

Profit Squeeze Part 2

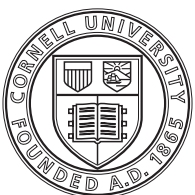
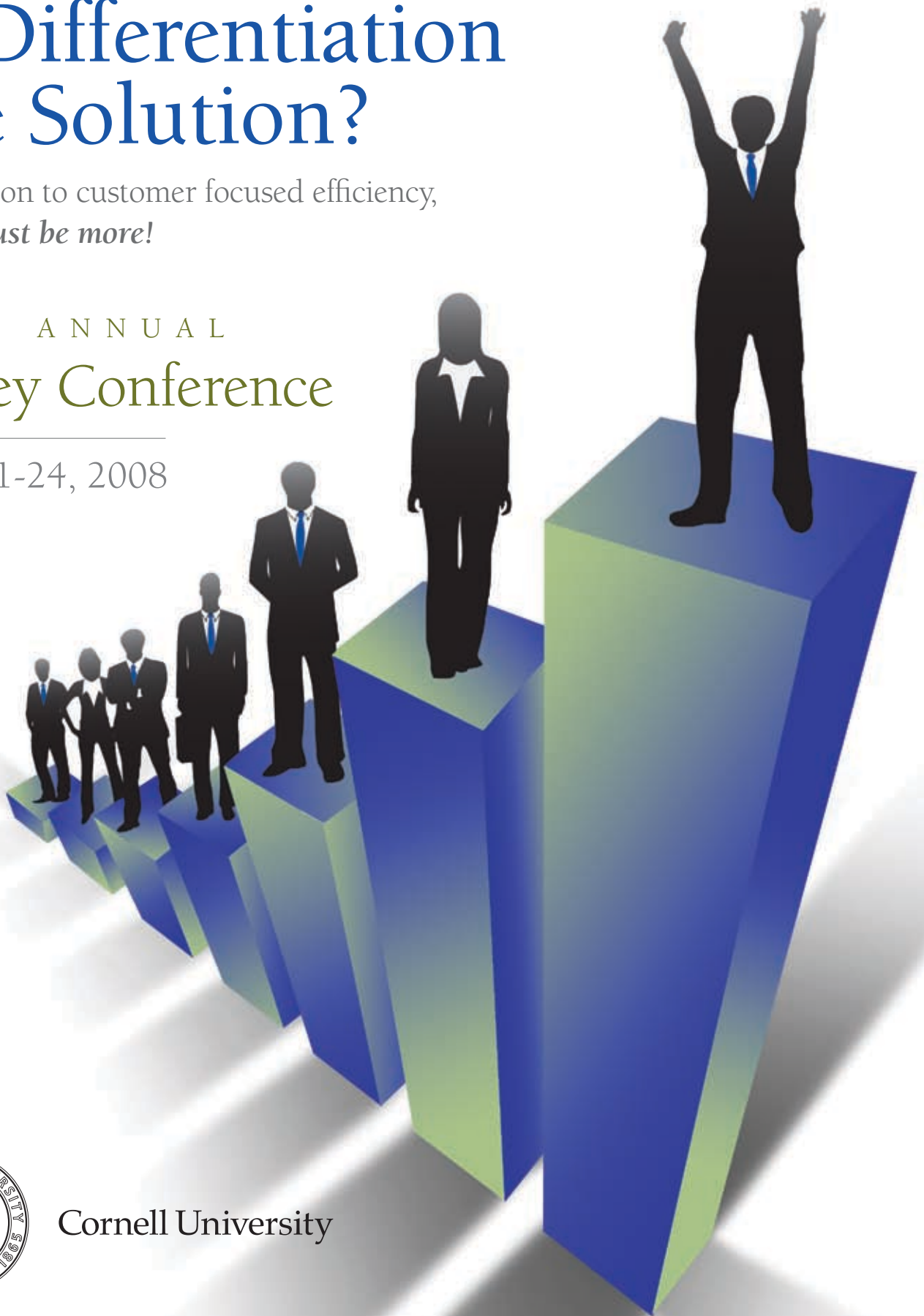
# Is Differentiation the Solution?

In addition to customer focused efficiency,  
*there must be more!*

23RD ANNUAL

Seeley Conference

June 21-24, 2008



Cornell University

# PROFIT SQUEEZE: Is Differentiation the Solution?



In a mature industry, a focus on efficiency becomes a prerequisite and each step in the “Value Chain” must create improved value for the customer. As discussed at the 2007 Seeley Conference, controlling the cost of operations is extremely important...but there **must** be something else.

Jim Marsteller of TNS Retail Forward will share their views of the future of retail as released in their “Retail 2015” report, with updates and a focus on floriculture. As one of the leading experts on long-range trends, Retail Forward will provide eye-opening insights that will impact everyone in our industry. We will continue with presentations on the value of differentiation, lead by Dr. Charles Hall, Ellison Chair in International Floriculture at Texas A&M University. There will be examples of differentiation at many levels of the floriculture product chain. We will discuss the value of sustainability as a component of differentiation, with a focus on what really works, and what may be thrust upon us. In the Conference, we will explore:

- What is the state of our industry?
- What changes in customer focus, and retail platforms, will further affect floriculture? Will Generation X and Y care?
- What opportunities are created by differentiation?
- Are we the “Green Industry” or the “Greenhouse Gas” industry...and, what is sustainable floriculture?
- Is sustainability a differentiator?
- Who will fail, who will survive, and who will prosper?

Each participant of the 2008 Seeley Conference will be mailed a copy of the SAF “The Changing Floriculture Industry” report in advance to allow time for review, so that we’re all attending the conference with a similar background of the trends affecting our industry.

## Agenda

<b>SATURDAY</b> June 21 • Afternoon/ Evening Hilton Garden Inn	5:00 – 8:30 pm	Arrival Ithaca, NY Registration Dinner on your own with colleagues
<b>SUNDAY</b> June 22 • Morning Veterinary School Cornell  Cafeteria	8:00 am   12:30 pm	Opening and Introduction of Conference Participants - William B. Miller, Cornell University Introduction to the Conference – Bill Gouldin, Strange’s Florists, Greenhouses and Garden Centers and 2008 Seeley Conference Coordinator <b>THEME: Beyond Efficiency...</b> Jim Marsteller, Retail Forward Retailing 2015: The Landscape Changes BREAK Jim Marsteller, Retail Forward Shopper 2015: The New Consumer Mindset Lunch
<b>SUNDAY</b> June 22 • Afternoon Veterinary School Cornell	1:30 pm  5:00 pm	<b>THEME: Changes in the Value Chain</b> Jim Marsteller, Retail Forward Supplier 2015 and the Triple Bottom Line BREAK Industry 2015: The Maturing Marketplace – Dr. Charlie Hall, Ellison Chair, Texas A&M DISCUSSION – Panel with Jim Marsteller and Charlie Hall. Bill Gouldin, Moderator Adjourn
<b>SUNDAY</b> June 22 • Evening G-10 Biotech	6:30 pm 7:30 pm 9:30 pm	Socializing Banquet “The Ultimate Product” William J. Lipinski, Chief Executive Officer, First Pioneer Farm Credit Networking and Socializing

<b>MONDAY</b> June 23 • Morning Veterinary School Cornell	8:00 am	<b>THEME: Approaches to Differentiation</b> Product Differentiation – Dr. Charlie Hall, Ellison Chair, Texas A&M University BREAK Differentiation at the Independent Retailer Level – Brian Minter, Minter Country Garden
	G-10 Biotech 12:00 pm	Lunch
<b>MONDAY</b> June 23 • Afternoon Veterinary School Cornell	1:30 pm	<b>THEME: Mass Market and Sustainability as Differentiators</b> Discussion Facilitator: Marvin Miller, Ball Horticultural Company Differentiation and Service at the Mass Market Level – Gary Mangum, Bell Nursery BREAK Sustainability in Floriculture...a Tipping Point? – Jennifer Duffield White, GreenTalks PANEL DISCUSSION – Charlie Hall, Brian Minter, Gary Mangum and Jennifer White
	5:00 pm	Adjourn
<b>MONDAY</b> June 23 • Evening	6:30 pm	Socializing - Monkey Run
	7:30 pm	Chicken Bar-B-Q Master of Ceremonies – William B. Miller
	9:30 pm –	Networking and Socializing
<b>TUESDAY</b> June 24 • Morning Williard Straight Memorial Room	8:00 am	<b>THEME: The Status of Sustainability</b> Discussion Facilitator: Bill Gouldin Sustainability Certification, Standards and Regulation: Challenges for Floriculture's Future – Peter Moran
		BRUNCH
		DISCUSSION Conference Summary – Bill Gouldin Future Seeley Conference Topics
	12:00 pm	Adjourn

## About Seeley Conferences



Seeley Conferences were established in 1986 in honor of Dr. John G. Seeley (1915-2007) 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](http://www.flyithaca.com). Additional carriers serve Syracuse (60 miles) and Rochester (100 miles). Limousine service is available from Syracuse from Airline Limousine, 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](http://www.hort.cornell.edu/seeleyconference) or by contacting Dolores Higareda, Bill Miller or Mark Bridgen by email: [seeleyconference@cornell.edu](mailto:seeleyconference@cornell.edu) or by mail: Seeley Conference, 134A Plant Science Building, Cornell University, Ithaca, NY 14853; phone: (607) 255-3677, or 255-568; or by fax: (607) 255-0599.



## Profile of Featured Speakers



**Jim Marsteller** Jim Marsteller is Sr. Vice President of Consulting Services with TNS Retail Forward - a leading management consulting and market research firm specializing in consumer behavior and its impact on retailers, consumer goods companies and the economy. Jim's focus is on growth strategies, category reinvention, brand development, and innovative merchandising solutions. Jim has worked with Gillette, Coke, SC Johnson, Nestle, Purina, Anheuser-Busch and Safeway. At Purina, Jim was Global Director-Business Development and Strategy, previously was US Vice-President and Managing Director of Customer Development and director of Purina's National Accounts Team, focused on Wal\*Mart, Kmart, Target, Costco and BJ's. His 2005 book, *The Power to Innovate*, explains why and how innovation occurs, and how it may be predicted.



**Gary Mangum** Gary grew up in horticulture, initially in interior landscaping, and purchased Bell Nursery from his parents in 1994. Since the mid-1990's, Gary's relationship with Home Depot has expanded, and today Bell Nursery serves 175 stores with a merchandising team that currently exceeds 1,000 associates. Over the years Bell has established a network of farm families that have built greenhouses and through a unique arrangement, grow exclusively for Bell, with nearly forty families involved. Quality, service, innovation, and value are what Gary and the fully empowered Bell team focus on daily.



**Dr. Charles Hall** Charlie Hall received his B.S. in Agricultural Economics from the University of Tennessee in 1984, his M.S. from the University of Tennessee, and the Ph.D. from Mississippi State University in 1988. He was on the faculty at Texas A&M University for nearly 14 years, and at Tennessee for 5 ½ years before returning to Texas A&M in August 2007 as Professor and Ellison Chair in International Floriculture. His major research, teaching, & extension areas include strategic management, market situation/outlook, cost accounting, and financial analysis for Green Industry firms.



**Brian Minter** Brian is a horticulturist, entrepreneur and co-owner with his wife, Faye, of Minter Gardens, a 27-acre world-class show garden, and Minter Country Garden, an innovative destination garden center and greenhouse operation in Chilliwack, British Columbia, Canada. Minter is well known from his magazine and syndicated newspaper columns, TV and radio programs and his Canadian best selling gardening book, 'Brian Minter's New Gardening Guide – Fresh Approaches for Gardeners'. Brian is in demand internationally as a speaker by industry and by gardening and tourism groups, and is deeply involved in a variety of community and service groups in British Columbia.



**Jennifer Duffield White** Jennifer is editor-at-large of *GrowerTalks* magazine and the author of a biweekly e-mail newsletter on sustainability, *GreenTalks*. Jennifer grew up in her family's wholesale/retail greenhouse business and earned her B.S. degree from St. Lawrence University with a double major in writing and environmental studies. Throughout the years, Jennifer has been a passionate advocate for the benefits of plants, and is equally dedicated to bringing a sustainable viewpoint to the table that's both practical and forward thinking. She resides in the Adirondacks in New York State.



**Peter Moran** Peter is the Executive Vice President/CEO of the Society of American Florists (SAF). He has served on the Public Affairs Committee for the U.S. Chamber of Commerce, and is an active member of the US Chamber's Committee of 100 that represents the top 100 national trade associations. Moran is the author of numerous articles on business management, technology integration and strategic planning.



**William J. Lipinski** Bill is President and Chief Executive Officer of First Pioneer Farm Credit, part of the nation-wide Farm Credit System, with approximately \$2.6 billion of loans outstanding, of which 20% is to horticultural businesses in the northeast. He is a graduate of Cornell University with a degree in Agricultural Economics. A great student of business strategy, leadership and management, you will enjoy interacting with him on a wide variety of issues. He is especially conversant about the green industry.

## 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?
2007	Profit Squeeze: Is There a Solution?