

# **OFA – The Association of Horticulture Professionals**

## **Strategic Plan** *(February 2010)*

<p style="text-align: center;"><b><i>10-15 YEAR PLANNING HORIZON</i></b> <b><i>CORE IDEOLOGY &amp; ENVISIONED FUTURE</i></b></p>
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**Core Ideology**

**Core Purpose:**

To support and advance professional horticulture.

**Core Organizational Values:**

- Visionary leadership
- Responsible stewardship
- Professional development
- Business success and entrepreneurship
- Absolute integrity

**Envisioned Future**

To become the premier North American professional horticulture association.

**Vivid Description of the Desired Future:**

OFA is *the* recognized leader in the horticulture industry. It is the premier North American professional horticulture association and is known worldwide as a resource for information, professional development, and the place where industry buyers and sellers come together. The North American horticulture industry benefits from the association's global reach and the aggregation of knowledge and expertise worldwide.

OFA fosters collaboration between horticulture organizations and others in creating a more unified industry, a richer membership experience, and higher quality products and services for the consuming public. OFA's members are forward-thinking, recognized advocates, and are the preferred source for professional horticulture products and services.

**3-5 YEAR PLANNING HORIZON  
OUTCOME-ORIENTED GOALS, OBJECTIVES, METRICS,  
AND STRATEGIES**

**Goals, Objectives, Metrics, and Strategies**

**I. Goal Area: Professional Development**

A. Goal Statement: The association has expanded its professional development opportunities targeting the garden center segment.

**II. Goal Area: Industry Collaboration**

A. Goal Statement: The association facilitates industry collaboration by bringing together industry organizations and others to improve the success and viability of horticulture professionals.

**III. Goal Area: Connecting Buyers and Sellers**

A. Goal Statement: The association leads in connecting buyers and sellers from all horticulture industry segments.

**IV. Goal Area: Industry Leadership Development**

A. Goal Statement: New professionals recognize and engage in OFA as their association for developing and preparing industry leaders.

## **THREE - FIVE YEAR PLANNING HORIZON ASSUMPTIONS ABOUT THE RELEVANT FUTURE**

*In order to make progress against the 10+ year Envisioned Future, an association must constantly anticipate the strategic factors likely to affect its ability to succeed, and to assess the implications of those factors. This process of building foresight about the future will help OFA to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan on an annual basis. As the outcome-oriented goals that will form the basis of the long-range strategic plan will be based on this foresight, annual review of these statements will be an appropriate method of determining and ensuring the ongoing relevance of the strategic plan.*

### **Assumptions**

#### **Demographics and Social Values**

1. Households will continue to garden.
2. The use of plant materials will continue to vary by geographic region.
3. The average age of the population will continue to increase.
4. The population will continue to have more options for their time.
5. Gardening and decorating will assist in maintaining home values.
6. Younger generations are interested in using plants for edible and decorative purposes.
7. There will be increased interest in sustainability and “green concerns.”
8. The expectation for greater information accessibility will increase.
9. Discretionary income will influence plant purchasing decisions.
10. The definition of “gardening” will continue to evolve with changes in lifestyles.

#### **Legislation and Regulation**

1. There may be a “time-out” on the enforcement of industry regulation and legislation.
2. There will be greater regulations on genetically-modified and invasive plants.
3. Immigration will continue to be a significant political issue.
4. There will be increased regulations on water use, management, run-off, etc.
5. There will be regulatory/legislative changes to the U.S. health care system.
6. There will be increased taxes.
7. There will be the development of alternative and renewable energy.
8. There will be more regulations related to sustainability (plastics, pesticides, and fertilizers).

#### **Global Business and Economic Climate**

1. There will be lower margins on our products.
2. Environmental awareness, sustainability, and responsibility can impact both business opportunities and responsibilities.
3. Economic conditions will continually drive gardening practices and interests in horticulture products and services .
4. The recession will impact our industry.
5. Fuel cost fluctuations will impact businesses globally.
6. Relaxation of Q-37 will increased finished product allowed from other countries.
7. There will be tighter credit lending regulations.

8. There may be psychological impacts of foreclosures and property depreciations.
9. There will continue to be less availability of credit.

### **Science and Technology**

1. There will continue to be new varieties of flowers and plants.
2. There will be increased awareness of environmental issues and business/information technology.
3. Automation will increase and enhanced.
4. New technology will arise due to greater demand for energy conservation and environmental concerns.
5. The Internet will increasingly influence buying decisions.
6. The labor force will be more attracted to science and technology jobs than opportunities within horticulture.
7. There will be increased funding challenges for extension research.
8. The use of new technology and science will result in higher quality flower and plant products and services.
9. The labor force will be more attracted to anything *but* horticulture.

### **Industry Competition and Structure**

1. Industry competition will increase through more efficient players.
2. There will be growing competition for the consumer's increasingly limited discretionary dollars.
3. Big box stores will continue to drive prices and supply.
4. There will continue to be competition and/or collaboration between large production facilities and small growers.
5. There will be greater competition from "off-shore" cut-flower growers.
6. There may be increased competition for workers as the economy begins to improve.
7. Consolidation influencing distribution, creating fewer competitors and increasing pricing pressure due to oversupply.