

FOR THE ELITE OF THE DRYCLEANING INDUSTRY

How To Win Customers In 2.6 Seconds

*“Staying ahead
of the competition”*



BY
DENNIS MCCRORY

As a modern drycleaner, you face some critical questions, including: How do you succeed in incredibly complex, uncertain markets that are intensely competitive? And, how do you meet customers needs when their persistent question is: What have you done for us lately?

For today's customers, buying decisions are usually not the result of

long periods of comparison about which competing business is better. In fact, most purchase decisions are made in about 2.6 seconds.

How do you win customers in 2.6 seconds? You need a strong value proposition. Value propositions focus on what matters to customers. They are the promises fulfilled by your services.

Value propositions change over time as customer audiences and needs change, and as competitors catch up and markets evolve. They are therefore temporary; they address the needs of today's target customers, while expressing how you are different from today's competitors.

To create a powerful value proposition, you must

offer more perceived value to the customer than your competitors offer. To do this, use the following process:

- First, research the benefits that customers believe they derive from your services and others like it.
 - Second, consider how customers perceive your services relative to others: Do they get more or less benefit from your services compared to your competitors ?
 - Third, align your proposition to a specific target market.
 - Fourth, price your services so that customers will realize a good value for their money.
 - Fifth, ensure that the price also allows you to collect a reasonable profit.
 - Sixth, continue to track customers perceptions and evolving value propositions in your market.
- Customers perceive the value of your services based on the benefits it gives them. Consider the value of “free pick up

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and delivery.” It provides absolute benefits that include: saving the customer time; saving them gasoline and money; and it simplifies their life.

However, because there are many competing pick up and delivery services, the customer weighs those benefits against all of the others. The comparative benefits are the areas in which you must set yourself apart. For instance, do you offer a written guarantee that all laundered shirts will be ready to wear, with no buttons missing, every time?

The pricing should then reflect the comparative benefits, but also recognize that the customer expects good value for the money, so the price must be justified by the extra benefits.

Customer value propositions articulate the value your business offers to a specific group of target customers, by understanding them better than the competition, and focusing on what matters to them.

How do you establish a solid value proposition? You do it through a six-step analysis:

1) Identify the target audience.

I don't just mean, “Those rich people over there.” You have to get to know and understand their needs, wants, and aspirations. What would make them interested in your services?

2) Determine what type of solution they seek.

Do they want a simple one, like a guarantee their clothes will be ready on time, or a complex one, such as coming into their home and hanging his and hers clothes in their respective closets?

3) Examine why they should choose your particular service.

How is it better than other offerings?

4) Explain how you'll deliver the difference.

How can you offer these benefits better than anyone else?

5) Find out exactly how much customers will pay.

Will they pay 10 percent more than the market average? 20% more? Or some other price? I can't tell you how many times drycleaners call me, bemoaning the fact that all of their competitors are low priced and they “can't” charge more for their services. However, when I ask them have they attempted to pull away from the crowd, with higher prices for their (self-proclaimed) superior services, the answer is usually, “No.”

6) Evaluate what customers don't get from your services.

And what do other cleaners offer that you don't?

This analysis helps you to identify a winning value proposition. Once you do that, you must enhance the value of your services by creating a customer experience around it.

A great customer experience is one that features personalized service by several workers for every customer.

A simple way of viewing experiences is to consider the function around which your service is developed, and then consider the experience that a customer gains from your service by adding “-ing” to the function.

For example, BMW sells cars, but their customers buy driving experiences. Ikea sells furniture to customers who seek living experiences. Similarly, books become reading experiences, food becomes an eating experience, and drycleaning can become a healthy living, time saving or money saving experience. ♦

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You Can Make It Happen!



BY ED ROTH

Last week was my wife's birthday and we decided to go out for dinner. My two daughters came to celebrate with us, so it was a very special evening. We picked a neighborhood

restaurant that we knew was convenient. Since we were going out in the middle of the week there was no need for reservations. During these tough times, if you go out during the week you never have to wait. When we got to the restaurant we were flabbergasted. The place was popping and we had to wait for a table. I knew that something was unusual. I thought that we had possibly walked into a big graduation party or birthday affair that took up this huge restaurant. I meandered through the line just to get a glimpse of what the situation was. The waiters and maitre d were all busy. I asked what the occasion was? The headwaiter said to me,

"Tuesday is our special buffet. It's \$20 a person for the all you can eat buffet." My family and I usually do not like the "all you can eat" buffets, because you tend to stuff yourself and come out bloated and uncomfortable. But when we got the menus each entree was about \$20 anyway, and when I pointed out that they could have their choice of all the different salads and a little bit of each of their favorite entrees, we all went for the buffet. It was a nice evening and the restaurant was busy all night long. We were not the only birthday group, as the staff brought special cakes for each birthday.

My second story involves my visit to my Mom in Florida. I went to the local bagel store for bagels each morning. There were a few counter people and a few customers and I was waited on right away. On Wednesday morning, when I got to the bagel store, the customers were lined out the door. As I made my way to the counter I was instructed to take a number. I was number 114. They were only up to 38. Are you kidding me? What was going on? It seems that Wednesday is two bagels for the price of one. Buy a dozen and get a dozen free. The local people all come out on Wednesday and buy bagels for the week. They are given a free plastic bag to freeze the bagels. The store puts on extra bakers, and extra counter people to handle the flood of customers. I spoke to the owner. I told him of my frustration of getting so high a number, and not knowing anything about the two for one. He explained that he had to put up with this insanity only one day a week, but it helped his business and got the locals out to buy.

The point of these stories is that in both cases the owners found a way to stir the pot and increase business without too much anxiety or

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Members Only

Would you like to read your Golomb Group newsletter on line?

It's now available under the "Members' Section" of our website www.golombgroup.com.

Simply enter the
USER NAME: "golombmember"
PASSWORD: "iamawinner"

We'll be changing these from time to time, so keep posted!

effort. They both found a way to make something special happen. They both found a way to give something to the customers that was perceived as a real deal. Of course the bagel give-away was two for one, a substantial discount, but the benefit of the number of bagels sold far outweighed the discount for the owners. In the case of the restaurant, there wasn't any real substantial discount. The food sold and the portions were pretty much the same as the cost of the menu, but the perceived "fun" and "value" made it a great deal for the clientele. It shows that we have the ability to create action and increase business. We can make something happen.

It should be something unique. It can be something as simple as free coffee. It can be something as efficient as tailoring while-you-wait. It can be something as easy as 10% off on Wednesdays. Or it can be something as convenient for the customers as opening on Sunday, or extending hours to include one late evening. David Whitehurst, of Champion Cleaners in Birmingham, Alabama, has a "locker room" that we've written about. Milt Chortkoff has the tailoring while-you-wait. He also has coffee and soft drinks set up on a table as you walk in. Dave Barker has his famous Texas Press jeans in the middle of Canada. Frank Whitehouse has his lollipops and candy. Joe Greenfeld has his household garments "disinfected" with special soaps. Bob Clarke has his different colored bags to indicate the level of customer and the level of service. Andrew Howard has his special "shtick" with the customers and his curbside

service. Emails, birthday clubs, new customer packages, gifts for big tunas on the holidays, are all different things that Golomb Members are doing to "make it happen."

After last month's article, where I wrote about taking care of your present customers, I mailed out my 10% OFF card to the top half of my customer list. It's the card that says, "Thanks for being our customer." It really helped to bring in a lot of work. One of the customers that I took care of, brought in the card. She brought in a \$60 order, but there was a dress that she just needed a button for. She actually said to me, "You might as well clean it too, I have the 10% OFF card." My dresses are \$16.99 and an extra \$1.00 for the belt. That's \$18, which translates to \$1.80 savings. No big deal, but the perception is that she's getting a bargain.

**“Of all
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Of all the things I do, I like my birthday club the best. I insert a \$5.00 OFF coupon or a card for a free special birthday gift in with the card. The computer does all the work of compiling the monthly birthday list on labels. The cards are all pre-printed and ready to go. We just stick on the labels. We get it ready at the end of each month and mail the cards out two days before the customers actual birthday. We have the cards lined up in order of the dates of their birthday. We even have our local friendly mailman take the cards from a plastic container each day so we don't even have to mail ourselves. Just set them up each

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Should your route include commercial accounts?



BY JAMES PEUSTER

Quite often I am asked whether or not to service commercial accounts on a route service. You know the drill, going to a business or office building with the intention of

servicing dozens of customers at one location. The theory that you can have hundreds of individual accounts in only a handful of locations seems possible, but quite often the reality is that it doesn't always work. This is definitely an option when building and growing routes. Let's explore some pros and cons.

Pros:

- The most obvious benefit is you have multiple customers per stop.
- Adds value to a route when you are starting a new one.
- Van is a rolling billboard.
- You can branch off to residential with the employees.
- Establishes a business relationship with other professionals.

Cons:

- People do not like to carry their dirty clothes to work-or they forget.
- Once you have one UNHAPPY customer, you may lose them all.
- High-rise buildings are often difficult to park and security is often a hassle.
- You may disrupt their normal business routine.
- Usually you get more shirt customers as the

executives will not always be the best customers.

- People leave, leaving you with unpaid or open accounts.

So what do you think? I have seen many success stories and many horror stories. Do the pros outweigh the cons? Should you include commercial accounts on your route and can you prevent or limit some of the cons?

Well, my response is that you should go after professionals at their place of work. Too often your competition will get there first and lock you out. The fact of the matter is that some people do not want to leave their clothes out on the porch and feel that it is safer to bring their clothes their office. Commercial accounts can work, but here is what you MUST do.

1. Pick up in one location at the place of business. Do not have the driver wander from office to office. Find a closet, break room, or some designated space to service the establishment. Offer to build a rack or buy a small rolling rack to service the clients. Remember, to be profitable, your route must be efficient.
2. Install a nice drop box with your logo, contact information and information about how the system works.
3. Find out who is the main contact person and wine and dine them. Take them to lunch and explain the overall benefit of servicing the high-rise or office facility. Build a personal relationship and develop trust between the client and your company.
4. Send a professional to sign up the professionals: one who best represents dry

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John Camerino, Jr.

Veribest Cleaners

San Diego, CA

I've always liked the pizza box that said, "You've tried the Rest...Now try the Best." So I was excited to do a profile on San Diego's Veribest Cleaners. Not only is it the best, but it's the "Veribest."

John Sr. moved the family from New York thirty-five years ago to the beautiful city of San Diego. John Jr. was only five years old at the time, but he can clearly remember making hangers in his Dad's store at a very early age. He proudly said to me, "That's how we all got started, isn't it?" After high school he wanted to attend law school but, somehow, got diverted. He ended up in real estate sales for awhile, but didn't like it. When he started to work in the dry cleaning plant he loved it and has never looked back. "I live and breathe it all day long and just love it. I love the industry, the DLI, and the Fabricare Forum. I really love everything about it."

Now, at age forty, John Jr. gets up at 3:30 a.m. each day to arrive at the store at 5 a.m., with his Dad, to work at a job that he loves. Of course, like most of us, he loves it most of the time, and then there are those other moments of despair that we all experience when frustration over employees brings him down just a bit. John is an eternal optimist who loves running, biking, and spending time with

his wife of 16 years and his two children ages seven and five. To satisfy the labor intensive side of his business, he works long hours, Monday through Thursday, and then has leisure time with his family on Friday, Saturday and Sunday. Sounds like a good life plan, and John enjoys it immensely.

Veribest Cleaners consists of one small, yet efficient, plant with ten workers and three satellite stores that are located on the nearby Marine bases in San Diego. The marine bases provide a lot of work that has its pluses and minuses. The biggest plus is that most of the work can be wet-cleaned. Another is that the marines must keep their uniforms looking great, which requires regular cleanings. The minus is that John has to offer the bases a lower price point in order to keep the accounts. To alleviate some of the pressure of getting the work out on time, John has developed three price points for the soldiers at the base: Basic cleaning, next day, and same day rush service. He is able to get 75 cents, and \$1.75 extra for the top two categories.

The area around San Diego is very competitive, and John's prices are among the highest in his neighborhood. Shirts are not done on the premises however, John pays \$1.35 and charges

\$2.69 for laundered shirts.

His plant consists of one 75 pound perc Realstar machine and two huge 60 pound Milnor wet-cleaning machines. John spent time with Ann Hargrove of NCA, who helped him develop several different programs to run the machines at maximum capacity with the best cleaning results. John wet-cleans 65% to 70% of his workload. He loves the technology and credits Ann with helping him be the best wet-cleaner he can. He touts the wet-cleaning concept when people ask about his environmental friendliness. John is very proud that he recently became a Certified Professional Drycleaner (CPD), and his plant was named to receive the Award of Excellence.

Every area and neighborhood is different and has its own sets of standards, needs and ways of dealing with each specific clientele. It's hard to believe, but last week my manager called me and told me I must call back Yitzi Goldberg who was in Israel. I made the call just to please my manager, and it turns out that Yitzi demanded I call him back because he wanted to complain to me that one of the buttons on his suit was cracked. The planes and missiles are flying overhead, the Jews and Arabs are constantly engaged in scuffles, the air raid warnings go off... but Yitzi needed to complain to me that his button

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MEMBER PROFILE

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was cracked. Amazing but true. Of course I flew to Israel with a needle, thread and a box of buttons to get the exact match. I'll be back Thursday.

I relate this story because John has his own niche that he caters to in his area. Many of his customers are gay and John feels that the extra packaging and super-extra care of every detail has helped him develop a reputation that "you've tried the rest...now try the Veribest." His attention to perfection gets him in arguments with his Dad, who says he's spending too much time on the spotting, but John insists that it is this attention to detail that has helped word-of-mouth spread that his cleaners is the best. John feels that you CAN please every customer and his hard work and dedication are all geared to that goal.

He has several loyalty programs intermeshed with his VIP program and he says, "There's a good reason for my customers' loyalty." One of his unique programs involves his VIP program that a customer automatically joins after they spend \$150 or can buy into, right away, for \$12. Once in the program they get 10% off of every service - for life. He says that 80% of his customers are in the program. There is also a VIP drop box that only VIP customers can use. They get a special code to be able to use the drop off.

He is very diligent in re-capturing lost customers, and uses his customer list every month to see if anyone has dropped off. If they have missed a month they will get

a post card with an offer to return. Every new customer gets a letter attached to their outgoing order explaining their store, their concepts, their commitment to environmental friendly cleaning, and an offer for when they return with



their next order. He has redone his storefront, three times, to keep it looking clean and new. The call office is always spotless.

They started opening seven days a week about a year ago, and found that it has helped increase business. He had noticed a lot of walking trade passing the store each Sunday and decided to tap into the convenience for them to stop in and drop off their cleaning. John really believes in the WOW factor and tries to WOW each customer. He believes very strongly in training, training, and more training. Every new employee must know all the answers to the tough questions asked by the clients. All of these programs together help build a loyal clientele. All the services and production systems are geared to creating the best, most convenient, and greatest looking store possible. He does direct mail with a Golomb Group piece that says, "You're won't be treated like a nobody." He says it's very effec-

tive and likes it a lot. So, all programs are in place for capturing old customers, reaching new customers, and retaining current ones, while always seeking new ways of being more convenient and giving better service (like opening on Sunday).

It's special when I get to write a profile of someone who enjoys the industry and works so hard to get things right. Never stopping to sit on his laurels, but always thinking of new ways, new products, new packaging, and new services to please his customers. It's even more special when that person sums up the interview with the words, "My life is very important to me. I love my family, my bike riding, and my running." He then explained how the four-day week has enabled him to enjoy his life, his hobbies and his family, while still giving his all to his work.

We talked some more of the frustrations of dealing with employees. The never ending needs of being a mother, father, banker, psychologist, and all the other hats we must wear to run a business and manage employees. We also spoke of the frustrations of not being too friendly and knowing where to draw that line of being the boss and not the pushover. It certainly is not easy and perhaps that is John's one major frustration in the business. He's able to work out those frustrations by peddling on his bike, running half marathons, and squeezing and hugging his kids and wife. The eternal optimist still exists, and is working hard four days a week, in San Diego, at Veribest Cleaners. ♦

YOU CAN MAKE IT HAPPEN!
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each month. He looks at the dates and picks the one that are two days away. We made a system out of it, so it gets done, like clockwork. I like it because it's simple, easy, inexpensive, and the perception is "that we CARE." One of my friends doesn't think it's appropriate to ask for a customer's birthday. He sends out cards on the yearly anniversary of their first visit. Same idea. Different technique. If you read last month's profile of Anthony Del Gaizo, that was his new slogan and, he felt above all else, the perception of caring was paramount to his customers today.

We all need to think a little outside the box and create something just a little special like the restaurant's buffet or the bagel store's 2-for-1 Wednesday. Your customers need to know that you care just a little more than the other guy. They need a reason to come back with some extra clothes. They need a reason to make that extra visit. They need a reason to take that bedspread off the bed or have those drapes taken down, cleaned and rehung. Give them the reason. Try some different things. Some might work - some might not but, in today's climate, we've got to make that extra effort to **Make it Happen !!** ♦

Ed Roth is the owner of U.N. Cleaners in Flushing, NY. He is an active member of the Golomb Group. If you have comments or questions about Ed's articles, please contact him by e-mail: edrothun@aol.com or tel:(718) 969-0207

“Gimme! The Human Nature of Successful Marketing”

—by John Hallward

The truth is, due to our emotional wiring, humans do not act in rational ways even as it relates to their best economic interests. Marketers need to understand that brand choice is fundamentally about emotional associations. Marketing, advertising, and salesmanship are about enhancing the anticipated emotional and experiential associations consumers hold for brands – rational or not! Brands that avoid or are deficient in emotional associations are seriously disadvantaged.

Investment or Expense?

Is what you spend on marketing an expense of doing business or an investment in your business?



Attempting to reduce overhead expenses by cutting your marketing budget will mean you'll eventually be able to lay off all those "money-grubbing" employees, shut down those "dollar-sucking" retail locations and put all those savings into a nice bank CD where it can earn a staggering 4.2 percent interest.

With careful planning, your marketing can have an effective "return on investment." Because, when it comes to ROI, direct mail is one of the most efficient uses of your marketing dollars.

A recent study by the U.S. Postal Service showed that every dollar spent on direct mail generates \$16 in revenue – three times higher than the return for general advertising.

Cutting your marketing budget may save you \$1, but it can cost you \$16, on average, in revenue. Basically, the money you spend on marketing should be regarded the way you would any business investment – something you need to do to grow your company. ♦

In marketing I've seen only one strategy that can't miss -- and that is to market to your best customers first, your best prospects second and the rest of the world last.

— John Romero (Marketing Guru)

SHOULD YOUR ROUTE INCLUDED COMMERCIAL ACCOUNTS?

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cleaning when promoting the service.

5. EVERYONE must be on credit card billing when servicing commercial accounts. This is a must since people do leave or get fired. Do not leave yourself vulnerable for unpaid work.
6. Monitor the servicing time and total sales. If the driver is taking too much time parking and picking up the clothes, then offer to pick-up at their residence.
7. Utilize a referral program. Offer the clients \$10 to \$50 for the referral or develop a group discount. I find that if you get someone from the inside to promote the business you will grow even faster.
8. Provide a constant reminder for your customers, so that they will remember to bring their clothes to work.
9. Sponsor or advertise in their newsletter, if they have one. Have an article written about your service.

These are some basic tips for maintaining a profitable route service for commercial accounts. It is often very difficult to get your foot in the door. Many have a no soliciting policy or a gatekeeper that you must penetrate in order to get inside. It may be difficult, but perseverance can pay off when building your routes.

Some final tips: I am often asked who to go after or what clients are the best customers for commercial pick-up and delivery? I am providing a list of examples of successful commercial accounts, but like anything, there is no guarantee that it will work for you.

Hotels

Yes, many upper-end hotels have in house dry-cleaning services, which is always same day. My main recommendation is to not wholesale this out and to monitor payment on a regular basis. Bill twice a month to ensure payment. Be careful here, I heard many horror stories as well

Apartment Complexes

Promote this as a added benefit for the complex. Make sure that everyone is on credit card and that you don't give the staff big discounts. You may end

up picking up only employees that are getting major discounts. Go after high-end apartment complexes and pick up in one location.

Doctors/Dental Offices

Lab coats are an added benefit to servicing medical offices. Often there are many professionals and the nursing staff, whose spouses do dry-cleaning as well. The hardest part is their commitment to the service.

Lawyers

Not always the best, but worth looking in to.

Car Salesmen

More horror stories than success stories here, but still worth investing some resources when building your routes. Rental car places often provide some business as well.

Teachers

Often a bonus when dealing with snowbirds. Definitely seasonal, but also many teachers hours do not allow them the time to get to the dry-cleaner. Also, they can bring their spouses clothes in as well. Again, one stop to service all the staff. Offer a teachers discount and get the community to recognize such efforts.

Police/Fire Departments

Great for representing the community, but as you know-discounting always occurs. Keep it to the uniforms and offer to clean the flags for free.

Clothing Stores

Hey why not? Clothes get returned and need to be cleaned. Definitely a hard sale, but well worth it.

The bottom line is that commercial accounts may take longer to sign up and develop, but in the long run, they will be worth the effort.

James Peuster is a nationally known author, speaker, trainer, and coach who specializes in route development through Marketing, Management and Maintenance training. James has costs groups specifically designed for route costs and growth and his website is www.therouteapro.com

What Is a Supervisor's Job?

By Don Desrosiers

Too often, a laundry department manager does not focus on training new employees at all. I don't understand that. Frankly, I think that it is clearly spelled out in every manager job description I have ever read. I have rarely, if ever, seen it enforced. It is possible that a shirt department manager is training someone or another all the time. That is what a manager is for. But all too often, a manager is a glorified hourly-employee that morphs into a "floater." I asked a plant manager that I had just met – trying to start some conversation – what he did in a typical day. He said simply, "Fight fires." That is "reactive management" and I think that the second word within those quotes is quite generous. I could easily spin off this column into a lesson in proactive vs. reactive management, but I'll save that for next month. The fact is, if employees did everything that they were supposed to do, all of the time, managers would not be needed.

Thirty years ago, the man I now consider my mentor said, "Supervision is an extension of training." This is true. There have been times, one quite recently in fact, where I evaluated the laundry department manager as, well, clueless. How about oblivious? It truly was remarkable how unaware of her surroundings she appeared to be. Equally remarkable however, was what the owner and I learned after we had a heart to heart with her! She wasn't clueless at all. She was able to rattle off the numerous issues in her theater of operations. "The wash guy sleeps on the job, the pressers are too slow, the assembly people are too slow," were some of her comments. This means that she did, indeed supervise, in the most literal sense of the word. Supervise means "to watch", in fact, if you look up supervise in a thesaurus, you'll see listed the word 'watch.' (Just for fun, I looked up the word supervisor in the same thesaurus and a dictionary and it did not say "one that watches" or "watcher") So the point is that a manager – any manager in any part of your business – has performed only a small portion of their job when they notice things that are wrong. Noting problems is certainly the easy part. Addressing them, diagnosing them, solving the problem and re-training the employees that are connected to these problems is what managers are for.

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

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Hail to the Chief

Golomb Group Member, Michael Cummiskey, owner of Michael's Fabricare in Wildwood, NJ, realized the benefits of making one route stop to service hundreds of potential customers.

He sent the following letter to the local chief-of-police and is drafting a similar letter for the local fire-chief.

Dear Chief,

It's no secret, being a police officer is a strenuous and tiring job! We want to simplify the many duties of your staff.

As a courtesy to the men and women in law enforcement, we are offering FREE pick-up and delivery, directly to your station. A Free nylon V.I.P. laundry bag will be provided for each officer, along with a 20% discount for everyone who takes advantage of this offer.

This is not a one-time offer. This is a continuous discount off of our quality cleaning and laundering, which includes: buttons being tightened or replace, hems re-tacked, belt loops checked, etc. All of the things needed to pass the most stringent uniform inspection.

We will provide an easy payment plan by keeping credit and debit cards on file for individual accounts and provide year-end statements of charges for tax purposes.

If you would like to make life easier for your officers and staff, please distribute the enclosed fliers. We'll handle everything else.

Please call me if you have any questions or concerns.

Warm Regards,

Michael Cummiskey, owner



It's no secret, these men and women are required to pass inspection every day and would love the convenience of having their uniforms "at the ready," at their local stations.

Offering to help the "public servants" in your area is most profitable when you have all of their business, and will bring considerable attention to your brand.