



# Champions Trophy

## Case Competition 2014



## Case 2: Fresh Cut Flower Wholesalers

30 January 2014

Case prepared by Josh Suyker under the supervision of Sunny Gu. This case has been prepared solely for the Champions Trophy Case Competition. All data in this case has been obtained from publically available sources and Fresh Cut Flowers. This case is not intended to serve as an endorsement, a source of primary data, or an illustration of effective or ineffective management.

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**David Dollar**

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**From:** David Dollar

**Sent:** Thursday 30 January 2014

**To:** Fresh Cut Flower Wholesalers Team

**CC:** Benjamin Banker; John Jobs; Peter Partner, Warren Wallstreet

**Subject:** Fresh Cut Flower Wholesalers Strategy Presentation

Team,

Fresh Cut Flower Wholesalers (FCFW) is New Zealand's largest fresh floral wholesaler, supplying more than 200 florists, supermarkets and other flower retailers. Since its inception, the business has moved from strength to strength. In 2013, it capitalised on its position as market leader and signed numerous new clients.

FCFW works in a complex industry with many unique intricacies. A lack of industry-wide communication makes predicting trends and catering for future demand (and supply) difficult. In fact, even setting a strategy for the future is a daunting task. Couple this with fierce competition in the flower wholesaling market and low customer loyalty, and it becomes even harder for FCFW to maintain its market leading position.

With the demand side of the industry somewhat stagnant, the owners and operators of this small New Zealand business are wondering how best to move forward.

Your team has been invited to give a ten-minute presentation on how best to maintain and grow Fresh Cut Flower Wholesalers' already successful business. This will be followed by a question and answer session.

Regards,

**David Dollar**

Senior Vice President  
SYG Consulting Group



# The business



## History

Fresh Cut Flower Wholesalers (FCFW) was not what was intended when Ron Suyker and John Ward entered into the flower industry. Initially, the two partners focused on retailing flowers, and opened 11 florists across Auckland. Their florist chain, All Seasons Flowers, experienced large success. Ron and John would purchase the flowers for the chain from auctions and direct from growers. Soon, other stores began asking them to purchase for them as well, recognising that their industry knowledge and networks often resulted in lower prices. As such, a wholesale arm of the business eventually began to develop. This wholesale arm experienced success and grew, eventually to the point where the retail and wholesale arms were too large for the control of Ron and John. They were approached about the possibility of the sale of All Seasons Flowers. With an increasing workload, they decided to sell their florists. They continued to supply these stores, but moved into a role as full-time wholesalers, as the owners and operators of FCFW.

FCFW is a partnership owned by Ron Suyker and John Ward. They are the largest flower wholesaler in New Zealand. Ron and John bring a large network of relationships, expertise and experience to their business and this has been one of the reasons for their continued success and growth in an increasingly competitive industry.

The way they aim to succeed is three-pronged - having the right product, at the right price, with the right people and communication.

## Operations

FCFW is an intermediary in the flower industry. Based in Mt Wellington, Auckland, it has premises that it rents from one of Auckland's flower auctions.

Products are purchased from multiple sources, including:

- The two large Auckland flower auctions - United Flower Growers (UFG) and Floramax
- Directly from flower growers within New Zealand
- Directly from importers who represent overseas flower growers

FCFW buys to order and buys in anticipation of orders. Auctions take place at 6am on Monday, Wednesday and Friday. Ron and John buy at the two auctions. They each take an identical shortages list to the auction with them and text message or call each other with what they have purchased and how much it cost to ensure that they do not purchase too much of one product. However, they are also keeping their eyes open for advantageous prices or products at auctions, which they can then use on their daily specials sheets which get sent to all of their trade customers. This is a difficult and time consuming process and is reliant on pen and paper, as both Ron and John are constantly required to be checking their phone and writing how much the other buyer has purchased on their already messy shortage lists, as well as planning potential specials for the day. A solution in this area is passively being sought, but the benefits vs costs have not been explored in depth at this point.

The products they purchase are sold to florists, supermarkets, other wholesalers, exporters, petrol stations, convenience stores, online customers and cash customers who walk in off the street. The customers span the length of the nation, from the very top of the North Island to the bottom of the South Island. Flowers are either picked up or couriered, which often includes air freight. They accept pre-orders and also offer daily specials sheets to their customers. FCFW sells more than 100 different products, most of these having multiple colours and varieties, to more than 200 customers.

Despite the perishability of flowers, complaint rates are low. Around 0.05 percent of the products are complained about. In the past, buyers have been caught fraudulently claiming refunds or credits, so now FCFW requires customers frequently making complaints to send a picture of the product before they get a refund. When there is a complaint, there are a number of reasons why this could have happened. An external party could be at fault, such as a courier company, which overheated or threw around a box of flowers, as well as the possibility of a delayed delivery. A grower or auction could be to blame by providing stock that is too old. However, bad packing of flowers into boxes and sending product that has been in the

warehouse too long is also likely to end in a complaint for FCFW. Staff members must constantly be checking the quality of the product they send out. That said, while product is an important part of the equation, it is not the be all and end all. Ron and John explain that only a wholesaler with good product, the right price and, perhaps most importantly, excellent people and communication, will be able to carve out a market leading position.

As well as Ron and John, who both work full-time, FCFW employs five other staff. Two of these staff members are full-time, and the other three work between 20 and 30 hours per week. In peak times, such as Christmas, FCFW frequently takes on casual workers for a week or two to help cater to large increases in demand. The full-time staff members have a number of years of experience in the industry and the business processes of FCFW, making them valuable assets to the business. The two full-time staff members have been with the business for a long period of time, forming close links with customers. Customers feel like they have their own contact person who is looking after their interests, which increases their satisfaction with their service and creates loyalty from customers.

Relationships are critical in the flower industry. They are built through friendly, frequent communication. Customers of FCFW fax, phone or email orders. Staff members then go through the stock of flowers available attempting to fill these orders. If there are any shortages, or the customer's requests cannot be fulfilled, a staff member will immediately call the customer and advise them of what the shortages are and whether any stock is available as a replacement. Customers appreciate this communication and it is a way to build loyalty in an industry where loyalty is hard to earn. Florists frequently buy from more than one wholesaler or auction, simply finding the lowest prices every day.

## Current strategy

The business currently focuses mainly on large customers. Some of the most successful flower retailers in the country source their flowers from FCFW. However, they still allow smaller customers to purchase from them, even though these customers purchase far smaller amounts and take up more staff time asking for prices and information about various flowers. Furthermore, FCFW is looking to sign exclusive contracts with its customers, but many florists and independently managed supermarkets are unwilling to lock themselves into one supplier. Often FCFW customers buy from more than one wholesaler, or frequently change suppliers.

FCFW has two distinct types of customer - those with an account and those without. Anyone can purchase flowers from FCFW, but those with an account get trade pricing, whereas others pay more. Customers without an account make up a small amount of business for FCFW (less than ten percent). However, they often come in and ask staff members multiple questions about price, colour or even for staff recommendations. This means they take up a disproportionately large amount of staff time. However, these customers occasionally become account customers. Being asked for discounts of already low (compared to retail florist prices), while expecting the full service experience that a florist would provide is draining for both staff and owners alike.

FCFW's business overwhelmingly comes from trade or account customers, such as supermarkets or florists. These customers are sent a daily price sheet with information of the prices of all the products, as well as a daily specials sheet.

Appendix 4 shows a specials sheet, a trade customer price sheet and a non-account customer price sheet.

## Nosh Food Market

Nosh Food Market became a FCFW customer in November 2013. It has instantly become a top-ten client of FCFW. After dissatisfaction with its prior suppliers, Nosh has moved to FCFW and its floral department's performance has increased rapidly. Nosh is an organic and health food specialist, and is New Zealand's largest food chain outside of the Progressive Enterprises group and Foodstuffs group controlled supermarkets (which collectively hold the dominant position in the New Zealand grocery market). This represents a large opportunity for growth of the market share of FCFW, as Nosh is looking to expand its number of stores and the roles that flowers play inside of these stores.



Nosh Food Market, the third largest supermarket chain in New Zealand

Nosh has been a great customer in the short time it has been ordering from FCFW. Ron Suyker highlights that a strong relationship has already been built with the company and Nosh has trust in FCFW to provide high quality product at the right price. FCFW currently supplies three Nosh stores, but Nosh and FCFW are looking to expand this relationship through expanding supply to the other five existing stores and also supplying new stores as they open. At this stage, Nosh has plans to open three new stores in 2014.

## Recent trends

Over the past six months, FCFW has continued to experience successes. Turnover is increasing and new customers are buying frequently from the business, even where other wholesalers are losing customers as highlighted by Nosh. Ron has a number of ideas as to why this might be the case, including:

- Superior communication with the customer compared to competitors
- Range and quantity of flowers
- Lower prices than competitors
- High quality products (although many wholesalers also offer this)
- Operational efficiency



# New Zealand flower industry – supply



## Industry history and structure

The New Zealand flower industry has a long history stemming back to the 1880s, and has developed with changing industry and consumer trends.

Initially market gardening dominated the New Zealand flower industry. This continued until the early 1920s, when large horticultural marketing company Turners and Growers started a flower auction in Auckland, the only one of its kind in the country. This was an attempt to allow flower growers to sell their highly perishable products quickly. They paid a commission on the value of their auction sales to the growers supplying them with flowers. Gradually, auctions began to expand across the country to other large centres with competitors starting up rival auctions and Turners and Growers expanding their auctions. The first auction outside of Auckland was opened in 1923 in Wellington. A few decades later, a new auction company developed, called Market Gardeners. It created auctions in Invercargill, Dunedin, Nelson and Wellington.

The industry continued to be dominated by Turners and Growers until the early 1980s, when New Zealand growers exporting their products overseas became disgruntled at the way their local sales were being marketed. They were part of a co-operative, which broke off to create another flower auction, United Flower Auctions, which initially struggled, but soon grew into a sizeable auction. After a financial struggle in 2011, it merged with the flower auction arm of Market Gardeners, creating a new company, United Flower Growers. This leaves two large players in auctions, Turners and Growers, which has flower auctions under the name of Floramax, and United Flower Growers (UFG).

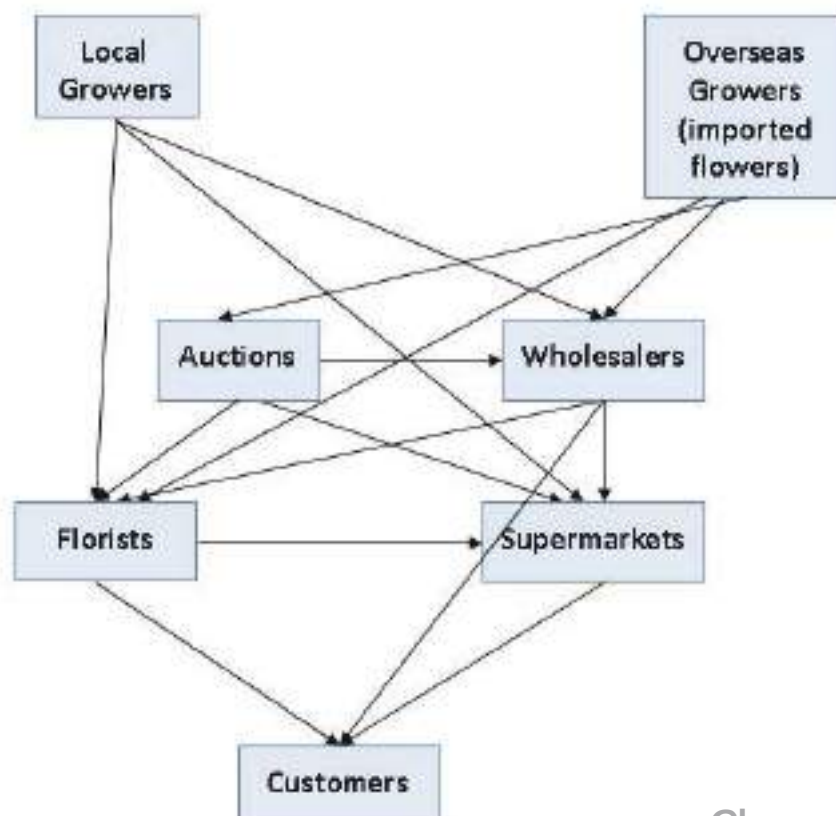
## Supply chain

A model for the New Zealand flower industry's supply chain, as explained by the owners of FCFW, is shown below.

For the purposes of segregation, the "supply" side is comprised of:

- Auctions
- Overseas growers (importers)
- Local growers
- Wholesalers

### The supply chain for flowers





## Auctions

Auctions are one of the most popular ways for flower growers to get their products into the stores of retailers, or to wholesalers for distribution.

For years the two auctions (UFG and Floramax) competed, but in a way that was not actively detrimental to the other. However, this has recently changed. UFG invested a large amount of money in upgrading its facilities. In order to fund this, they have asked New Zealand growers to supply only their auction, as opposed to splitting their product between UFG and Floramax. As a result, Floramax has increased its reliance on imports. On the whole, supply has increased and prices have decreased to levels that have not been previously seen in the industry.

FCFW continues to buy from both auctions, as well as direct from growers and importers in an attempt to find the lowest prices. Ron Suyker says that in summer, FCFW buy approximately 40 percent of their total product from auction. In winter, this number increases to approximately 60 percent. Availability of product and price of product drives this shift.

## Imports

The flowers sold in New Zealand can either be locally produced or imported. Some particular varieties of flowers are only imported as the climactic conditions of New Zealand are not suited to their production. Similarly, New Zealand growers export their flowers, with a reputation for new varieties and breeds of flowers that are unavailable elsewhere. Some of the countries New Zealand imports flowers from include Singapore (orchids and greenery), Columbia (roses), India (roses) and the US (greenery). These imports are traditionally sourced by wholesalers from specialist importers, rather than from the overseas growers themselves.



*Roses being processed for shipping in India*

Due to economies of scale, it is cheaper to get certain flowers from overseas and sell them to customers in New Zealand than to buy from local growers. Massive foreign growers specialise in one crop only and capitalise on low labour costs and more favourable climates. The recent relative strength of the New Zealand dollar has also made imports relatively better value than ever before. The converse is also true. The recent strong New Zealand dollar performance has hurt a lot of New Zealand exporters, and flower exporters are no different. This has meant more flowers flooding the local market and decreasing prices further. An example of this is Cymbidium orchid growers who traditionally export their products. These growers have now been forced to place more of their orchids on the local market, which has meant a 50 percent price decrease to New Zealand purchasers and reduced revenue for growers.



*The size of overseas flower growers, this one in California, are not matched in New Zealand*

For a long time, there was a belief that imported flowers were of a lower quality as they have come a longer distance and must be older. However, this is not always true. By using air freight, imported flowers can be just as fresh or even fresher than those being purchased from a local auction.

That said, local growers still make up a large portion of the New Zealand flower industry. Some flowers do not travel well; others are suited to growing in New Zealand's climate. FCFW sources the majority of its flowers from local growers.



*Carnations growing at Vanlier Nurseries – one of New Zealand's large flower growers*

Recently, there has been a lot of publicity in New Zealand surrounding the flower industry and its reliance on imports, as well as the impact of this on local growers. Examples of relevant newspaper articles can be found in Appendix 5.

## Growers

Growing flowers is extremely labour intensive and requires expert knowledge. Diseases and weather can wreak havoc on plants and often leave growers with lower quality or destroyed product. Furthermore, with long lead times, growers must invest large amounts of capital and then wait months or years to see any returns (depending on what is being grown). As such, growing flowers is a career that is difficult to attract new entrants to.

Growers are reliant on supply and demand, with an auction system in place to sell their products. There is also the potential for growers to sell direct to wholesalers, florists or exporters. Ron Suyker notes that often, if the price of a product or variety is high one year, then many growers will choose to grow that product the next year. Supply increases and prices drop, which means the next year supply will decrease and prices will rise again. With the failure of growers forums, growers often seek alternative sources of information. Due to their experience and networks, Ron and John are popular sources of information for growers. Often, growers approach them in informal conversations and attempt to gain information about what other growers are doing or seek advice as to what products and colours will attract relatively high prices in the upcoming seasons.



*Roses growing in New Zealand glasshouses*

## Wholesalers

Wholesalers are an intermediary, much like auctions. They provide a link between the growers of flowers, and the stores who sell these flowers. One of the main reasons they exist is to break bulk. Auctions frequently have minimum purchase quantities, and growers enforce such rules even more stringently. Retailers want a relatively small quantity of a large number of products, so they approach wholesalers who have the size required to order the minimum quantities required and then break them down into smaller quantities for distribution.

Another reason wholesalers exist in the industry is for geographical reasons. Flower auctions are available in Auckland, Wellington, Christchurch and Manawatu. Outside of these locations, retailers must source their flowers either directly from growers or from wholesalers that have greater capabilities to send their flowers nationwide through the use of couriers. Wholesalers are located in Invercargill, Dunedin, Nelson, Wellington, Manawatu, Hastings, Cambridge and Auckland. Auckland has the highest density of wholesalers with seven independent wholesalers in the city. Auckland also has two auction providers. Many florists or supermarkets purchase their flowers from more than one wholesaler or auction.

## Wholesale competition

In recent times, there has been an increase in competition in the wholesale market, with new entrants, as well as growers attempting to act as wholesalers for their own products in order to increase profit margins. This vertical integration can make it harder for traditional wholesalers to get products from New Zealand growers, so can increase reliance on auctions and imports. Some wholesalers are suffering from diminishing market share. FCFW has not only managed to maintain its current market share, but increase it through its ability to attract new customers and offer lower prices and better service than its competitors.

For wholesalers that do not have an auction nearby, they must either source their products directly from growers, or get them sent from other wholesalers and focus on simply supplying their local area. FCFW supplies some of these wholesalers, such as The Rosarie in Nelson. For FCFW, these are great customers. They purchase a large quantity and variety of flowers regularly.

## Pricing

Wholesalers purchase from auctions, but also directly from importers and local growers. This gives them certainty of supply as well as an ability to search for the lowest possible price. However orders to growers or importers must be placed in advance. This is not possible with an auction. Often, prices are lower at auction than they are by negotiating a deal before the auction. However, the reverse is also often true. Sometimes, smaller wholesalers or retailers that buy solely from auction can end up with lower prices. The flipside of this is that there is little certainty about what products will be available at the auction or how expensive these products will be. Ron Suyker says experience is critical in assessing whether it is best to pre-order or “ride your luck” in an auction.

## Co-operation in the flower industry

There have been many attempts to get growers to work together in an industry where producers are in fierce competition. The flower industry is a textbook example of supply and demand. Each grower plants their crops, sometimes years in advance. These flowers develop, and when they are eventually sold to market, if all growers have planted similar varieties, the supply is high and prices plunge. If only one grower has planted some particular variety, they will attract extremely high prices for their products. Growers’ forums and attempts to encourage co-operation have always been foiled by a few rogues who look to only gain information or feed misinformation to serve their own interests rather than those of the industry as a whole.

There is significant distrust between growers in the industry. While other New Zealand agricultural products such as kiwifruit and New Zealand beef and lamb have seen a large amount of co-operation leading to industry/nation-wide marketing campaigns, this has not been the case with flowers. While kiwifruit exporter Zespri has mainly advertised overseas, aiding exports, New Zealand Beef and Lamb ran a successful advertising campaign in New Zealand using well known athletes to promote its products.

There have been attempts to unify the direction of the industry. UFG auctions take one percent of growers’ commissions, as well as levying a one percent fee from purchasers, in an attempt to advertise the industry as a whole. Posters in florists and supermarkets and radio advertisements have been funded by this scheme. This has been somewhat successful, but the approach is rather ad-hoc and characterised by a lack of strategic direction.



# New Zealand flower industry – demand



The flower industry, from a consumer perspective, is quite unlike any other industry. The product being purchased is extremely perishable, but is not a necessity.

Spending on flowers in New Zealand is approximately \$35 per person per year, which is far lower than many other developed countries. Some European nations spend upwards of \$100 per person per year. There are a few reasons for this potential difference in spending on flowers. To some extent, Europeans have flower buying more engrained in their culture. However, the availability of flowers in markets which are easy to find makes flowers more accessible in Europe. Ron Suyker also points out that in New Zealand, backyards are typical, and that lends itself to growing flowers in one's own garden. In European cities where this is less prevalent, all flowers need to come from specialist providers.

The demand for flowers can come from special occasions (funerals, weddings and school balls or dances), particular traditional events (Christmas, Valentine's Day and Mother's Day), or as an impulse purchase for no particular reason. Careful consideration needs to be given to capacity management in the industry. Prices often skyrocket during this time, not only for consumers, but retailers and intermediaries as well. Growth in the flower industry has been slower than the other agricultural industries in New Zealand.

Ron holds the opinion that the flower market, from a demand perspective, is stagnant. Flower retailers have told him that there is little or no growth in revenues, and that there hasn't been for some time. Ron and John's experience retailing flowers helps them to understand trends in the flower market. Close relationships with customers mean they are trusted with a lot of information about the performance of various retailers, and this has helped them in forming their opinion that there has been little growth in the consumer flower market in recent times.

The last major review of New Zealand's flower purchasing patterns was carried out in December 2003. Some of the main findings of this study can be found at Appendix 2.

The study breaks New Zealand flower purchasers down into three main groups, those who buy frequently (once a month or more), moderately (every two to three months) and infrequently (one to two times a year, or less). Market analysis was divided by these groups. The total size of the retail flower industry in New Zealand was estimated to be \$427 million in 2003<sup>1</sup>. Frequent buyers made up only 14 percent of those surveyed, but 59 percent of the dollar value of the market. Moderate buyers made up 27 percent of the market and infrequent buyers only 15 percent. As a representative comparison, the size of the Dutch flower market, both locally and exporting, is US\$3.2 billion per annum. New Zealand's market size, combining exports and local sales is NZ\$467 million, or US\$385 million. The New Zealand flower industry is 12 percent of the size of the Dutch flower industry, despite New Zealand's population being 26 percent that of the Netherlands.

One important trend identified by this study is that flowers are purchased from two main sources in New Zealand, specialist florists or supermarkets. Often, florists buy their own flowers from auctions, but supplement their products with those from wholesalers. Sometimes, florists buy solely from one or more wholesalers. Florists outside of main centres have no choice but to buy from growers or wholesalers as they are too far away from auction houses to buy there themselves. Wholesalers are a logical choice for these florists.

Supermarkets in New Zealand have an oligopolistic market structure. Each of the two large groups approach flowers in a completely different way. Foodstuffs owns Pak'nSave, New World, and Four Square supermarket chains. These stores give managers a large amount of individual control in how they approach the sale of flowers in their stores. This creates variety between individual stores. Many stores find success in employing an in-house florist to run the floral department. This has created many successful flower selling supermarkets. Progressive Enterprises, on the other hand, which owns Countdown, are less flexible. They have large contracts with companies to provide, display and manage their floral departments. Little attention is given to floral departments, as they often count for 0.5 percent or less of the supermarket's total turnover. FCFW is not involved in these contracts for Progressive Enterprises, as the display and removal of waste from multiple stores is too labour intensive and strays too far from the business's core competencies. However, some Foodstuffs supermarkets are among FCFW's largest customers.

1 According to the Ministry of Agriculture and Fisheries, cut flower and foliage exports amounted to \$37 million per year in 2005. FCFW often sell flowers to exporters, but are not involved in exporting themselves



# Appendices



## Appendix 1: Financial information

Notes for the financial information provided:

1. The financial data provided for this case is summarised and aggregated; “low” represents the minimum value for the past three years, and “high” represents the maximum value for the past three years.
2. The figures of the business for the past two years have remained relatively steady. Revenue is expected to increase in the next financial statements due to the new customers mentioned earlier in the case.
3. FCFW has always been self funded and money for expansion has always come from retained capital or investment from the owners.
4. Long-term assets owned by FCFW are vehicles and office buildings. The space that these office buildings lie on is rented from UFG auctions.
5. “Delivery income” is the money paid by the customers of FCFW for shipping and handling. “Delivery purchases” is where FCFW pays this money to couriers and other transport handlers.
6. Directors and staff salaries are included in the expenses section.

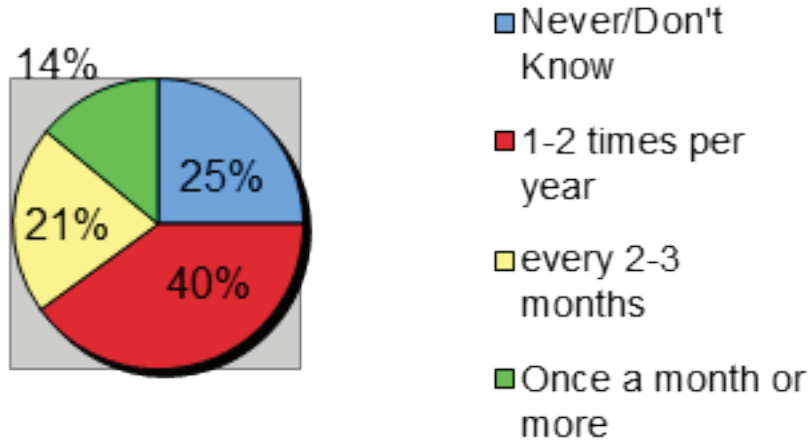
	Low Revenue Year (\$ million)	High Revenue Year (\$ million)
Revenue		
Sales	2.4	3.0
Delivery Income	0.1	0.2
Cost of Sales:		
Purchases	1.6	1.9
Delivery Purchases	0.1	0.2
Gross Profit:	0.8	1.1
Expenses:		
Fixed Costs	0.5	0.7
Depreciation	0.01	0.01
Other	0.2	0.34
Net Profit After Tax (Net Income):	0.02	0.05



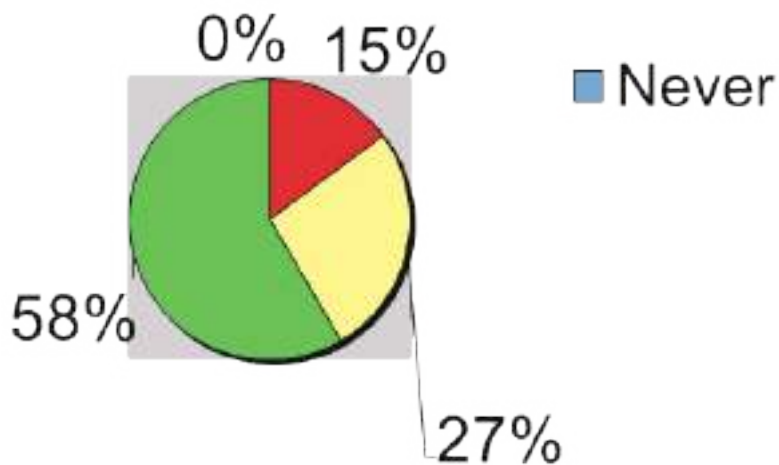
## Appendix 2: Market analysis study from December 2003.

This study analysed the final consumers of flowers and their purchasing patterns. Some of the key findings are summarised below.

### Frequency of purchasing flowers



### Market value by buyer purchasing frequency



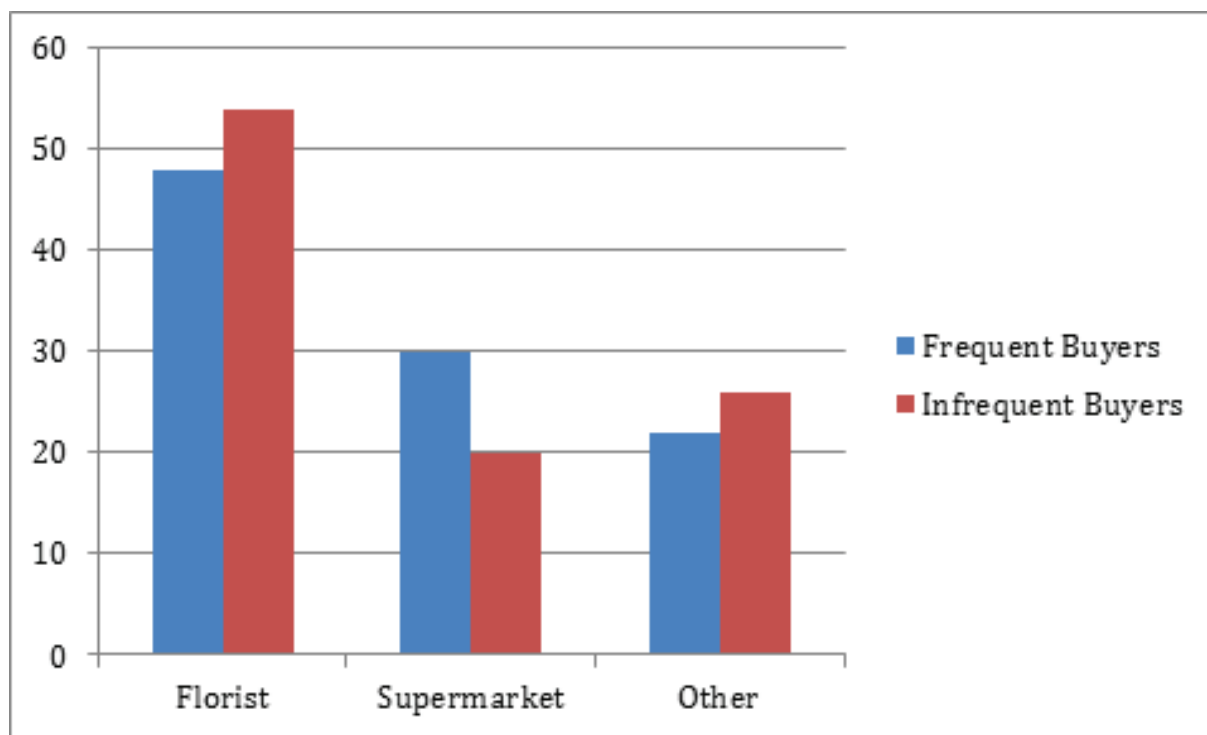
It was found that people who purchase most often buy for no specific reason, or for their own houses. The other purchasing groups purchased mainly as a gift. The amount of confidence in handling flowers was found to be an important factor in moving people from infrequent to frequent buyers. Frequent buyers often purchase for "decoration", whereas others purchase for events or special occasions, such as birthdays and sympathy gifts.

The study explored the general characteristics of frequent and infrequent purchasers.

Frequent purchaser characteristics	Infrequent purchaser characteristics
Female	Male
40-49 years	Under 30 years
Responsible for household shopping	Spend more than \$20 on a purchase
Spend less than \$20 on a typical purchase	Buy from florists
Feel confident handling flowers	Buy as a gift, normally for woman
Disagree that buying flowers is a luxury	
Buy from supermarkets or stalls	

**Place of purchase:**

Percent of Purchases



# Fresh Cut Flower Wholesalers Ltd

PHONE : 09 918 5330

Fax: 09 918 5334

Email : info@lowec.co.nz

**Market Specials**

**Awesome deals across 2 pages - get your best buys here today!**

**Some lines td in quantity, they will sell out - all quality guaranteed!**

16/12/2013

**Compare these awesome deals! Fresh in from our growers and the auctions**

**Market Specials**

Flower Name	Grade	Unit	Price 1	Price 2	Additional Flowers?
Sunflower - bunches	HOT ss	5 stems	\$2.80	\$3.20	
(Tight, tall, easy to use, great value)			(min' quantity 6)	(min' quantity 3)	
Sunflowers	Large	per stem	\$1.18	\$1.30	
(Tall, best line arial - large yellow)			(min' quantity 10 stems)	(min' quantity 5 stems)	
Oriental Lily	Pink	per stem	\$1.35	\$1.50	
(3bud+, NZ grow, LARGE, hot buy - will sell out)			(min' quantity 20 stems)	(min' quantity 5 stems)	
Alstro'		5 stems	\$2.40	\$2.65	
(Tall, tight, nice assortment of colours, Med' line)			(min' quantity 5)	(min' quantity 3)	
Asiatic Lily	Asstd cols	5 stems	\$3.85	\$4.10	
(Tall, tight, top value, 3+bud)			(min' quantity 4)	(min' quantity 2)	
Gerbera	mini	5 stems	\$1.60	\$1.80	
(Assd colours, Tall, good sized blooms)			(min' quantity 5)	(min' quantity 3)	
Delphinium	Large	5 stems	\$4.95	\$5.40	
(Lovely best colours, not "belladonna")			(min' quantity 4)	(min' quantity 2)	
Calla Lily	Asstd cols	5 stems	\$3.00	\$3.35	
(Tall, 5 stems, orange, orange, and orange)			(min' quantity 5)	(min' quantity 3)	
Oriental Lily	White	per stem	\$1.30	\$1.45	
(Tall, tight 2 bud, BIG BUDS)			(min' quantity 15 stems)	(min' quantity 1 stem)	
Chrysanth's - Spray	asstd cols	5 stems	\$3.95	\$4.25	
(Assd cols, bunches grade 1, 5 stems)			(min' quantity 5)	(min' quantity 3)	
Gerbera Standard	asstd	5 stems	\$3.75	\$3.95	
(Nice asstd cols, all in today - bargain)			(min' quantity 5)	(min' quantity 3)	
Double Stock		5 stems	\$4.95	\$5.25	
(Tall, double - white, 5 stems, hot qty)			(min' quantity 4)	(min' quantity 2)	
Christmas Lily	TOP LINE	per stem	\$2.30	\$2.45	
(Tall, 3/4 bud, customer favourite, tight)			(min' quantity 10 stems)	(min' quantity 4 stems)	
Snap Dragons	Asstd cols	5 stems	\$4.95	\$5.25	
(Tall, 5 stems, asstd cols)			(min' quantity 4)	(min' quantity 2)	
leather Fern		11+ stems	\$6.50	\$6.75	
(nice line, good long lasting foliage)			(min' quantity 5)	(min' quantity 3)	
Sandersonia	Lanterns	5 stems	\$4.95	\$5.25	
("Chinese lantern", orange buds, very nice)			(Min quantity 5)	(Min quantity 3)	

Only for dispatch 16/12/2013

Store name:

**Or while stocks last**

Please note that products sold out or shortage on this order

All prices are gst and freight exclusive.

My next order contact number: \_\_\_\_\_ x16

Product and prices subject to availability and may be limited, and sold on a first-come basis. All orders / deliveries are subject to our current terms of trade

Thanks for your order

Champions Trophy  
Case Competition 2014

### Appendix 4: Specials sheet, account customer price sheet and cash customer price

## FRESH CUT FLOWER WHOLESALERS LIMITED - Price Guide

Fax Order to: 09 910 8304		Order Form for Dispatch		CUSTOMER / SHOP NAME			
ORDER FORM: 09 910 8304		Monthly					
BP/NOB HT: 02 82 783 / 09 910 8303		December 16th 2013					
*Many of our prices might increase due to the recent increase in fuel costs and other factors - get the shop stocked up, printed and ready for this peak selling period.							
Order	Product	Price	stem	Order	Product	Price	stem
6	Aspermath	\$2.95	5	6	Blackholia (1 doz on sale set)	\$5.95	10cm
	Alchemilla - pastel mixed	\$2.30	5		Theresa blue (1 doz on sale set)	\$5.95	5
	Alchemilla - large H.SUE	\$5.95	5		Colombian roses - x large	\$12.50	10
	Alchemilla benzoin	\$5.95	5				
	Anthurium BQ - 3 stem	\$6.90	3		Roses NZ Premium / - 40cm	\$7.90	10
	Anthurium's (16# in 1 doz ml)	\$3.90	stem		Asahi colours / - 50cm	\$8.90	10
	<b>Be-Budonia</b> like dark blue	\$5.00	5		Asahi colours / - 60cm	\$9.90	10
	Bells of Ireland - tall	\$6.95	5				
	Bird of Paradise	\$2.50	stem		Roses - pastel colour variety	n/a	10
	Cala Lily - pastel colours	\$4.95	5		Rose Black magic tall	\$12.50	10
	Carnation - green trink large	\$6.95	5		Rose Red premium 60cm +	\$12.00	10
	Carnation - Spray low	\$7.95	20		Rose Society Asahi 40 cm	\$6.95	5
	Carnation - Standard	\$9.95	20		Rose Society Asahi 50 cm	\$7.95	5
	Carnation hoods	\$8.50	low		Rose Society Asahi 60 cm	\$8.95	5
	Caspa	\$3.95	5		Rose Society - Pacific Colour all height	n/a	5
	Celestial Gerbera red	solid out	5				
	Chrysanth 50 stem (12.5cm)	\$14.80	5		<b>FOLIAGE</b>		
	Chrysanth 50 stem (10cm)	\$4.90	5		Andromeda	\$3.95	5
	Chrysanth 50 stem (8.5cm)	\$6.50	5		Asarum Fern	\$7.95	5
	Chrysanth 50 stem (7cm)	\$7.95	5		Bambusa	\$5.95	10
	Chrysanth 50 stem (5.5cm)	\$9.95	5		Bambusa - curly	\$3.95	stem
	Delphinium	\$5.95	5		Bear Grass long	\$3.90	multi
	Erantium - sea holy	\$3.95	stem		Carex Bush	\$3.95	5
					Carex Palm - tall	\$2.75	stem
	F - Mini	\$2.70	5		Dark Yucca	\$6.95	bob
	Gerbera premium - standard	\$3.75	5		Dieckmann / Cordylina low	\$5.75	10
	L - large	\$4.95	5				
	Gladiol	\$6.95	5				
					Fun Palm - Mini	\$3.50	10
	Gypsophila - large best avail	\$11.80	bob		Fun Palm - Regular	solid out	10
	Hemerocallis blooms	\$3.50	stem		Flex Asahi	\$2.70	5
	Hibiscus	\$8.50	5		Holman's colour tall	\$3.50	5
					Ivy	\$4.95	5
	Hyacinth Blue	solid out	5				
	Ivy Asiatic pastel colours	\$4.95	5		Leather Fern large	\$5.95	20+
	Ivy Landmark white 7+ bud	\$2.75	stem		Leuco - Fern	\$3.95	5
	Ivy Oriental Pink 3 bud	\$2.60	stem				
	Ivy Oriental White 3 bud	\$2.60	stem		Lupin	\$2.95	5
					Lucky Bamboo	\$3.95	stem
	Lotus	\$12.50	5		Lyrododum	\$3.95	5
	Orchids - Siresener white	\$12.50	5				
	Paspalum double asahi	n/a	stem		Mandarin leaves	\$6.50	5
					Orchid leaves	\$6.95	5
					Ornamental	\$2.90	5
	Queen Anne Lace	\$4.95	5		Ruscus 50cm	\$2.90	5
	Rhododendron	\$5.25	5		Ruscus 60cm	\$2.60	5
	Rhododendron	\$4.95	5		Ruscus Milano 60cm	\$4.50	5
	Tridax	solid out	5		Trillium large	\$5.90	20+
	Statice	\$4.95	5		Steel Grass	\$5.40	multi
	Stokk Dunlo	\$5.50	5		Tree Fern	\$3.75	5
					Tweed Willow	7.00m	5
	Sunflowers - bunches	\$3.90	5		Viburnum berry	\$5.95	5
	Sunflowers - bob	\$1.80	stem		Vinca Vine	\$3.95	5
	Sunflowers - large flat	\$2.90	stem				
	Sweet Pea	\$3.50	5		Yellow Palm Med 60 cm	solid out	10
	Sweet William mixed	\$4.95	5		Yellow Palm Xtra Tall (2m)	\$8.00	10
	Taxodium	\$3.95	5				

n/a = subject to availability, \* as order required

Available from 11am Friday 16th Dec - 12pm SUNDAY next subject to availability. All items are required to be in stock by 11am of Delivery.

All deliveries subject to our terms of trade - items available on request. All credit notes apply to the order.

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**FRESH CUT FLOWER WHOLESALERS LIMITED - Price Guide**

Fax Order to 09 918 5334		Order Form for Dispatch		Cash Sale CUSTOMER			
Office 09 918 5330		Wednesday		DO NOT handle the flowers unless you intend to			
Dispatch 09 918 5333		December 18th 2013		BUY THAT OWN! Use your eyes to choose, not your hands.			
Please note: If a sold sign is on a trolley or bucket DO NOT TOUCH IT. Some specific colours of flowers attract a premium price. We are a wholesale outlet, and cannot offer the same level of service as a retail outlet.							
Order	Product	Price	stem	Order	Product	Price	stem
	Agapanthus	\$4.20	5				
	Alstromeria - asstd med line	\$4.00	5		Roses Grade 1 Imp	\$8.40	5
	Alstromeria - large H SUE	\$9.80	5		Asstd colours	\$0.00	0
	Amaranthus hanging	\$8.40	5			\$17.50	10
	Anthurium BQ - 3 stem	\$9.80	3				
	Anthurium's (16 # ctn lots only)	\$5.50	stem		Roses NZ Premium		10
	Belladonna x lge dark blue	\$8.40	5		Asstd colours		10
	Bells of Ireland - tall	\$9.80	5				10
	Bird of Paradise	\$4.20	stem		Roses - specific colours all lengths		10
	Calla Lily - asstd colours	\$7.00	5		Rose Black magic tall		10
	Carnation - Green trick large	\$11.20	5		Rose Red premium 60cm		10
	Carnation - Spray lge	\$14.00	10		Rose Spray Asstd 40cm	\$9.80	5
	Carnation - Standard	\$14.70	10		Rose Spray Asstd 50cm	\$11.20	5
	Carnation heads		bag		Rose Spray Asstd 60cm	\$12.60	5
	Caspia	\$5.40	5		Rose Spray - Specific Colours		
	Celosia Crestata red	\$11.90	5		<b>F O L I A G E</b>		
	Chrysanth' Sp. green XL premium		5		Asparagus Fern	\$11.20	5
	Chrysanth Spr. grade 1	\$7.70	5		Aspidistra	\$8.40	10
	Chrysanth Spr. XL premium	\$9.10	5		Bamboo - curly	\$5.60	stem
	Chrysanth' standard asstd cols	\$11.20	5		Bear Grass long	\$5.10	multi
	Chrysanth' std lge green	\$14.00	5				
	Delphinium	\$8.40	5		Copper Beech	\$5.60	5
					Cycas Palm - tall	\$3.20	stem
	Eryngium - sea holly	\$5.60	stem		Doda Vine	\$9.80	bch
					Draceana / Cordyline lge	\$8.10	10
	Gerbera premium	\$4.20	5				
	- Mini	\$5.60	5				
	- standard	\$7.70	5		Fan Palm - Mini	\$4.90	10
	- large	\$11.20	5		Fan Palm - Regular	\$9.10	10
	Gladioli				Flax Asstd	\$3.10	5
					Hydrangea foliage tall	\$4.90	5
	Gypsophila - large best avail	\$17.50	bch		Ivy	\$7.00	5
	Hydrangea blooms	\$4.90	stem				
	Hypericum	\$12.50	5		Leather Fern large	\$8.40	18+
					Leuco - Green	\$5.60	5
	Kangaroo Paw	\$6.70	5				
	Lily Asiatic asstd colours	\$8.40	5		Lopho	\$4.20	5
	Lily Longiflorum white 3+ bud	\$3.50	stem		Lucky Bamboo	\$5.60	stem
	Lily Oriental Pink 3 bud	\$2.30	stem		Lycopodium	\$5.60	5
	Lily Oriental White 3 bud	\$2.30	stem				
					Monstera Leaves	\$9.30	5
	Lisianthus	\$18.90	5		Orchid Whips	\$9.80	5
	Orchids - Singapore white	\$17.50	5		Rosemary	\$4.10	5
	Paeony doubles asstd		stem		Ruscus 50cm	\$2.80	5
					Ruscus 60cm	\$3.70	5
	Queen Anne Lace	\$6.90	5		Ruscus Milano 60cm	\$6.30	5
	Sandersonia	\$7.40	5		Salal large	\$8.30	18+
	Snapdragons	\$8.40	5		Steel Grass	\$7.60	multi
	Solidago	\$9.80	5		Tree Fern	\$5.30	5
	Statice	\$7.00	5		Twisted Willow		5
	Stock double	\$8.40	5		Viburnum berry	\$8.40	5
					Vinca Vine	\$5.60	5
	Sunflowers bunches	\$5.50	5				
	Sunflowers large	\$2.60	stem		Yellow Palm Med 65 cm		10
	Sunflowers large Red	\$4.10	stem		Yellow Palm Xtra Tall (1m)	\$11.20	10
	Sweet Pea	\$4.90	5				
	Sweet William mixed	\$7.00	5				
	Veronica	\$5.60	5				
					s.t.a = subject to availability, * pre order required		

Products, Prices and Freight are G.S.T. EXCLUSIVE and subject to availability. All Claims are required within 12 hours of Delivery. All Deliveries subject to our terms of trade - Copy available on request. All collection costs will be added to your account

## Appendix 5: Newspaper articles surrounding flower imports

### Local flower growing industry under threat

Local flower growers are being threatened by a recent influx of cut flowers, an industry spokesperson says. New Zealand Flowers Growers Association's David Blewden says volumes of imported flowers from countries such as India, Malaysia and Columbia started to increase earlier this year. "Imports of roses, lilies and carnations have skyrocketed. It's having a major impact on the domestic industry and many growers here are suffering severely," he said.

Mr Blewden also claims the sharp spike in flower imports also creates major bio-security threats. "There is a very real risk that this uncontrolled growth in flower imports will bring in dangerous pests and diseases and it won't only affect flower growers."

He says the growth in flower imports has been driven by one of the two major New Zealand-based auction houses that could not source adequate product. The resulting over-supply of imported product has "depressed prices" for local growers at a time when their costs of production are at their highest.

Mr Blewden also alleges the situation has led to a growth in the number flower importers, and at least one such company is believed to be under investigation by MPI for allegedly importing illegal product. "NZFGA is very concerned at this situation, which has the potential to wipe out the domestic flower growing industry," he added.

Published: 11.22am Monday 30 September 2013. Source: ONE News

### Love New Zealand grown flowers

Where are all our flowers from?

That's the question Kiwis should be asking their local flower seller, according to Rebecca Jones, spokesperson for the National Flower Promotion Group. "We ask where our vegetables are grown, and where our fruit comes from but no-one ever asks where their flowers are from."

As part of a new campaign from the National Flower Promotion Group to raise awareness of our local flower industry, Rebecca is enlisting a number of well-known faces to help spread the word and encourage Kiwis to support their local flower industry. "New Zealand is blessed with the perfect conditions for growing flowers," Rebecca says. "Clean air, water and the intensity of our light all contribute to the production of high quality flowers."

Canadian born Rebecca worked as a flower importer in her own country before coming to New Zealand. "New Zealand is so lucky to have such a vibrant industry and talented growers delivering an exceptionally diverse range of quality product. Consumers here are spoilt for choice when it comes to variety, availability and price."

This spin on the culinary "Buy Local Buy Fresh" is equally applicable to the NZ flower industry where year round growers are delivering daily direct to market. Rebecca encourages flower lovers to ask where their flowers are coming from. "Your NFPG florist will know if they're from South Auckland or South America. It's highly likely that if they're local, the florist will know the grower."

Published: 4.30pm Tuesday 1 October 2013. Source: [www.scoop.co.nz](http://www.scoop.co.nz)

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[www.business.auckland.ac.nz](http://www.business.auckland.ac.nz)