

Ecosystem

There are some who can live without wild things, and some who cannot. These essays are the delights and dilemmas of one who cannot. Like winds and sunsets, wild things were taken for granted until progress began to do away with them. Now we face the question whether a still higher 'standard of living' is worth its cost in things natural, wild, and free. For us in the minority, the opportunity to see geese is more important than television, and the chance to find a pasque-flower is a right as inalienable as free speech.

Aldo Leopold, *A Sand County Almanac*



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Introduction

We believe in beautifying our community. We sell plants, garden supplies, patio furniture, and home + holiday décor. We landscape some of our community's most beautiful commercial spaces. We're a wildly diverse group of people bound by our shared passion for the beautiful, the natural, and the authentic. And we like it like that.

That said, our business, like all businesses, has certain common business functions. It's our belief that the more we standardize those functions not unique to us – and focus our energy and effort on those things that provide real, direct value to our customers and to our community – the more successful we'll be.

So we've tried to standardize the different parts. We call it our *Ecosystem*. Like an ecosystem, Mulhalls is a dynamic network of people in a complex environment operating in a delicate balance. Introduce something new, and everything reacts. Take something away, and everything adjusts. It's our responsibility to communicate, understand, and respect the balance.

Our *Ecosystem* is made up of six key components: Purpose, People, Strategy, Process, Data, and Dialogue.



**Purpose
People
Strategy
Process
Data
Dialogue**



Purpose

Beautifying Our Community

Why do we do this? What do we stand for? Why does it matter?

We believe in plants, people, and beautiful spaces. John Mulhall immigrated from Ireland in 1953 to landscape, and now, three generations later, we're as committed as we've ever been to making Omaha a more beautiful place to live. Today, we're a team of a few hundred people, but our focus remains the same: working together to engage our community and share our passion for the beauty of the natural world.

Our Purpose in Practice

Some call them brand attributes, we call it our purpose in practice: beautiful, natural, and authentic. We celebrate our ability to participate in the beautiful. We advocate the unique beauty afforded by the natural world. We embrace who we are: local, ethical, imperfect, and real. Ask yourself: Is this beautiful? Is this natural? Is this authentic?

A Brief History of Mulhalls

1922 John Mulhall is born on a 36-acre farm in Tinahely, Co. Wicklow, Ireland. Maureen Leyden is born in the small community of Boyle, Co. Roscommon, Ireland.



1938 Maureen Leyden begins to work at Powerscourt Estate in Enniskerry, Co. Wicklow, Ireland.

1939 John Mulhall begins to work at the None-So-Hardy Nursery in Shillelagh, Co. Wicklow, Ireland.

1943 John moves to Dublin to study horticulture at the National Botanic Gardens of Ireland.

1948 John becomes Head Groundskeeper at the residence of the US Ambassador to Ireland in Dublin. Maureen moves to Dublin and takes a job in the kitchen of the US Ambassador's residence, eventually becoming the Head Cook.

1952 John and Maureen marry.

1953 John and Maureen immigrate to Omaha with the support of then Ambassador to Ireland Francis Matthews and his family, Omaha natives. John takes a position working in grounds maintenance for the City of Omaha Parks.



1955 John becomes Creighton University's first full-time groundskeeper.



1956 John and Maureen begin "Mulhalls Landscaping and Lawn Service." John works on the business in the evenings and on the weekends, and Maureen keeps the books. They have their first child.

1960 John and Maureen purchase their first property, a home at 5023 Burt Street. They run the business part-time out of the garage.

1966 The Mulhall family and the business move to a new home on the northwest corner of 69th and Blondo.



1967 John regrades the family's yard at 69th and Blondo to allow for the construction of a shade house and flat space to receive nursery stock.

1974 Mulhalls opens on 120th and Maple.

1983 Sean Mulhall returns home, joined by his brother Dan the following year, to help grow what their parents started.

1984 Mulhalls purchases its first computer.

1998 Fort Campus construction begins to meet the growing need for office space and to make more room for landscape and plant production.

2004 Lakefield construction begins to expand container and tree production.

2008 Mulhalls builds its Gretna greenhouse and grades the surrounding ground to increase annual and tree production.

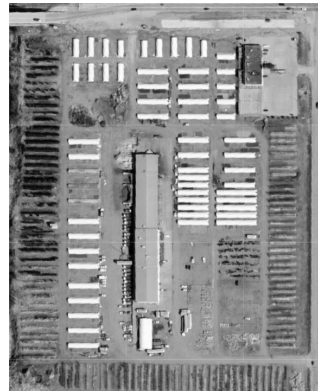
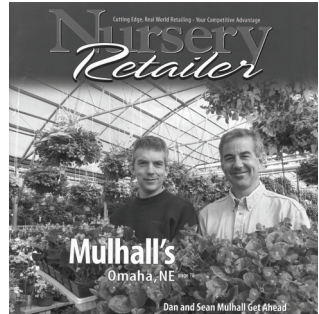
2014 Mulhalls installs its first dedicated point-of-sale system.

2017 Mick Mulhall becomes CEO, committed to carrying forward the purpose that Mulhalls was founded upon.

2018 Alongside the installation of its first ERP, Mulhalls separates into three business units, united in purpose and each with their own plan: Garden + Home, Landscape, and Shared Services.

2020 With the widening of the surrounding roads imminent, Maple Campus renovations begin as a reinvestment in our local gardening community.

2023 Fort Campus renovations begin alongside the City of Omaha's reinvestment in Tranquility Park.



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People

There's quite a bit that makes us, us. We call it our Culture, and when it comes to our Culture here at Mulhalls, the whole really is greater than the sum of its parts. It's a long-standing, growing conversation, and we're excited for you to be a part of it. At the center of our Culture are three Core Values: We Are Inclusive, We Are Passionate, and We Keep It Fun.

We Are Inclusive

Actively inclusive. It's not just about not excluding people, but about going out of our way to welcome each other into the Mulhalls community. We introduce ourselves to new team members, go the extra mile to make sure everyone gets an invite, and we celebrate being a diverse group of people from all kinds of different backgrounds, generations, and cultures, each one bringing different skills, lived experiences, and expertise. It's how Mother Nature operates, it's what made this place possible in the first place, and it's our plan to keep it that way. *Everything we do, we do with an open mind, respect, and a healthy dose of courage.*

We are not arrogant, exclusive, or standoffish.

We Are Passionate

We are only as good as our team, and our team is passionate about what we do. Not just curious, but passionate enough about our purpose to demand to make an impact. Whether it's helping someone find a houseplant that will live in their dimly lit apartment, walking a property manager through a landscape management proposal, or staging plants for the loading of a landscape professional in the middle of a large project – this is what we like to do, this is what we want to be doing, and *we do it with precision, grit, and a competitive edge.*

We are not indifferent, average, or detached.

We Keep It Fun

We're a plant store and a landscaping company. We work hard, and we do it because we like it. And when you like what you do, and you like the people you're doing it with, it should be ok for it to be fun. We pause meetings for obliquely relevant music videos, we talk about our personal lives, and we aren't afraid to celebrate. There are a lot of places where showing up and working hard is enough. This just isn't one of them. A critical part of being a member of the team here is having fun – and making space for others to have fun – doing what we do. *We are optimistic, engaged, and excited to be a part of things.*

We are not negative, closed-off, or judgmental.



Strategy

Where, specifically, are we heading? How are we going to get there? What's in the way?

Our strategy is how we organize all of this to make a real contribution to our community. And we're in it for the long haul. We focus on consistency, execution, and communication – staying true to ourselves and our purpose and keeping it simple. Today, at the highest level, we talk about our family of businesses as three units: Garden + Home, Landscape, and Shared Services. They're united in purpose and values, and each with their own plan.

When it comes to our plans, we like to think of them like a multi-day hike. While our goal is to get a little closer to the “wild things,” to do that, we have to plan pretty carefully. We have to consider things like what we're going to wear and eat, where we're going to sleep, and what we'll do if it rains or we get hurt. We get all that together, and we set out. Eventually we get back, and we unpack. We look at each item and see what worked, what didn't, what we could have used more of, and what we didn't need at all.

Our planning process functions much the same way. Our ultimate destination is defined in our vision for each of our business units, we pack and unpack through our planning process, and our hikes are 90 days.

Mulhalls Garden + Home

Vision: To Be the Most Loved Plant Shop in the Country

North Star: Tickets

After getting our start in the family garage in 1956, we opened our store at 120th and Maple a couple decades later. Since, we've added some greenhouses and other buildings, but our focus remains the same: growing the conversation about making Omaha a more beautiful place to live.

Our vision for Garden + Home is to become the most loved plant

shop in the country, and we measure that five ways: with the number of tickets we ring through our registers, the amount we sell to members, the amount we sell to pros, how much our customers love us, and how excited our team is to work here.

As a plant shop, our niche is selling plants, garden supplies, patio furniture, and home + holiday décor. While we sell them to all kinds of people, we focus our marketing on a small group of clearly defined customer personas.

Why do they buy from us? We call that our value proposition, and at Garden + Home, it's about our purpose, our in-store experience, and our product philosophy. When it comes to our product philosophy, we try to think hard about both sides of the value equation. For benefits, it's about having the right products at the right time. For costs, it's about price and convenience. Consider a tree. It'd be hard for the Post Office to deliver that to your home. While a bag of mulch wouldn't be as hard to deliver, the cost would probably make it not worth it. But if you need a light meter, now that we can ship. It's our job to think about how our customers are most likely to buy all of the different things we sell – over time, all costs considered – and meet them where we know we can provide best value.

Mulhalls Landscape

Vision: To Be the Most Loved Commercial Landscape Company in the Midwest

North Star: Recurring Revenue

John Mulhall came to Omaha in 1953 to landscape, and now, 60 years later, it remains at the core of what we do. We've learned a lot along the way, and today we've found our niche in three things: commercial landscape management, landscape construction, and interior landscapes.

It's our vision to become the most loved commercial landscape company in the Midwest, and we measure that five ways: with recurring revenue, our construction backlog, how much our customers love us, how excited our team is to work here, and how safe we are.





















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Why do people hire us? Our value proposition lies in our purpose, our responsiveness, and our dependability. Said another way, our customers can feel how passionate we are about the work, we respond that quickly, and we do what we say when we say we're going to do it. That focus has led to our being able to work on some the most beautiful commercial properties in our community, and we're excited to continue to grow with customers who value a well-maintained landscape and understand the reputational risk of its opposite.

How do we do it? By executing through our proven process, the Green Dot Operating System, and focusing our creative energy on just two things: building culture and thoughtfully applying technology in a space that has historically resisted it.

Shared Services

Vision: To Be a Beacon for Purpose-First Businesses

North Star: Engagement

As much as the “wild things” might keep things interesting here at Mulhalls, it's Shared Services that holds it all together. It's our newest business unit, and we created it to pull together those functions that would otherwise exist separately in each of our business units. We keep it simple with two divisions, Accounting + Finance and People, and together, they handle all of the behind-the-scenes business things.

As a business unit, Shared Services has its own vision in addition to supporting those of Garden + Home and Landscape: to be a beacon for purpose-first businesses. What does that mean? We're excited to share that the bottom line of a business can be what it adds to its community.

Shared Services provides value to its customer, the Mulhalls team, with its value proposition of building simple processes, training better managers, and through both, growing engagement. And with its proven process, EOS with a Purpose, Shared Services provides the framework and cadence we use to build and maintain our plans.



Process

The Safe Way Is the Right Way

We owe it to ourselves, to each other, and to our loved ones to always put safety first. With that, here at Mulhalls, safety is everyone's job, and we use every process – be it in the field or at a desk – as an opportunity to build the habit of what it takes to be safe.

The fact is, being safe requires defining, standardizing, and training to the right way to do something. It requires asking questions, solving root problems, and working to find a better, safer way. It requires repetition, reminders, and raising your hand when you see something out of standard.

The same is true for all processes, and it's our strong belief that consistency is much more a habit than a decision. If the only time you do something the right way is when you have to, it's more likely to go wrong when it matters most. So let's work together – to define our processes, avoid shortcuts, and hold each other accountable – so we can not only improve, but also make ours a safer place to work.

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Data

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Measure What Matters

Our ability to plan hinges on our ability to predict. Our ability to predict hinges on our ability to measure. With that, we work hard to identify the small handful of numbers that really drive our different business units, work areas, and processes. We review those numbers in daily reports, weekly scorecards, and monthly financials. They inform our goals and anchor our plans. And we celebrate the role measurability and data integrity play in making all of this possible.

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Dialogue

None of us is as smart as all of us

How do we strike the balance between investing in the conversation and taking deliberate action? Between working to identify the ideal and knowing when and how to compromise? To become an organization intent on deeply exploring errors but devoid of blame?

The answer is in the dialogue that we've built, are building, and will continue to build every day. It's about trust, candor, and accountability, and only with that as our foundation can we be sure that the best is truly yet to come.

But we must cultivate our garden.

Voltaire, *Candide*

