



EAGL

EXECUTIVE ACADEMY FOR GROWTH & LEADERSHIP

YOU ARE CORDIALLY INVITED...

TO REINVEST IN YOURSELF
AS A BUSINESS LEADER

TO THINK DIFFERENTLY ABOUT
IMPROVING YOUR BUSINESS'
PROFITABILITY

TO JOIN AN ELITE GROUP OF
PEERS IMMERSSED IN A NINE
MONTH EXECUTIVE EDUCATION
SERIES CUSTOMIZED TO THE RE-
ALITIES OF THE COMMERCIAL
HORTICULTURE INDUSTRY

...TO JOIN THE EAGL ETA COHORT,
STARTING IN JUNE 2018.

COMPLETE YOUR APPLICATION ONLINE AT:
www.eaglnetwork.com



EAGL alumni immersed in the EAGL
Explorations 2016: Italy tour



Epsilon cohort at the Marketing Module



Gamma cohort graduation



Zeta Cohort Kickoff

ABOUT THE EAGL ETA PROGRAM

Markets are changing with amazing speed as rapidly evolving technology redefines our world. This environment presents powerful opportunities for the green industry. **Are you well-positioned to capitalize on them? Now is the time to shift your perspective, roll up your sleeves and take your business to the next level.**

EAGL is an executive 'mini-MBA' curriculum tailored to the nursery and greenhouse industry, developed in collaboration with Dr. Charlie Hall at Texas A&M University*. This University-recognized certificate program has been designed particularly with the challenges of contemporary wholesale growing businesses in mind. For nine months, you will focus and collaborate with like-minded contemporaries to put world-class research and educational resources to work improving your company's competitive position and profitability.

EAGL is a practical curriculum, with highly interactive and personalized adult learning principles in mind. Each class has a maximum size of 10 executives, and meets four times in a year (in person), supplemented with significant webinar and assigned preparation coursework. Throughout the year, the group becomes a peer support network of sorts — we do not accept two competitors into the same year's program to enable candor and sharing.

EAGLs also have 1:1 progress reviews with the facilitators as each participant builds and revises their own strategic plans, marketing plans and financial frameworks. Guests from your company are welcome to join you for the marketing & finance modules to facilitate transmission of principles and building effective outcomes for your company.

*EAGL graduates receive a Certificate in Applied Horticultural Business Management from Texas A&M University.



During each module, we are pleased to welcome additional guest faculty members with specific areas of expertise who provide insight from both inside and outside the commercial horticulture industry.



The program is certified by Texas A&M University and administered by MonkeyBar Management, with collaboration & insights from StandPoint.



EAGL Explorations 2016: Italy



Gamma cohort learning from other businesses at the Marketing module

CURRICULUM



STRATEGY MODULE

- Envisioning the future
- Leading with your strengths
- Measures of strategic performance
- Evaluating and choosing among competing strategic options
- Creating value
- Use of the balanced scorecard in measuring performance
- Analyzing the external strategic environment
- Analyzing the firm's strategic resources: strengths and weaknesses, tangible and intangible resources, core competencies, brand promises and value propositions, and supply chain management
- Company Values, Purpose and Envisioned Future
- Developing a competitive advantage
- Value chain analysis
- Value disciplines such as product leadership, operational excellence, customer intimacy
- Growth strategies
- Learning and applying the one-page strategic planning tool



FINANCE MODULE

- Improving Profitability
- Forecasting and Budgeting:
- Economic Indicators Dashboard
- Working Capital
- The Strategic Profit Model
- Free Cash Flow
- Costing Methods: Activity Based Costing and Equivalent Units Analysis
- Nursery and Greenhouse financial insights and benchmarks
- Key Performance Indicators (Critical #s) and Dashboards
- CapEX Expenditures
- SKU Management
- Customer Profitability Analysis



MARKETING MODULE

- Understanding marketing management
- Mastering core marketing concepts: customer needs, target markets, positioning, and segmentation
- Understanding your company's orientation toward the market: production, product, selling, marketing, or holistic
- Target customers: driving value and customer satisfaction
- The marketing mix
- How to conduct a marketing situational analysis
- Analyzing current marketing mix
- Portfolio analysis of current products
- Sales channel, consumer, retailer, and landscaper buying trends
- Building a marketing plan



CAPSTONE MODULE

- Change Management
- Leading Your Team Forward
- SMART Commitments
- Capstone Presentations: "The Shark Tank"
- Your Employees: Your Business' Biggest Differentiator
- Driving Value: Wealth Management and Succession Planning
- Graduation Ceremony



EAGL Explorations 2016: Italy



EAGL Beta cohort during Marketing module

FACULTY



Dr. Charlie Hall, EAGL's chief curriculum officer and lead strategy faculty member, grew up on a nursery in Western North Carolina. An economist by training, he is currently a Professor in the Department of Horticultural Sciences at the Texas A&M University and also holder of the Ellison Chair in International Floriculture. His major areas of specialization include innovative management and marketing strategies, financial analysis and benchmarking, and the situation/outlook for nursery and greenhouse crops. He is particularly known for the enthusiasm, passion, and intensity he exhibits when speaking. Dr. Hall is an Honorary Lifetime Member of both the Texas and Tennessee Nursery and Landscape Associations, and is a past president of America in Bloom.



Kip Creel, EAGL's primary marketing faculty member, is the president and founder of StandPoint and has chief responsibility for business development, methodology and the firm's strategic planning practice. StandPoint's client base includes work with a number of significant consumer products brands including Kimberly Clark, Delta Airlines, S.C. Johnson, Scotts Miracle-Gro and many others. Kip is the foremost researcher with experience in the lawn & garden industry. He holds a bachelor's of arts in organizational behavior and statistics and a master of business administration in marketing, both from the University of Florida.



Kellee O'Reilly is the EAGL program's chief experience officer. Her company, MonkeyBar Management serves as the primary logistical point of contact for the EAGL delegates. MonkeyBar Management is a change management consulting firm that helps clients get from where they are to where they want to be, through innovative consulting and educational program development. She has nearly 20 years of connection to the commercial horticulture and agriculture industries: prior to founding MonkeyBar in 2007, Kellee was the Director of Member Resources for the American Nursery & Landscape Association, and also worked in key experiential education program roles with the American Forest & Paper Association and the American Meat Institute.



Corey Bordine has served as EAGL's primary finance faculty member since 2015, and he is passionate about helping businesses make meaningful change. He worked for The Coca-Cola Company for six years in sales for the Fountain division, and then for his family's greenhouse and retail business, Bordine's (MI). He is well versed in operational financial management, business planning and forecasting, generational planning, conflict resolution, brand management, economic analysis and the day-to-day operations of running a multi-site business. Corey holds a B.A. in Marketing from Michigan State University and a Masters of Business Administration (emphasis in Operations Management) from the University of Minnesota, and is a Gallup certified Strengths coach.



EAGL Alpha cohort graduation ceremony

ETA COHORT PROGRAM SCHEDULE — 2018 / 2019

MODULE	LOCATION	DATES
Kickoff & Pre-Strategy	WEBINAR	Thursday June 7 2018 10am Central / 8am Pacific (75 minutes)
Strategy Module	Chicago, IL	Tuesday June 26 - Thursday June 28, 2018
Post-Strategy / Pre-Marketing	WEBINAR	TBD
Marketing	Minneapolis, MN	Wednesday September 5 - Friday September 7, 2018
Post-Marketing / Pre-Finance	WEBINAR	TBD
Finance	TBD	Monday October 24 - Wednesday October 26, 2018
Post-Finance / Pre-Capstone	WEBINAR	TBD
Capstone & Graduation	Atlanta, GA	Wednesday February 6 - Friday February 8, 2019

In-person modules *generally* begin at 1:30 pm on day 1, and conclude at 2 pm on day 3. Your hotel and airport transportation bookings will be facilitated for you by MonkeyBar Management staff.



EAGL Alpha cohort graduation



EAGL Explorations 2015: Germany & Netherlands

TUITION INVESTMENT

Your \$22,995 comprehensive tuition investment includes the following:

- All educational materials, 4 webinars and 4 in-person meetings
- 2 nights' hotel stay at each in person module
- Transportation to/from airport (or your valet parking included) at each in person module
- Breakfast, lunch, dinner, all snacks & beverages during our in-person modules
- Access to the group's online resource & discussion home at BaseCamp, as well as electronic copies of all curriculum materials for easy sharing within your enterprise
- Access to online Harvard Business Review interactive simulations
- 1:1 follow up opportunities with faculty members following each module
- 1:1 consultations with faculty members to build strategic, marketing and financial plans
- Framed certification from Texas A&M University upon program completion

The initial deposit of \$7,245 will be due upon approval of the application via check (made out to MonkeyBar Management, administrative agent for the program) or credit card (an invoice will be sent via email for secure online payment).

9 monthly installments of \$1750 will be due beginning June 1, 2018, then on the first of each month thereafter, with final payment due February 1, 2019.

Approved guests (up to 2 per company) will have the option of joining the Marketing and Finance modules. Separate applications will be required for those participants. Guest tuition fees per-module are \$2500 (separate room) or \$1750 (in a shared room) and all of the above meeting benefits, including access to the BaseCamp community home for each module.

EAGL WILL:

- Challenge your thinking
- Build on your current decision making foundation
- Connect you with a network of like-minded peers
- Help you develop new strategic frameworks
- Drive your business growth & profitability

EAGL alumni are boldly creating the future of commercial horticulture. Now's the time to invest in your future: **Let's fly**

Are you ready to join us and become an EAGL?

CONTACT Dr. Charlie Hall (c.hall@tamu.edu) to schedule a 1:1 conversation,

or **COMPLETE YOUR APPLICATION ONLINE** at: www.eaglnetwork.com



Alumni at EAGL Explorations 2016: Italy

OUR EAGL ALUMNI NETWORK

We are immensely proud that EAGLs are scattered throughout the US, talented industry leaders representing virtually every segment of professional commercial horticulture: trees, shrubs, greenhouse production, breeding/licensing, distribution, young plants, perennials, native plants, grasses, and much more!

David Hoffman	Z	Hoffman Nursery (NC)
Brandon Olson	Z	Olson's Greenhouse (CO)
Emily Showalter	Z	Premier Plant Solutions (OH)
Thad Beshears	Z	Simpson Nursery (FL)
Chad Corso	Z	Corso's Perennials (OH)
Shane Brockshus	Z	Bailey Nurseries (OR)
Derek Clark	Z	South Central Growers (TN)
Chad Olson	E	Olson's Greenhouse (UT)
Steve Sloan	E	ColorPoint (KY)
Richard Hesselein	E	Pleasant Run Nursery (NJ)
Daryl Kobesky	E	Pleasant Run Nursery (NJ)
Tommy Dudley	E	R.A. Dudley Nursery (GA)
Bill Jones	E	Carolina Native Nursery (NC)
Tom Knezick	E	Pinelands Nursery (NJ)
Bradd Yoder	E	Star Roses & Plants (PA)
Bart Olson	E	Olson's Greenhouse (UT)
Dan Nelson	Γ	Hans Nelson & Son (OR)
Brian Aguiar	Γ	BelaFlor (CO/MO)
Jon Reelhorn	Γ	Belmont Nursery (CA)
Jonathan Berry	Γ	J. Berry Nursery (TX)
Andy McNitt	Γ	McNitt Growers (IL)
Jill Hoffman	Γ	Hoffman Nursery (NC)
Gordy Webster	B	J. Frank Schmidt & Son Co. (OR)
Scott Lueder	B	Natural Beauty Growers (WI)
Steve Castorani	B	North Creek Nurseries, Inc.(PA)
Bill Studebaker	B	Studebaker Nurseries, Inc. (OH)
Eric Smith	B	Smith Gardens (WA)
Kevin Norris	A	Landmark Nurseries (TX)
Ed Overdevest	A	Overdevest Nurseries (NJ)
Dan Batson	A	GreenForest Nursery (MS)
Tom Demaline	A	Willoway Nurseries (OH)
Mark Sellew	A	Prides Corner Farms (CT)
Bryan Abramowski	A	Rockwell Farms (NC)
Jason Roseman	A	Rockwell Farms (NC)
Kelly Lewis	A	Ruppert Nurseries (MD)
Randy Gilde	A	Delray Plants (FL)

CLASS KEY

- A Alpha Cohort (Graduated 2014)
- B Beta Cohort (Graduated 2015)
- Γ Gamma Cohort (Graduated 2016)
- E Epsilon Cohort (Graduated 2017)
- Z Zeta Cohort (Graduates Feb 2018)

POST-GRADUATION: THE NETWORK CONTINUES



DELTA TRACK

CHANGE IS CONSTANT. ADAPTING IS OPTIONAL.

THE DELTA TRACK

Δ is a universal symbol for change. You'll see in our class naming structure we skipped the greek letter Delta, reserving that name as the title of our biannual alumni gathering ... every 2 years, we come back together to review progress, welcome new graduates, connect and reconnect, and TRACK THE CHANGES on the horizon that will affect all of our businesses.



**EAGL
EXPLORATIONS
TOUR SERIES**

EAGL EXPLORATIONS

In alternating years, we host an international EAGL EXPLORATIONS program, taking alumni (and a few invited guests) to interesting places in the world to study advances and business approaches to commercial horticulture outside the US. Our previous trips were to Germany/Netherlands (ESSEN) in January 2015 and Pistoia (Tuscany) Italy in October 2016. Fall 2018 will take our explorations to the production industry of Northern Germany and Denmark - both nursery & greenhouse innovations - along with the culture of Berlin and Copenhagen.



EAGL

**EXECUTIVE ACADEMY
FOR GROWTH & LEADERSHIP**

THE EAGL ETA COHORT, STARTING IN JUNE 2018.

A COLLABORATION BETWEEN:



COMPLETE YOUR APPLICATION ONLINE AT: www.eaglnetwork.com