).

You will be able to do **1,000 shirts in the 40 hours** when you previously pressed a mere **600**, but from where will the **400 extra shirts** come? This is not *Field of Dreams*. Do not adopt its premise.

You will not press **400** more shirts at all; you only have that *potential*. And, that potential dissipates with time. So, do you stand to save money by supplementing the equipment in your hot-head area? Still, the answer is *possible*. But, it must be managed. The equipment will not manage your work flow. You must do that. You do not stand to improve your cash flow by **\$5,000**. You stand to save about **\$160 per week**. Disappointed? Well, you should be if you were thinking **\$1,200 per week**.

Let's estimate a lease payment on your tensioning shirt unit at **\$360**. Subtract that cost from the weekly labor savings (**16 hours at \$10**) and you'll experience a net savings of about **\$340 monthly** — substantially less than **\$100 per week**.

There is nothing wrong with that. That is real dollar savings, but if you bought the unit at a trade show with the more-common-than-you-may-think thought of increasing sales by **\$5,000** — or saving **\$5,000**

Continued on page 22

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And you can't get better technical tips and support than from their team, marketing tips and support from their team, and just overall great business leadership from their entire company!"

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Franchisor

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"Al toparme con GreenEarth me interesó el producto, pues era totalmente biodegradable e inofensivo",

Lo primero que preguntaban(cliente), pues era algo que les extrañaba, era por qué Green Clean no olía. "Me decían: 'es que no huele a nada tu tintorería, las demás sí'.

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"I have been using Seitz Intense solvent for nearly ten years, and prior to that, a perc transfer. Switching to GreenEarth I have clear base tanks and no odor in the machine and yet still get the work done. To put GreenEarth to the test, we even sprayed a work shirt with spray lubricant and smeared white lithium grease on it. We dry cleaned it in a normal cycle and 100% of the oils came out. I'm impressed!"

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Don Desrosiers

Making the most of new equipment purchases

Continued from page 20 — you will find yourself somewhere between very disappointed and livid. With whom will you be perturbed? No one has lied to you, or even misled you. You simply let quasi-facts entice you. A year later, you may wonder why you ever bought that thing because your \$160 per week payroll savings will soon evaporate if you remain ill-advised.

Let's continue with our imaginary plant from earlier. Betty works in the hot-head area conscientiously from 7 a.m. to 3 p.m., five days a week. She makes \$9 per hour and you incur payroll taxes and other expenses that leave her costing you \$10 per hour. Her \$330 per week take-home pay is important to her family.

Enter the new tensioning shirt unit on which she easily does 25 pieces per hour. Now, she works 24 hours per week — or does she? Therein lies the problem. As manager, you have four choices:

1) Send Betty home when she's done her day's work while continually monitoring her productivity so that you are assured that she is getting that all-important 25 pieces per hour.

2) Send Betty home when

she's done her days work but pay her for a full day.

3) When Betty is done pressing, you give her something else to do so she still gets 40 hours. If her hours were cut, she would quit.

4) Let Betty do what she wants by ignoring her and her department with the belief she now does 25 pieces per hour rather than 15.

Only one of these options will save you the three hundred and something dollars that we talked about, and that is option one. The only way to cut labor is to continually monitor an employee's productivity and then send them home (without pay) when the day's work is done. Sound gross? Well maybe so, but it is the truth.

If you send Betty home, but still pay her, you will save no money at all. She may think that you're wonderful, but I don't think this was the goal. If you give Betty something else to do, you may not be as nice a guy, and you may not save any money, either.

The only way you would save actual cash dollars is if Betty happens to become available just in time for a vacancy somewhere else, like the front counter. Otherwise, she contributes to over-

staffing. She may look busy, but there is a good chance what she is doing has been done by others previously.

For instance, she helps to mark in. No one goes home earlier, but now you have three people marking in instead of two. Giving employees something else to do is counter productive to cutting labor cost, a direct cause of plant overstaffing, and it is kind of a company endorsement for padding the time clock. These are really bad things. If you send Betty home but still pay her, there may be miniscule, theoretical savings somewhere in there, but I doubt they will make your lease payment.

Please note that the operative words are may, miniscule and theoretical. That would happen if Betty finishing her stuff earlier would mean the inspection and assembly department could finish earlier — assuming they had previously been waiting on hot-head items and no longer do so.

So, what happens in the real world? Option four happens in the real world. Betty runs her own department and management is oblivious. She finishes early on the days she wants to get out early (proving that she

— and the equipment — do 25 pieces per hour) but she pads the time clock on other days because she needs 40 hours. Is Betty to blame? No, management is to blame for allowing it to happen.

In order to save payroll dollars, management must cut labor hours, not redistribute them. Furthermore, management must always monitor productivity. Always. I always say that because it is always true. Don't expect what you don't inspect. My management mentor used to say that all the time 20 years ago. It's still true.

Some of us will be in an ideal situation. Some of us will have two people in the hot-head area, for example, both working 34 hours per week, doing a total of 1,000 pieces. Acquisition of a tensioning shirt unit gives one person a 40 hour per week job (one employee cut, \$1,000 per month net savings, month after month).

That is neat and tidy and it keeps us from having to manage our employees. The remaining presser may motivate herself because she doesn't desire a 10 to 12 hour day.

The bottom line is that this situation will surely be the exception, but it often makes us think the investments are only for the big guys. This is sad and untrue. If your payroll is \$3,000 a week, the prospect of saving \$340 a month is appealing, but saving \$1,000 per month is what you're really looking for. You're perhaps saving your pennies for an investment that will save you that much. You may wait forever. If you covet the guy that saves \$1,000 per month, consider that if he's doing 1,000 hot-head pieces a week, he may be at the volume level that breeds a payroll of \$50,000 per month. Proportionately speaking, his savings pale in comparison to yours.

Betty expects 40 hours per week because that is what she has been allowed to expect. She isn't wrong to expect that, but the drycleaning and laundry business rarely makes for neat and tidy eight-hour days and 40-hour weeks. Getting your employees to understand that should be your goal. So, what should you do? How about an employee meeting during which you explain your dilemma? Follow that up with a new rule for yourself regarding new hires who ask: "How many hours will I be

getting, Mr. Boss?" You reply, "I'm not sure. Here we don't have set quitting times. We work until our job is done while meeting certain goals. As a pants presser, you'll be expected to press 33 pants per hour, then when you're done and will be free to leave after checking with the manager on duty. Some weeks that will yield 25 hours. During other weeks you will work 40 or more hours."

Do you think that you can pull that off? It's not hard and it gets the momentum swinging in the right direction. You may think that you can't do that. You may think that you are desperate for a pants presser and I'm sure that they may be in short supply. So, you give them what they need — 40 hours guaranteed.

However, consider this. Visualize two equally qualified, motivated and available shirt pressers. One wants \$15 per hour and the other \$24. Seems logical that you would choose the one who only wants \$15, right? But, if this employee is not managed — that is, goals set, monitored and maintained — and presses 15 hot-head pieces per hour instead of the standard 25, he/she is working at the rate of \$24 per hour because this person is taking 40 hours to do 25 hours worth of work.

Even though \$24 per hour is a rate that you probably never would have considered paying — you are allowing it to happen by paying a 40-hour wage (\$15 x 40 hrs = \$600) for 25 hours worth of work (\$15 x 25 hours = \$375). If you pay \$600 for 25 worth of work, even if it takes 40 hours to produce, you are paying at the rate of \$24. That is the cost of not monitoring your productivity.

If you do want you've always done, you'll get what you always got.

Don Desrosiers has been in the drycleaning and shirt laundering business since 1978. He is a work-flow engineer and a management consultant who provides services to shirt laundrers and drycleaners through Tailwind Systems. He is a member of the Society of Professional Consultants and winner of DLI's Commitment to Professionalism award. He can be reached by cell phone (508) 965-3163, or email to: tailwind.don@me.com.

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Tuchman (right) received the award from former DLI President Charlie Smith.

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BY **DAN EISEN**

An easy approach to unidentified stains

Unidentified stains can be simplified if we understand stain categories and new chemicals needed for their removal. When we approach a mysterious stain or an unidentified stain, we are primarily interested in whether it is wet or dry. The reason for this is that the drycleaner has the most problems transferring dryside methods to wetside, and wetside methods to dryside.

Also dryside stains are the most common stain to mistake for wetside stains. The opposite is also true since many wetside stains are mistaken for dryside.

Stain Categories

1) A **wetside** stain can be either **tannin** or **protein**. The significance of this is not very important since the stain removal process involves working it first as if it was a tannin stain, and then as a protein stain. This avoids the possibility of setting the stain. The tannin process does not set protein stains, but the protein

process can set a tannin stain.

A) **Tannin**. This includes stains originating from plants. Examples of this type of stain are coffee, tea, soft drinks, medicine, wine, mustard and hard liquor drinks.

When we approach an unidentified stain we must make up our minds whether we approach it first as a dryside, or vice versa as a wetside. This choice is entirely up to the spotter and is based upon his or her experience and expertise

B) **Protein**. This includes all stains originating from a living body. Examples of this type of stains are eggs, milk, urine, perspiration, and discharge.

2) **Dryside** — these are stains that have an **oil, grease** or **plastic** base. Examples of these stains are sauce, oil, grease, paint, lipstick, nail polish and glue.

When we approach an unidentified stain we must make up our minds whether we approach it first as a dryside, or vice versa as a wetside. This choice is entirely up to the spotter and is based upon his or her experience and expertise.

Unidentified stains can be a combination of both wet and dry and the approach to the stain removal process is still up to the spotter's expertise.

Transition From Wet to Dry or Dry to Wet

The difficulty we had years ago was that the transition from dry to wet or wet to dry was time-consuming and dangerous.

When a stain was worked on the dryside using oily type paint remover and amyl acetate, the garment had to be drycleaned before wetside agents could be used.

This was necessary because the paint removers

were highly alkaline, contained alcohol and could cause color loss on a fabric if activated by water, or remained in the fabric for a period of time in which moisture from the atmosphere would activate the alcohol.

The same problems occurred if a wetside process was used. It would mean that the area had to be flushed thoroughly, dried and feathered before dryside agents could then be used.

Chemicals Needed for Wetside Stains

1) **Wet dry oily type paint removers (EF)**. These agents have been formulated so it can be flushed on the wetside and also have the ability to be worked on the dryside.

The ingredients may not be as aggressive as other oily type paint removers, but is still effective on dryside stains.

2) **Dryside ink removers**. Depending on the manufacturer, these agents can be flushed with water safely.

They usually contain an acid base and have a major advantage in that it also works on plastic-based stains such as nail polish and glues. This helps the spotter avoid having to use amyl acetate.

3) **Nonionic detergents**. These detergents carry a neutral ionic charge. They differ from the other anionic lubricants which carry a negative ionic charge. They act as a pene-

trant and also work well on grease and oil stains.

4) **Nonionic detergents (citrus base)**. These nonionic detergents have a citrus base ingredient that gives the nonionic detergent more aggressive properties on dryside stains. The citrus base ingredient, although wetside, has a very effective dryside property. It is, however, not as effective as a dryside oily type paint remover.

Transition Dry to Wet Unidentified Stains

1) Wetside oily type paint remover or ink remover

2) Mechanical action

3) Flush

4) Tannin formula

5) Mechanical action

6) Flush

7) Protein formula

8) Mechanical action

9) Flush

10) Hydrogen peroxide.

Transition Wet to Dry Unidentified Stains

1) Flush

2) Anionic lubricant

3) Mechanical action

4) Flush

5) Nonionic detergent

6) Mechanical action

7) Flush

8) Citrus-based nonionic detergent

9) Mechanical action

10) Flush

11) Hydrogen peroxide.

Better Feathering

Feathering is the art of removing rings from fabrics. The concept of feathering is that you break up the ring with the steam gun and then use a cloth and wipe the wet areas so it blends into the dry area.

A slightly damp cloth will feather better than a dry one. This is based on the fact that the water molecules in the fabric are attracted to the water molecules on the cloth, so it will spread and dry faster. The water moves faster to bind with the existing moisture in the cloth.

Dan Eisen, former chief garment analyst for the National Cleaners Association, can be reached at (772) 579-5044, or by e-mail at danneisen39@gmail.com or through his website at www.garmentanalysis.com.

In 2007 DLI recognized

JEFF MILLER

of Miller's Fine Drycleaning in Hendersonville, North Carolina for helping hundreds of WWII Veterans visit their memorial on the National Mall in Washington, D.C.



Miller (left) also received the Presidential Citizens Medal from former U.S. President George W. Bush for this work.

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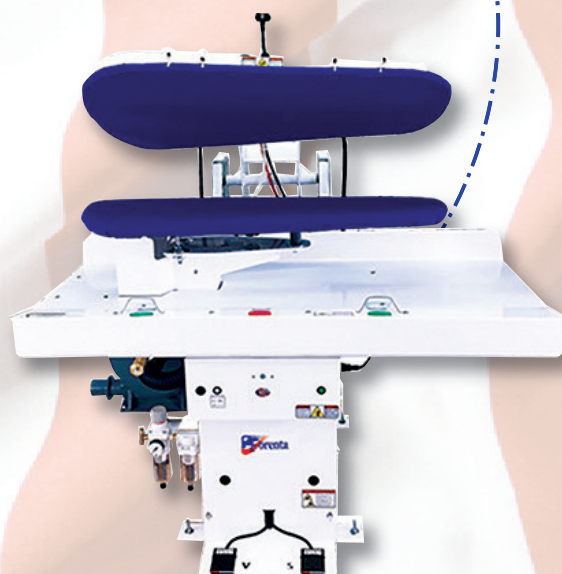
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BY KERMIT ENGH

BUILDING VALUE

Prioritizing the right kind of revenue

Most founders and owners aim to boost sales, but prioritizing top-line growth can attract low-quality revenue, potentially reducing your company's value. This also happens when evaluating a marginal store location. I have been very guilty of dreading the reduction of our top line as that is how everyone compares themselves to others. At the same time, knowing that closing the location will result in a better bottom line is kind of a disease called ego.

To an acquirer, revenue quality varies. They prioritize future revenue predictability — valuing recurring income from contracts and subscriptions higher than one-off sales.

Consequently, firms with recurring revenue often command a revenue-based valuation, whereas businesses reliant on transactional revenue are usually valued based on a multiple

of EBITDA. I also refer to the hot tub store. No one ever buys a second unit — all one-offs. How do you value that for recurring revenue?

companies a subscription to his short, engaging, animated training courses.

Although his company was growing, it was still thirsty for cash. Winnet was

recurring revenue. "I know loads of people who would have taken that £90,000 contract, but we did not because it did not fit the model. We used to have a

of those frequent calls about an "ideal" new location for our company. I went through the list of all of the requirements we would have. I am not a fan of additional brick-and-mortar at my stage of the game. On the other hand, how could I increase my profitable revenue without another location? Do not get caught up in size for size purposes.

Rather than focusing exclusively on revenue growth as a goal, owners who sell for the highest multiples tend to concentrate on growing value, even if that occasionally comes at the expense of short-term sales.

In conclusion, the allure of rapid top-line growth is understandable. However, it's crucial to remember that not all revenue is created equal.

Prioritizing predictability and recurring revenue streams, even when it might feel counterintuitive, is essential. As exemplified by Mike Winnet and others, this strategy ultimately attracts higher valuations and more lucrative exit opportunities.

If you're an owner with an eye toward a future sale, resist the ego-driven temptations of pursuing size for size's sake. Focus on the quality of your revenue model, and you'll find yourself positioned for a far more profitable future.

If you are interested in maximizing the value of your company go to <https://mfmbusinesscoaching.com/value-builder-assessment/score> and get your free Value Builders score today.

Kermit Engh has been an owner/operator in the drycleaning industry for over 30 years and has been a Methods for Management member for over 27 years. His positions as managing partner of MfM and as a Certified Value Builders Coach allow him to share his extensive background in strategic planning, finance, process improvement, packaging and branding, employee training programs, profitability, cost analysis, acquisition analysis and succession planning. To find out more about how Kermit can help you maximize the value of your business, contact him at kengh@mfmi.com.

To an acquirer, revenue quality varies. They prioritize future revenue predictability — valuing recurring income from contracts and subscriptions higher than one-off sales.

Why Mike Winnet Turned Google Down

Mike Winnet, the subject of one of the hundreds of Value Builders podcasts, provides an excellent case study on the importance of prioritizing the right kind of revenue.

Winnet started U.K.-based Learning Heroes after recognizing that most e-learning programs were long and boring. He saw an opportunity to transform the industry by selling large

drawing a salary of just £500 a month when he received a lucrative offer from Google. The giant search firm offered Winnet £90,000 to create a custom course for them. The course would have taken his team just three months to develop, and Winnet would have a welcomed cash injection.

However, Google's offer was a one-time transaction and did not sit right with Winnet, who was trying to build a company based on

sign on the wall that said, 'Does it make the boat go faster'; if the decision didn't make the boat go faster, we wouldn't do it."

Not only was Winnet concerned Google's offer would slow their journey to becoming a subscription-based e-learning juggernaut, but he also knew the one-off nature of the revenue could undermine the value of his company in the eyes of potential acquirers.

Winnet started Learning Heroes with the intent of selling it for £10 million within three years. He knew he would need to position the company as a product-based subscription business to garner such a premium offer.

He understood that a simple service company doing one-off projects, like Google's, would be lucky to garner an offer of one-time revenue. In contrast, a subscription-based product company could command a much higher valuation from an acquirer.

By accepting the Google project, Winnet would have run the risk of appearing to be a project-based consultancy and accidentally falling into the service business category in an acquirer's mind.

In the end, Winnet's discipline paid off when he accepted an acquisition offer from Litmos of £8 million, representing roughly four times his revenue at the time. Had an acquirer viewed Winnet as a traditional service company, he would have likely been offered a quarter of what he received.

The other day, I got one

In 2018 DLI recognized **Walter "Buster" Bell** of Bell Laundry & Cleaners in Spartanburg South Carolina

for his deep commitment and lifelong dedication to helping people succeed in the drycleaning business.

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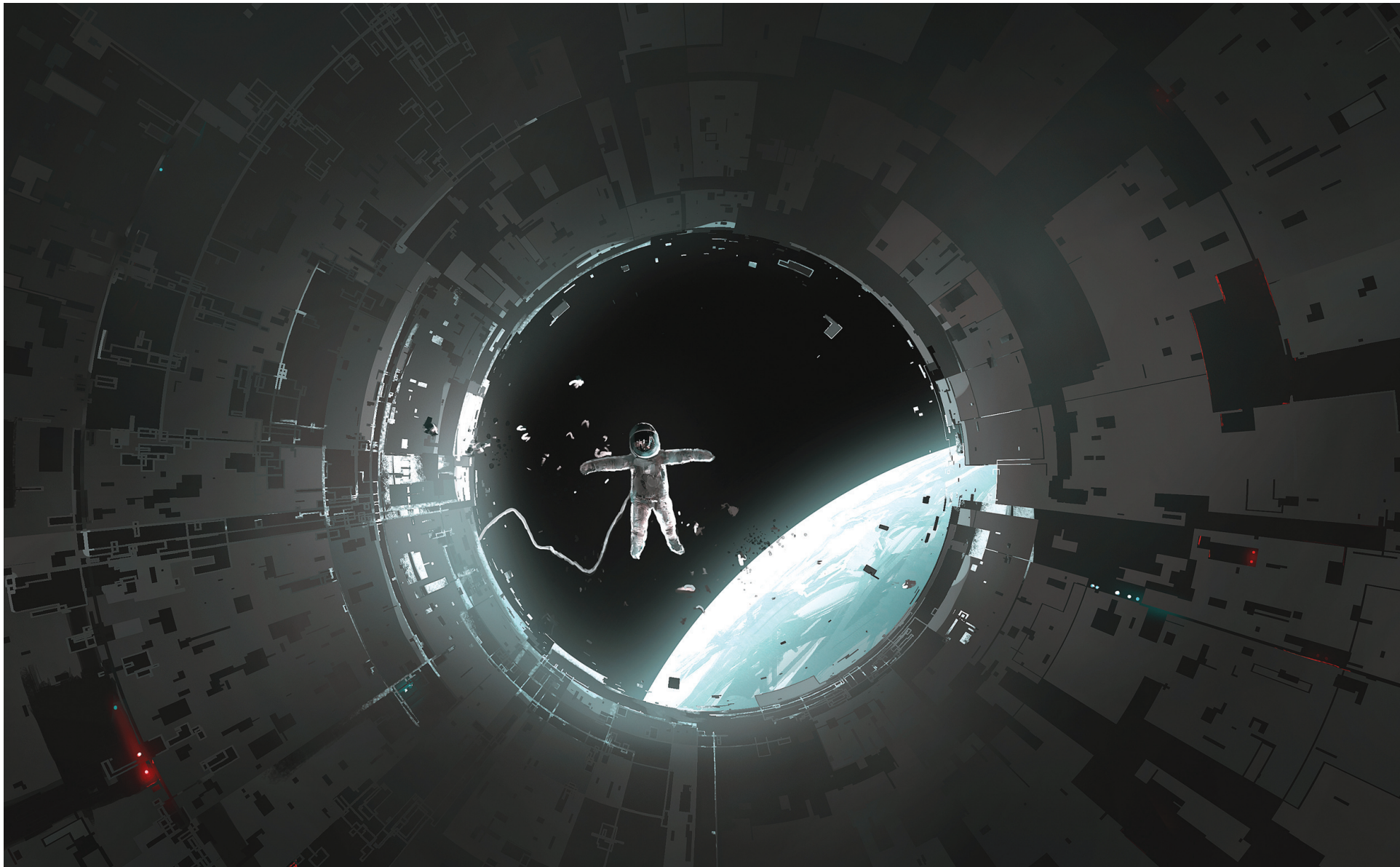


Bell (left) received the award from former DLI President Mike Nesbit.



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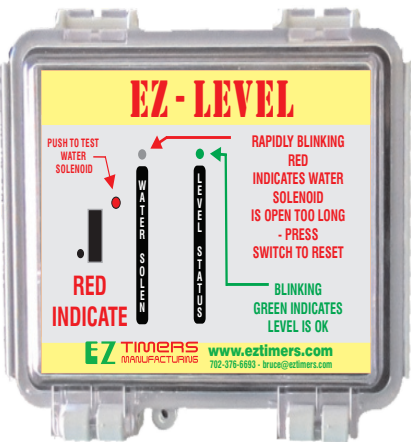
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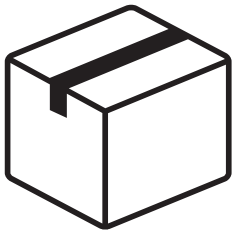
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National Clothesline 60th Anniversary
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Light always follows darkness
by Peter Blake
It has been a long, interesting and challenging 60 months, to say the least. I know I have never worked harder or more hours than I have during the past year and a half. I also know I am not alone, and

Don's wishlist to St. Nick: 2021 edition
by Don Derosiers
BH happy December! It is that time once again for my annual Christmas Wishlist. Every year, I send a plea to the great St. Nick for products that do not exist yet, but I believe they

FallFest EXPO pushes date back
Even though interest for FallFest EXPO remains high, many cleaners are too short-staffed and overburdened to spend three days devoted to it in early December. As a result, the North East Fabricare Association, the South Eastern Fabricare Association and the Pennsylvania and Delaware Cleaners Association have decided to move the event back to

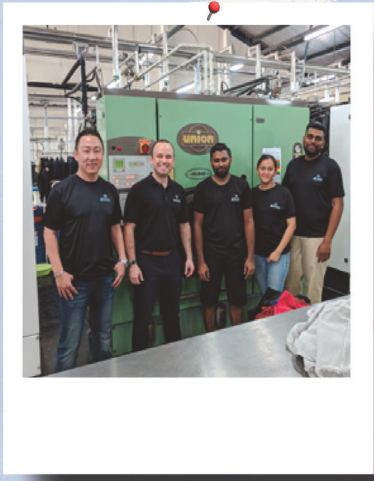
A Tribute to James Peuster
by Mark Albrecht and Jennifer Whitmarsh
As we round out 2021, let's recognize an achievement of a familiar personality in our industry. James Peuster, JP (as many know him) begins his 20th year consulting teams

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