

AG Ventures

Agriculture Business Profiles

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Greenhouse Bedding Plant Production and Marketing

The purpose of this factsheet is to provide an objective overview of the management issues associated with bedding plant production and marketing in Alberta. This overview isn't intended to be a substitute for individuals making their own thorough assessment of the many key management issues that will determine the success of a bedding plant enterprise.

1. Industry Highlights

- The production of bedding plants is a significant portion of greenhouse production in Alberta.¹ Greenhouse operations produce vegetable, ornamental and herb bedding plants to be marketed directly to consumers, retailers, wholesalers and garden centres.
- Consumer demand for bedding plants is largely due to the growth of gardening as a popular outdoor leisure activity.
- The 2001 *Profile of the Greenhouse Industry in Alberta* recorded 265 Alberta growers producing three million square feet of bedding plants.²
- During difficult economic times more households can be expected to grow vegetables, increasing the demand for vegetable bedding plants. During prosperous times the demand for ornamental bedding plants can be expected to grow.³
- More than 200 types of bedding plants are grown in Alberta. Popular ornamental bedding plants include New Guinea Impatiens, Petunias, Geraniums, Pansies, Begonias, Marigolds and Portulaca. However, it's essential that growers know the tastes and preferences of consumers in each of their target markets.
- Popular vegetable bedding plants include tomatoes, peppers, cauliflower, broccoli and cabbages. Once again it's essential that growers know the tastes and preferences of their customers.
- The economics of greenhouse crop production study estimated the average gross revenues for the 2000 bedding plant crop to be \$7.89 per square foot. Average operating costs amounted to \$4.55 per square foot. Average investment costs were estimated at \$0.99 per square foot and average total production costs to be \$7.61 per square foot.⁴

1 Alberta Horticulture Industry Survey Report; Council of Alberta Horticultural Industries, December 1994, pg. 6.2.

2 Profile of the Greenhouse Industry in Alberta; Alberta Greenhouse Growers Association, April 2001, pg.5.

3 Bedding Plants IV, A Manual on the Culture of Bedding Plants as a Greenhouse Crop; Edited by E. Jay Holcomb, Pennsylvania Flower Growers, 1994, Pg.21.

4 The Economics of Greenhouse Crop Production in Alberta 2001; Economics Unit, Alberta Agriculture, Food and Rural Development

- Marketing bedding plants requires time for researching potential customers, researching different products, selecting target markets and developing marketing strategies for gaining exposure and acceptance by consumers.
- Management ability is a significant factor in the success of a bedding plant enterprise. The key management requirements are:
 - the ability to research consumer tastes and preferences, research products and services and determine target markets in which customer needs can be met with the products available
 - the ability to juggle several activities at once
 - the ability to manage labor
 - the ability to sell products and please customers
 - the ability to control the financial affairs of the business and production operations
- The market for bedding plants is expected to increase in size due to increasing disposable incomes, greater public knowledge about gardening and landscaping, and increasing awareness of the therapeutic value of gardening.⁵

2. Market Basics

- The focus of a bedding plant enterprise is to produce a salable product. This means producers must provide consumers with the right product at the right time and place.
 - Both established producers and new producers must be prepared to research consumer tastes and preferences for bedding plants, the different markets for their products and the various products and services that can be offered to customers. This market research must be performed before any production activities are started.
 - Bedding plant growers may be required to break their potential customers into smaller more easily identified groups. This practice of market segmentation is necessary when customer needs in a market become so diverse that choices must be made as to which customers will be catered to.
 - Markets can be broken into smaller more manageable groups based on geographical boundaries, demographic factors or product use factors.
- Producers marketing bedding plants directly to consumers should be familiar with the different reasons (product use factors) customers have for buying bedding plants. A study of American gardeners suggests four distinct types of gardeners:⁶
 - **Dabblers** may be the largest market segment. These gardeners view gardening as a hobby and spend an average of two hours per week in their gardens and spend a relatively small amount on plants.
 - **Decorators** spend an average of five hours per week in their gardens. This market segment view gardening as a means of improving the look of their homes.
 - **Cultivators** spend an average of 10 hours per week in their gardens. The focus of their gardening activities is to produce fruit and vegetables.
 - **Masters** are highly experienced gardeners who offer advice to others.
 - Bedding plant producers must be prepared to research all the possible products and services they might offer to customers in order to narrow their product mix to a manageable size.
 - By identifying market segments as well as possible products and services, bedding plant growers are able to determine target markets in which they are able to meet customer needs with their products and services.
 - Marketing bedding plants directly to consumers can occur through retail outlets that are part of the greenhouse facility or through a farmers market.
 - Marketing bedding plants directly to consumers through retail outlets located at the greenhouse facility allows growers to gain the following advantages:⁷
 - growers supply high quality products to their customers
 - direct sales are cash sales with immediate payment
 - growers interact with their customers and gain valuable feedback
 - growers have some control over their prices
 - growers are able to market from their property

5 Bedding Plants IV, A Manual on the Culture of Bedding Plants as a Greenhouse Crop; Edited by E. Jay Holcomb, Pennsylvania Flower Growers, 1994, pg.32.

6 Bedding Plants IV, A Manual on the Culture of Bedding Plants as a Greenhouse Crop; Edited by E. Jay Holcomb, Pennsylvania Flower Growers, 1994, pg.37.

7 Direct Marketing, A Handbook for Farm Producers; Province of British Columbia, Ministry of Agriculture, Fisheries and Food, pg. 1.

- Having a retail outlet at the growing facility allows producers to start small and test the market as they grow in size. Producers will also have the flexibility of being able to perform other tasks while the outlet is open for business.
- Developing and operating a retail outlet at the greenhouse facility means the operator must deal with the following issues:
 - There are a wide range of regulations that must be followed when operating a retail outlet for bedding plants. Regulations to be investigated include the following:
 - zoning and building ordinances governed by the local municipality
 - health regulations set by both provincial and local authorities
 - business license requirements set by local authorities
 - provincial or municipal sign laws that limit the size, location or type of sign used to promote a retail outlet
 - Workers' Compensation, provincial employment standards and Revenue Canada payroll deduction that apply to hired employees
 - Liability coverage is highly recommended to provide coverage against liability resulting from injuries to customers.
 - Retail sales outlets will require proximity to large population centers, good roads, a parking area, good signage and facilities to accommodate customers.⁸
- Growers and marketers of bedding plants will need to develop merchandising strategies focusing on product selection, packaging, pricing, display and customer service.⁹
- Producers who choose to operate a retail outlet for their bedding plants must be prepared to perform the following activities and services that will increase the value of their plants to consumers and thus increase sales levels:
 - Determine the promotional activities that will reach potential customers and generate awareness and purchases.
- Develop a retail environment that generates excitement and sales appeal.
- Present high quality bedding plants that are desired by consumers.
- Effectively display plants to enhance image and promote sales. An important element of displaying bedding plants is to provide ideas to customer for the use of the bedding plants.
- Use bedding plant containers that meet consumer preferences and retail needs rather than just production needs.
- Labels that identify plants by their names are essential information required by consumers.¹⁰ Labels that are pleasing to customers will increase the value of the plant to the customer.
- Services such as product information, wide selection and convenient hours will contribute to increased sales.
- Marketing directly to consumers requires growers to be friendly and outgoing, have retailing skills, have the necessary product knowledge and be prepared to work long hours, seven days a week.
- Growers who market bedding plants directly to consumers will be required to price their plants. Pricing is a critical element in achieving sales and achieving profitability for the business. The important issues in pricing bedding plants are:
 - **Cost of production** is the minimum acceptable price for bedding plants will cover all costs including production costs, marketing costs, overhead costs, the cost of unsold plants, the cost of unpaid accounts and a return to the owners capital and management contributions.
 - **Competitor prices** are an important consideration in determining where market prices are. Pricing at the same level as a competitor can be dangerous if costs of production aren't taken into consideration.
 - **Customer perceptions** are also an important factor in pricing. Customer questionnaires should be used to determine how customers rank the importance of price compared to factors such as service and selection. An understanding of customer perceptions of value will allow retailers to determine a maximum acceptable price consumers are prepared to pay for their plants.

8 Direct Marketing, A Handbook for Farm Producers; Province of British Columbia, Ministry of Agriculture, Fisheries and Food. This publication provides excellent detail on regulatory, site selection and facilities issues.

9 Marketing Your Produce Directly to Consumers; by V.J. Parker-Clark, Alternative Agricultural Enterprises publications Series, University of Idaho, College of Agriculture, Cooperative Extensions System.

10 Bedding Plants IV, A Manual on the Culture of Bedding Plants as a Greenhouse Crop; Edited by E. Jay Holcomb, Pennsylvania Flower Growers, 1994, pg.53.

- Customer service is an important factor in increasing customer perceptions of value and therefore increasing sales levels. Customer suggestions for improved customer service include:¹¹
 - checking to see what people need or want
 - guaranteeing and replacing plants
 - more advertising
 - not misrepresenting products or services
 - being staffed with well-trained people
 - not practicing high pressure sales
- Farmer's Markets consist of a number of growers selling their produce directly to consumers at a common location. Each grower has a separate stall or stand at the market. There are farmer's markets located in most urban centers in Alberta.¹²
- **The advantages of farmer's markets are:**
 - Individual growers benefit from collective advertising that attracts more people to the market location.¹³
 - Farmer's markets provide new growers the opportunity to gain exposure with consumers. As well, farmer's markets provide a means for growers to market surplus produce that was not sold through their retail sales outlet.
 - The market provides parking and good access to consumers that may not be available to individual growers. There are numerous markets operating in the growing season so producers have the opportunity to market their produce at a number of locations and increase their exposure to customers.
- **The disadvantages of farmer's markets are:**
 - the producer must harvest, package and transport their product to the market
 - since there will be many producers offering similar products, individual growers must be prepared for intensive price competition for sales
 - growers must be prepared to have unsold plants that will need to be returned to the greenhouse facility
- **A number of practical strategies for marketing at farmer's markets** are provided in the publication *Fresh Vegetables, Marketing and Production Guidelines*, Alberta Agriculture, Food and Rural Development, 1994. Some of the pointers for marketing at farmer's markets are:
 - keeping the same stall location helps establish a market presence
 - sell only high quality products
 - work to establish a reputation as a grower of good plants
- Producers may attempt to increase their revenue and profit levels through increasing the scale of the operation, achieving cost efficiencies and marketing larger volumes of high quality, consistent plants to wholesalers and retailers.
- Producers seeking to market bedding plants to wholesalers and retailers must understand the marketing strategies of different retail clients. For example, one retailer may peruse the strategy of lowest prices while another may peruse the strategy of only selling high quality plants.
- Producers who sell to wholesalers and retailers must produce plants that have high durability and shelf life. Producers must also have production processes that allow the operator to produce the plants in containers specified by the retailer.
- Producers seeking to market to wholesalers and retailers must be prepared to perform the following activities:
 - make business calls with wholesalers, retailers and garden centres in order to develop markets for the products
 - maintain contact with buyers and developing contacts with prospective buyers
 - assess new trends in order to respond to changing consumer tastes and preferences
 - sort, handle and package plants as required by each retailer or wholesaler
 - be prepared to deal with several different markets each requiring specific products

11 Bedding Plants IV, A Manual on the Culture of Bedding Plants as a Greenhouse Crop; Edited by E. Jay Holcomb, Pennsylvania Flower Growers, 1994, pg.319.

12 Fresh Vegetables: Marketing and Production Guidelines, Alberta Agriculture Food and Rural Development, 1994.

13 Fresh Vegetables: Marketing and Production Guidelines, Alberta Agriculture Food and Rural Development, 1994.

- *The critical marketing issue* for the manager of a bedding plant enterprise is to research the various markets in order to determine which crop(s) to grow, to identify a target market for the plants and to determine how the plants are going to be marketed. As well, growers must be prepared to stay aware of trends, consumer tastes and preferences. Furthermore, the bedding plant operator must be prepared to continuously work to provide the precise products required by their customers.

3. Production Basics

- Marketing considerations should be a primary consideration in determining what plants to produce, how to produce them and when to produce them.
- The basic production process for bedding plants consists of the following key activities:
 - scheduling
 - seeding, germination and seedling production
 - irrigation
 - fertilization
 - pest control
 - harvesting
 - marketing
- In developing a production process each producer must consider the production resources available to them. The facilities, site, labor, equipment resources and potential markets available to a producer will determine the nature of the production process implemented by the producer. New entrants, with limited resources, will have production processes that are basic in nature. Established operations will have more intensive production processes that use modern technology and equipment, but also require larger developed markets.
- *Critical management issues* in the production process are:
 - **facilities planning** – The greenhouse facility must provide both an ideal environment for bedding plant production and a layout that allows for the efficient use of labor and equipment for handling the crops. When developing a new greenhouse facility, producers will need to consider the following issues:

- the size of the greenhouse, relative to market opportunities
- the orientation of the greenhouse
- the roof angle
- the type of glazing
- the heating requirements and heating system
- cooling and ventilation requirements
- space requirements for storage, work area and production area
- production equipment
- materials handling equipment

Developing a greenhouse facility is a major step that will affect both the production efficiency and economic well being of the business for a long time. Producers making this step must be prepared to do considerable research in order to determine the most appropriate facility for their operation and situation.

- **crop and variety selection** – The decision as to which bedding plants to grow will be based on market research and production capabilities. The grower will also have to determine the most appropriate variety of a particular crop for their particular operation.
- **scheduling** – Bedding plant producers must have their plants in prime condition when the customers want them. This means the producer must determine the plants to be grown, the containers the plants will be grown in, the stage (of plant development) that the plant will be marketed at and the production procedures that will be used.
- **containers** – Growers must determine the size and style of container that meets consumer needs and conforms to their production process. Bedding plants are sold both as individual plants and in packs of multiple plants. The Alberta Horticulture Industry Survey indicates that 97 per cent of ornamental bedding plants and 93 per cent of vegetable bedding plants are sold in packs.¹⁴
- **seeding** – Producers need to compare and choose between directly seeding into seeding flats or using plugs. Plugs are produced by seeding into individual seedling cells. Plugs have a number of growing advantages pertaining to seedling development and ability to survive transplanting. Individual growers will need to research these methods and determine which is best for their situation.

14 Alberta Horticulture Industry Survey Report; Council of Alberta Horticultural Industries, December 1994, pg. 6.7.

- **irrigation** – Growers will need to determine the best irrigation practices for their situation. Irrigation practices will have an effect on plant growth, plant size and timing.
- **fertilizer** – Fertilization is a critical element in bedding plant production. For each crop, growers must determine the desired growth rate and how fertilizer rates and formulation will be adjusted to each growth stage.
- **light, temperature and carbon dioxide levels** – Producers of bedding plants need to manage these factors in order to achieve desired plant production in an economic and timely manner.
- **height control** – is necessary in producing plants that have customer appeal as well as the ability to handle shipping and transplanting stresses. Producers can manage their production process to achieve an ideal height through variety selection, cultural practices, environmental conditions and the use of growth regulating chemicals.¹⁵
- **disease control** – Disease prevention is a necessary management factor in order to prevent any reductions in plant numbers or plant quality. Disease control can be achieved through the following management activities:¹⁶
 - selecting plants that are disease resistant and adapted to local conditions
 - using disease free seed or cuttings
 - preparing disease free growing medium
 - maintaining proper growing conditions
 - monitoring plants for disease and respond promptly with treatment
- **weed control** – is necessary to prevent infestations that can reduce bedding plant quality and quantity. Growers need to determine weed control programs that focus on eliminating weeds in growing areas, preventing weed growth and eliminating weeds as they appear.
- **insect control** – is necessary to prevent damage to seedlings and salable plants. Growers must be familiar with potential insect problems and management practices for preventing and controlling insect problems.

- *The critical production management issue* for producers are:
 - the need to balance production and marketing issues in production decisions
 - the need to develop an effective production process, monitor the performance of that process on a regular basis, and make adjustments as required
 - the need to continually seek out research information and production practices that will contribute to improved yields and quality

4. Economic/Finance Basics

- Bedding plant production is an intensive form of agriculture which requires good performance in marketing, production and finances in order for the business to be viable. High levels of income are achievable in bedding plants operations, however the grower must be prepared to contribute high levels of management and accept high levels of risk.
- Bedding plant growers will be continually challenged to achieve a balance between producing products that meet consumer needs, achieving a good market price and controlling production costs.
- Individual managers must be prepared to keep accurate records of their production costs to be used in:
 - developing price strategies for their products
 - monitoring the profitability of the bedding plant enterprise
- Growers must be prepared to research the prices, costs and operating requirements of various types of bedding plant operations. Also, growers must be prepared to estimate the costs and returns for the specific operation(s) they are considering putting into place.
- The following economic information focuses on the production costs and economic returns of bedding plant greenhouses. This 2000 information was obtained from eight bedding plant greenhouse operators in Alberta and published by Alberta Agriculture Food and Rural Development.¹⁷ These figures are provided to give bedding plant growers an overview of the costs and returns of a bedding plant enterprise.

15 Bedding Plants IV, A Manual on the Culture of Bedding Plants as a Greenhouse Crop; Edited by E. Jay Holcomb, Pennsylvania Flower Growers, 1994, pg. 197.

16 Bedding Plants IV, A Manual on the Culture of Bedding Plants as a Greenhouse Crop; Edited by E. Jay Holcomb, Pennsylvania Flower Growers, 1994, pg. 245.

17 The Economics of Greenhouse Crop Production, 2001. Economics Unit, Alberta Agriculture, Food and Rural Development.

- The figures presented reflect the operation of a single enterprise greenhouse. The production costs for individual enterprises will vary due to size, location, crops, machinery, labor use and marketing activities.
- *The critical economic issue* for market gardeners is to be able to achieve **all** of the factors necessary for their enterprise to be profitable. These factors are:
 - determining what plants are required by various markets
 - producing the product that meets the buyer's specifications
 - developing a specific market for the plants
 - achieving a market price for the product that is competitive and profitable
 - performing the production, harvest and marketing activities at a cost that can be covered by revenues

Greenhouse Bedding Plant Operation

Operating Basics

Building area (sq.ft.)	26,238.00
Land area (acres)	7.85

Capital Investment Required

Item	Purchase Price	Depreciation \$/Year	Interest Cost \$/Year	Total Investment Cost	Total Cost \$/Sq. Ft.
Land	\$23,537.14	–	\$1,765.29	\$1,765.29	\$0.07
Building investment	\$133,085.29	\$4,657.98	\$9,981.40	\$14,639.38	\$0.56
Equipment investment	\$164,574.50	\$9,724.16	\$12,343.09	\$22,067.25	\$0.84
Automotive investment	\$24,457.14	\$2,445.71	\$1,834.27	\$4,279.98	\$0.16
Total Investment	\$345,654.07	\$16,827.85	\$25,924.05	\$42,751.90	\$1.63
Total Investment per Square Foot	\$13.17				

Bedding Plant Operation Annual Production Costs and Returns

Greenhouse production Area (sq. ft.)	26,238	
	Total Dollars	Dollars Per Square Foot
Revenues		
Sales revenue	\$206,889.19	\$7.89
Operating Costs		
Growing media, seeds and cuttings	\$24,731.01	\$0.94
Fertilizer and chemicals	\$1,857.86	\$0.07
Containers, labels and tags	\$10,020.71	\$0.38
Greenhouse fuel – natural gas	\$18,066.43	\$0.69
Utilities	\$3,848.64	\$0.15
Greenhouse insurance	\$1,745.34	\$0.07
Repairs and maintenance	\$2,763.86	\$0.11
Auto fuel, repairs, licenses & insurance	\$5,083.50	\$0.19
Taxes	\$4,267.86	\$0.16
Small tools, supplies & miscellaneous	\$2,390.71	\$0.09
Advertising and marketing costs	\$1,928.57	\$0.07
Freight and/or trucking costs	\$1,240.71	\$0.05
Assoc. dues, professional fes & promotion	\$4,938.29	\$0.19
Hired labour	\$33,424.93	\$1.27
Labour insurance and benefits	\$281.43	\$0.01
Interest on operating loan	\$2,724.29	\$0.10
Total Operating Costs	\$119,314.14	\$4.55
Investment Costs		
Interest on land	\$1,765.29	\$0.07
Interest on buildings	\$9,981.40	\$0.38
Interest on equipment	\$12,343.09	\$0.47
Interest on automotives	\$1,834.27	\$0.07
Total Investment Costs	\$25,924.05	\$0.99
Production Costs		
Operating costs	\$119,314.14	\$4.55
Depreciation	\$16,827.85	\$0.64
Investment costs	\$25,924.05	\$0.99
Operator's labor	\$37,567.57	\$1.43
Total Production Costs	\$199,633.61	\$7.61
Management Factors		
Returns over operating costs	\$87,575.05	\$3.34
Return to management	\$7,255.58	\$0.28

Source: Economics Unit, Economics & Competitiveness Division – Alberta Agriculture, Food and Rural Development, Edmonton.

5. Resources

The following resources are available to individuals seeking to take a more detailed look at the bedding plant industry.

Industry Associations

Alberta Market Gardeners Association
Crop Diversification Centre – South
SS 4
Brooks, Alberta T1R 1E6
Phone: (403) 362-3391

Alberta Greenhouse Growers Association
C/O Olds College
Land Sciences Building
4500 - 50 Street
Olds, Alberta T4H 1R6

Websites

Alberta Greenhouse Growers Association
<http://www.agga.ca>

Crop Development Centre – South
<http://www.agric.gov.ab.ca/ministry/pid/cdcs/index.html>

Crop Development Centre – North
<http://www.agric.gov.ab.ca/ministry/pid/cdcn/index.html>

Publications

*The Economics of Greenhouse
Bedding Plants*
Economics Unit
Alberta Agriculture, Food and Rural Development

The Making of a Successful Greenhouse Project
By Dr. M. Mirza
CDCN - 2000 - GP-3, 2000
Available through Crop Diversification Centres

Bedding Plants Production Guidelines
By Dr. M. Mirza, M. Younus, P. Bains and
K. Ampong-Nyarko
CDCN - 2001 - GP-1
Available through Crop Diversification Centres

Plant Nutrition and Fertilizer Management
By Dr. M. Mirza and M. Younas
CDCN - 2001 - GP-2
Available through Crop Diversification Centres

Production and Marketing

Dr. M. Mirza
Greenhouse Crops Specialist
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RR 6, 17507 - Fort Road
Edmonton, Alberta T5B 4K3
Phone: (780) 415-2303
Fax: (780) 422-6096

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SS 4
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Phone: (403) 362-1312
Fax: (403) 362-1326

6. Key Management Issues

- If you continue to investigate this agricultural business opportunity, it's essential that you are able to answer the following questions concerning the production and marketing of bedding plants.
 - Have you clearly defined the products you will be marketing and the target market that you will be marketing to?
 - Have you determined how you will access your market?
 - Have you clearly defined the production process and the production resources that you will require to produce for the specific market(s) mentioned above?
 - Have you clearly defined the marketing activities that you will be required to perform in order to market your product to the specific market segment mentioned above?
 - Are you aware of the intensive management required by the production activities of a greenhouse bedding plant operations?

- Are you aware of the amount of time you will have to devote to continuously researching your markets and to adjusting your production activities to best meet the needs of customers?
- Are you aware of the key performance factors and the level of performance you will have to achieve for each, in order for your business to be economically viable?
- Have you objectively and thoroughly compared the marketing, production, economic and management requirements of a bedding plant enterprise together with the resources, skills and abilities that you have available?

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7. Sample Customer Survey

The following customer survey questionnaire was developed by the Horticultural research Institute of the American Association of Nurserymen.¹⁸

- Is this where you buy most of your plants and garden supplies?
- What facts about this garden centre influenced your decision to shop here today? (Check as many as you wish)
 - closest, most convenient
 - service
 - wide selection of products
 - high quality products
 - saw advertising
 - hours of service
 - prices
 - overall appearance of center
 - just wanted to come in

- Your rating of our facilities and service can help us improve. Don't be afraid to offend us, but don't avoid praise either. Just check off each item to let us know how we are doing.
- How do you think our prices compare to those of other garden centers?
- Have you ever compared our prices elsewhere?

	Poor	Average	Good	Great
Display of plants				
Inside	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outside	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Labelling of plants-prices and type				
Inside	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outside	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wide selection of plants				
Inside	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outside	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Layout of garden centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of our products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prices of our products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
House plants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outside plants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hardware	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pots	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our hours of operation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Courteous salespeople	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable salespeople	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

¹⁸ Bedding Plants IV, A Manual on the Culture of Bedding Plants as a Greenhouse Crop; Edited by E. Jay Holcomb, Pennsylvania Flower Growers, 1994, pg.318.