

A large, dark metal C-clamp is shown vertically, holding a 2007 US penny between its jaws. The penny is centered and its details are clearly visible, including the profile of Abraham Lincoln, the words "IN GOD WE TRUST", "LIBERTY", and the year "2007". The background is white at the top and blue at the bottom.

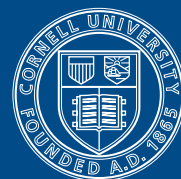
Profit Squeeze

Is There A Solution?

It's not about cost cutting, it's about aligning your operation to benefit your customer.

2007 Seeley Conference

JUNE 23 - 26



Cornell University

SEELEY CONFERENCE 2007

PROFIT SQUEEZE: Is there a solution?



In a world of rising costs and consolidation of buying power it is critical that all options for managing profits are identified. The days of simply passing on costs are behind us and are not likely to return. The question we need ask is, "Will the industry's profit squeeze be overcome through innovative approaches resulting in less costly operations, by improving the value of our products, or both?" This year's Seeley Conference, PROFIT SQUEEZE: Is there a solution? will give participants the opportunity to focus on the first of this two-part question through in-depth discussions of the concept of Lean Horticulture. Experts in Lean Horticulture will first align our industry's segments as a total supply chain. Industry leaders representing domestic and offshore growers, mass and traditional retail, wholesale, importer/bouquet producers, and allied suppliers will present changes they made in their operations to meet their customer's needs and requirements. Questions to be explored in the two and a half days of interactive discussions at the 2007 Seeley Conference include:

- What exactly is Lean Flow and how does it apply to Horticulture and your operation?
- Can these principles be applied across every segment of our industry?
- How to approach operations to get a different result
- How to introduce change so that it is accepted
- How do we shift focus from cost cutting to customer satisfaction and producing what the customer will pay for?
- How can Lean Horticulture answer the concerns that are knocking at our doors when it seems that all that is important is producing a cheaper product?

AGENDA

SATURDAY Afternoon/evening June 23 Hilton Garden Inn	5:00- 8:30 pm	Arrival Ithaca, NY Registration Dinner on your own with colleagues
SUNDAY Morning June 24 Veterinary School Cornell Cafeteria	8:00 am 12:00 pm	Opening, Introduction of Conference Participants, and a Salute to Dr. John Seeley Introduction to the Conference - Charles Walton, Chairman and CEO of Smithers-Oasis and 2007 Seeley Conference Coordinator THEME: Profit Squeeze: Costs and Price...The Two Faces of the Penny William J. Stallkamp, Vice Chairman of Mellon Bank (retired), Managing Director Penn-Hudson Financial Group Break Introduction of The LEAN TEAM: Gary Cortés and Roger Fisher What is LEAN, How Does it Work and What Does This Have to do With Horticulture? - The LEAN TEAM Lunch
SUNDAY Afternoon June 24 Veterinary School Cornell	1:30 pm 5:00	THEME: Profit Squeeze: What are Retailers Doing to Adjust to Consumer Demands? A Grocery Perspective - Peter Cantley, Loblaw Companies, Ltd. A Traditional Retailer's Perspective - Don Swenson, Bachman's, Minneapolis, MN Break DISCUSSION - Panel with Don Swenson, Peter Cantley and William Stallkamp Adjourn
SUNDAY Evening June 24 Statler Hotel Cornell	6:30 pm 7:30	Socializing Banquet Professor L. Joseph Thomas, Associate Dean for Academic Affairs and the Nicholas H. Noyes Professor in Manufacturing and Professor in Operations Management - "The Art of Communicating Up, Down and Across the Supply Chain"

MONDAY Morning June 25 Veterinary School Cornell	8:00 am	THEME: We're All in This Together The Supply Chain Must Bring Value - The LEAN TEAM Wholesaler's Perspective: "To be There and Bring Value" - Hank Bowen, President & CEO, Delaware Valley Floral Group Break Manufacturer's Perspective: "To Provide What's Wanted" - Larry White, Director of Operations, Smithers-Oasis North America "From a Young Plant's Perspective" - Andy Rogish, Yoder Brothers DISCUSSION
	G-10 Biotech 12:30 pm	Lunch
MONDAY Afternoon June 25 Veterinary School Cornell	2:00 pm	THEME: From a Grower's Perspective - Re-engineering to Produce What the Customer Wants at a Price They Will Pay Dave Van Belle, Van Belle Nursery; John Williams, Tagawa Greenhouses BREAK DISCUSSION
	5:00 pm	Adjourn
MONDAY Evening June 25 Monkey Run	6:30 pm	Socializing
	7:30 pm	Chicken Bar-B-Q Master of Ceremonies - William B. Miller
TUESDAY Morning June 26 Williard Straight Memorial Room	8:00 am	THEME: Managing Organizational Change — Lessons Learned Along the Road of Change The LEAN TEAM: Gary Cortés and Roger Fisher BRUNCH Panel Discussion Facilitated by the LEAN TEAM Conference Summary
	12:00 pm	Adjourn

About Seeley Conferences



Seeley Conferences were established in 1986 in honor of Dr. John G. Seeley after his retirement from Cornell University. Each year a conference topic important to the future of floriculture, is chosen by the Board of Directors. Seeley Conferences are intended to promote discussion of issues important to the future of commercial floriculture. The meetings are structured to foster discussion by industry leaders and increase the level of understanding of topics through presentations by speakers with a wide range of backgrounds and experiences. The goal of the Conference is to better prepare attendees to make decisions on issues that have a great impact on their businesses and the industry as a whole. To assure free exchange of ideas, participants, including representatives of the trade press, are asked not to attribute comments or points of view to speakers or industry leaders unless such dissemination is agreed to by the person expressing their point of view.

Travel

Air service to Ithaca is provided by USAir and Northwest Airlines www.flyithaca.com. Additional carriers serve Syracuse (60 miles) and Rochester (100 miles). Limousine service is available from Syracuse from Airline Limosine, 607-273-3030.

Housing

Conference participants are encouraged to stay at the Hilton Garden Inn, Ithaca, where off-campus social events will be held. Information on the hotel may be found at <http://hiltongardeninn.hilton.com>. A block of rooms under the group name 'Seeley Conference' will be held until May 26. Please call the hotel directly for reservations at 607-277-8900.

More Information

More information is available at www.hort.cornell.edu/seeleyconference or by contacting Dolores Higareda by email: seeleyconference@cornell.edu or by mail: Seeley Conference, 134A Plant Science Building, Cornell University, Ithaca, NY 14853; phone: (607) 255-1789, or by fax: (607) 255-0599.



Profile of Featured Speakers



William J. Stallkamp, “Bill” retired as Vice Chairman of Mellon Financial Corporation, Pittsburgh, PA and Chairman and CEO of Mellon Bank Eastern Region, Philadelphia, PA. His management experience is in Credit, retail banking, Commercial Lending, Operations, international, and healthcare finance. Bill now works in financial restructuring consulting. He was head of the Operating Committee of Safeguard Scientifics Corporation, a NYSE Company and as a Managing Partner of Penn Hudson Financial Corporation. He serves on the boards of Highmark, Inc. Philadelphia Stock Exchange, Cowee Forest Products, Smithers Oasis Company, and is a past director of Yoder Brothers, Inc. and several non profit organizations. He organized the Mellon Bank’s Middle Market Division specializing in private and public companies with sales up to \$250 million.



Gary Cortes is partner in FlowVision, LLC, a firm providing Lean Flow manufacturing education and consulting services to a wide range of clients including Timken, Timberland, Cisco, GE, Ball FloraPlant, John Deere, Air Products, Tyco International, Twyford International, Kerry’s Bromeliad, Ingersoll Rand, Johnson & Johnson, Kraft Gardens, Van Belle Nursery and others. His nearly 20 years of Lean Flow experience includes implementation and guidance in companies that produce from 1 product per day to 20 billion units per year. He has Lean horticultural experience with vegetative cuttings, woody and young plants.



Roger S. Fisher has over 25 years experience in a range of manufacturing operations and industries. His background includes general management and operations responsibilities in the automobile, office furniture, hand tool, HVAC, and electric motor industries. His experience with world-class organizations implementing and practicing lean manufacturing and state of the art business practices has resulted in significant bottom line results. He has studied and worked with the Shingijitsu Group, the founding group for the Toyota Production System, and worked directly with them in helping organizations begin the transition to world-class manufacturing and business systems.



Peter Cantley is Vice President of Floral and Garden for Loblaw Companies Limited. Loblaw Companies has approximately 1000 stores making it Canada’s largest supermarket operation. The indoor floral departments range from simple cash and carry departments to full service florist shops. The garden centres are seasonal setups in the spring and the fall. Peter has been with Loblaw for the past 22 years. He holds a business degree from York University in Toronto.

Donald Swenson is Vice President of Production and Procurement for Bachman’s in Minneapolis. He graduated from Augsburg College in 1973 but began his career at Bachman’s in 1966 and has experience in all phases of the business. Don is active in several industry organizations including the Minnesota Nursery Landscape Association, OFA, Florida Nurserymen’s Association and the SuperFloral Show.

Hank Bowen is President and CEO, Delaware Valley Floral Group and a principal architect of their current operating structure. He was a financial analyst for Ford Motor Company and President/COO of several mid-sized companies, often in highly leveraged circumstances. Hank spent seven years in the Air Force Strategic Air Command, earning the rank of Captain.

Larry White holds a BS in Mathematics from Radford University and has been with Smithers-Oasis since 1998, where, as Director of Operations for North America, leads the manufacturing, distribution, and procurement groups. Prior to joining the company, he was with Volvo Trucks. He is a member of the American Society for Quality and the Institute for Supply Management.

Andy Rogish is Quality Systems Manager for Yoder Brothers in Alva, FL and has facilitated Lean implementation at six different Yoder facilities across the US and Canada. In over 50 Lean projects at Yoder Brothers, Andy has created training methods and simulations, and developed Lean applications for the greenhouse.

Dave Van Belle grew up in the family business, Van Belle Nursery, in Abbotsford, BC. He attended Dordt College in Sioux Center, IA. He is passionate about improving his business, and sees Lean as a tool to this end.

Past Conference Topics

1986	Floriculture 2000: The Role of the University
1987	Biotechnology: Its Imminent Impact
1988	Will Floriculture Meet Its Marketing Opportunities?
1989	Floriculture’s Role in Environmental Stewardship
1990	Floriculture’s Changing Business Structure: What Lies Ahead in the ‘90s?
1991	Supermarkets: Their Impact on Floral Distribution in the ‘90s
1992	How Government is Changing Floriculture’s Future
1993	Has Success Spoiled Floriculture?
1994	Harnessing the Forces Shaping Floriculture
1995	How Consumer Behavior Drives Floriculture
1996	Who Took the Fun Out of Floriculture?
1997	Keeping the Family in Floriculture
1998	Germ Plasm for Floriculture’s Next Millen- nium: The Good, The Bad, & The Ugly
1999	Floral Merger Mania: Is Bigger Better?
2000	Profitability in Floriculture: The Role of Human Capital
2001	e-floriculture: Pearls or Perils?
2002	Floriculture’s Profit and Market Crisis: Charting A New Course
2003	Chasing Success in Challenging Times: Finding a Winning Strategy
2004	Understanding the Consumer: Is Floriculture Relevant?
2005	Stayin’ Alive: Can We Captivate the Elusive Consumer?
2006	The Globalization of Business: Will Floriculture Prosper?