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Beating The Big Boxes

It's getting harder to make a profit in the ultra-competitive marketplace today. The ongoing squeeze on profit margins causes retailers to feel trapped in a spiral of working harder than everyone else but making less money. Peter Konjoian offers some rules for battling the big box stores.

Get rid of the "tinted lenses" ideas of market that the "late great 80s" fueled. This way of thinking believed the mass market wasn't a real threat to business and that exceptional quality and service would carry businesses into the future. Unfortunately, the maturation of the mass market eroded the customer base.

The independent garden center (IGC) retailer does have some advantages, such as the fact that traditional CEOs are much more separated from their product. IGC managers are out on the floor working and having direct contact with customers. They must avoid working on the terms of the big box stores and instead focus on creating their own style so supply and demand allow the price and profit to rise.



Although big box stores present a powerful competitor, the IGC has many options for remaining competitive in today's marketplace.

Growing crops that are more difficult for others to grow will distinguish the IGC as a boutique and keep it ahead of the curve. Differentiation is important and will create a niche boutique instead of a store trying to compete directly with the big boxes.

Look at the July 2007 article "Battling the Big Boys: Rules of Engagement for Independents" or visit the archives at www.lgrmag.com for more advice in this area.

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First, it's important to speed (but not rush) customers through the checkout. Location is vital — localize all your checkout stations in one area and never have items beyond the checkout. Design a clean entrance to your

store with the checkouts to the left and shopping carts to the right so shoppers see products first. Have wide aisles in the checkout to accommodate bulky carts and products, and use your space to cleverly hide things like wires and bags, presenting a neater view for your customers. Improved technology will help things run smoother and faster, so be sure to keep up-to-date in this area.

For additional tips, look at "A Checkup on Checkouts" from the January 2007 issue or visit the archives online at www.lgrmag.com.



Having multiple registers with large aisles will help the checkout process to be quick and to avoid crowding.

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Profitable Evaluating

Consumer expenditures for lawn and garden activities have grown as a result of rising incomes, housing starts and increases in expenditure for home landscaping. Independent garden centers (IGC), the traditional retail outlet for these products, have had to compete with mass markets and often begin to differentiate themselves by forming niches and relying on knowledgeable staff. A study about the costs of establishing and operating retail garden centers was undertaken, which drew upon research in economics, business and horticulture expertise to create a general guide for the process of valuing physical facilities and operating inputs for garden centers.

The capital needs were based on unit costs, so the values found in the survey may vary greatly from those actually paid in the market, meaning that the results should not be used to suggest a particular situation might be successful or unsuccessful for a garden center business. Profitability estimates were made based on the principles of product mix and turnover, required capital items and assumptions of such categories as management expense, payroll advertising/promotion and more. The return on investments found exceeded current interest rates, raising the question of whether they are high enough as premiums for small business risk. These questions need to be addressed before investing dollars in garden centers.

For more detail regarding the findings of this report, see the June 2007 article "Profitable Or Not: A Guide to Evaluating Garden Centers" or look in the online archives at www.lgrmag.com.



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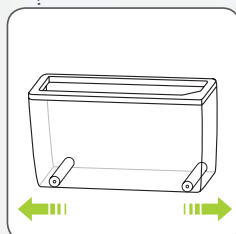
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Employee Recognition Is A Gift

Carol Hacker, a human resource consultant, writes about low- to no-cost methods to ensure that your employees know they're appreciated in this list of 21 ideas for garden center businesses. There are three underlying principles for recognizing and rewarding employees: it must be an ongoing process, it must be part of a work environment that is rewarding as a whole, and the use of fear, intimidation, threats and power of authority will probably be met with resistance, reluctance, animosity or even sabotage.

Some of the ideas that Hacker offers include: welcoming new hires and helping them be

prepared for their job by offering them tours of the facilities and introducing them to other employees, focusing on the results and not the rules, being visible in the work environment and not just when you want something — walk around and talk with your employees, reward them with movie passes or something of similar value on their birthdays, allow 15 extra minutes for lunch when employees go above and beyond their responsibilities.

To learn more, see the April 2007 article "21 Ways to Applaud Success" or visit www.lgrmag.com to look up related articles.



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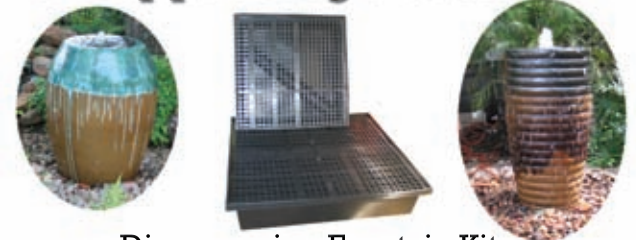
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Trendy Pack Trials Coverage



This colorful mixed container will offer continuous blooms from violas and petunias.

The *Lawn & Garden Retailer* editorial crew noticed that companies are integrating more into the Pack Trials, making it a must-see event for ideas, displays and new varieties. Innovative mixed containers were very popular, as were outdoor living scenarios incorporated into displays showing the customers ideas for their own gardens. Bright eye-catching color, especially orange, is a huge trend for 2007. The wide variety of herbs and organics reminded attendees of the growing emphasis on organics and buyers' consciousness of the environment. There was an overall emphasis on making choices easier for everyone and keeping product offerings manageable.

For more information, see "Trends at Every Stop" from the July 2007 issue, or visit www.lgrmag.com.

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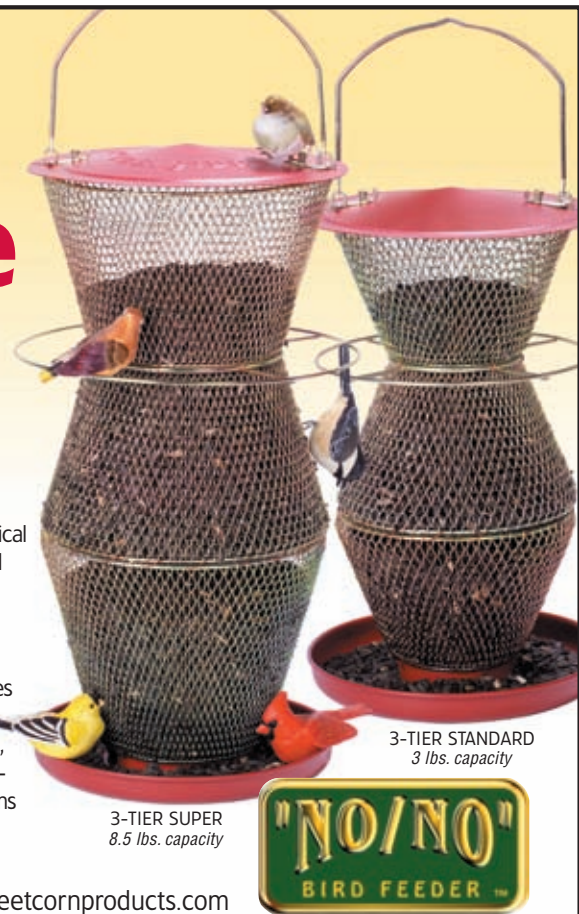
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A Successful Story

What better way to learn about revamping your garden center than by learning from a business that made successful changes? Michael Benken describes the manner in which some relatively simple changes made his family garden center a better shopping place.



Even simple changes, like the addition of decorative siding in this display, can help give your garden center a fresh feel.

Initially, they did the revision work themselves when they had the money. Progress was slow. When a consultant told them they should revise their flow of traffic, they decided that they needed to make many changes at once and took out a loan. The modernization and updating paid off as customers come to the store for all their outdoor-living needs. Good service, accessibility and space to host events, among other business aspects, all interest customers. The bottom line is to be successful, you must be a businessperson to know how to be a CEO. If you need to make changes and have a big budget, you'll get there faster. If not, be creative and you'll get there!

For more information, check out "Making An Old Garden Center New" from the July 2007 issue or visit www.lgrmag.com for the online archives.

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Technology Tips

Having the right technology in your business is a considerable investment and will help your business run smoothly and more efficiently. Customers don't have the time, or the desire, to be waiting around in the store and will appreciate these measures. Some point-of-sales (POS) must-haves were highlighted in the article "Is Your Store Technologically Advanced?" from the June 2007 issue. It's important to have a quick checkout, and the right POS software will get customers in and out efficiently. A transaction suspend feature will allow a customer to leave the checkout but not lose their sale while you checkout another person's merchandise. Use gift receipts as an accurate and efficient way



Having up-to-date technology at the cash register will help transactions run smoothly.

to deal with returns, as well as automatic store coupons for return items to speed up and simplify the return process. Offering bounce-back coupons with purchases will keep customers returning to your store.

There's also customer relations management software that will keep track of customers' purchases. This offers loyalty points to returning customers, suggestions for further purchases and reminders. Other software will keep track of your merchandise for you, so you can evaluate what's selling and ensure that it stays in stock, and make educated decisions as to when to do mark-downs.

Visit the articles archive at www.lgrmag.com for more technological advice.

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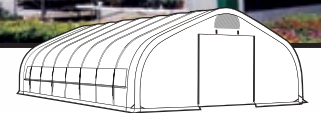
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From Do-It-Yourself To Do-Some-Of-It-For-Me

The changing nature of the American consumer was detailed in the first of a two-part series of articles highlighting changes largely affected by the aging Baby Boomer generation. As this consumer group approaches retirement and leaves behind the Do-It-Yourself (DIY) lifestyle that characterized their earlier spending habits, sales of lawn and garden items have begun to slow down. This is also due to general trends with younger home owners. This new consumer group is "better off" than the Baby Boomers were at the same age and a "Do-Some-Of-It-For-Me" (DSOIFM) attitude has started to set the tone in purchasing. An idea of instant gratification gardening has developed, partially the result of "before and after" media trends. Consumers describe themselves as lifestyle consumers instead of as gardening hobbyists.

What does all of this mean? Population changes and



The DIY attitude of the Baby Boomers is gradually lessening in the garden industry as a new generation becomes the main consumers.

economy can be expected to influence industry gains more than a demographic anomaly. In the second article, Creel discusses the manner in which garden centers can address these changes and how to turn these challenges into opportunities.

To learn more, check out the March 2007 article "A Maturing Industry's Changing Face" or search the archives for similar topics at www.lgrmag.com.



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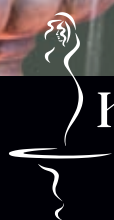
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fig. 2

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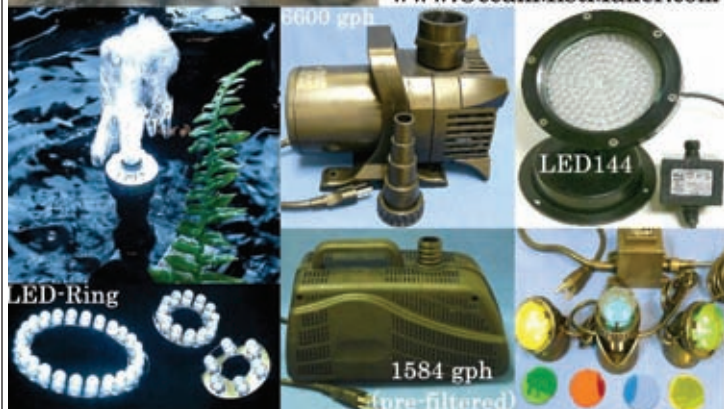
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