

NEW VOICES ... NEW IDEAS ... NEW PERSPECTIVES!

**New England Nursery Association Annual Meeting
February 6, 2009**

Speed Review of New & Noteworthy Books for Green Industry Professionals

**Title: The Discipline of Market Leaders: Choose Your Customers,
Narrow Your Focus, Dominate Your Market**

Author: Michael Treacy and Fred Wiersema

Review by: Carol Huntington, Pleasant View Garden, Loudon, NH

This book was definitely worth the read! Even though some of the companies cited may not be the newest examples for 2009, the principles still apply

My top takeaways:

Successful organizations (the market leaders) EXCEL at delivering one type of value to their chosen customer base.

The key is to FOCUS on one of the following "value disciplines"

1. Best cost (operational excellence) – no frills, Wal-Mart, McDonald's, Southwest
2. Best product (product excellence) – new good stuff year after year – Nike, Intel, 3M
3. Best total solution (customer intimacy) – it is not about price or specific product, but is service – Nordstrom

Market Leaders then build their organization around one of these value disciplines (this does not mean lacking standards in the other value disciplines). Year after year. They stake their organizations reputation on the value discipline.

Market Leaders know that they cannot be all things to all people.

They ask these questions –

1. What does our company do better than any other?
2. What unique value do we provide to our customers?
3. How will we increase that value next year?

The chosen value discipline is where the company stakes its claim in the marketplace

Why do companies fail?

1. Because other businesses in their market have increased value offered, either by; improving products, cutting prices, enhancing service
2. Declining value to customers – new code of competition
3. Management teams vs. committee mentality

New rules of competition

1. Provide the best offering in the marketplace by excelling in a specific dimension of value
2. Maintain threshold of standards on the other value dimensions
3. Dominate your market by improving value year after year

More....

How I plan to put the new ideas to work:

I was taking notes throughout the time spent reading this book. My personal notes included the following actions for Pleasant View and myself

1. Senior Management Team (SMT) must clarify where PVG currently stands and why?

- Which is our value discipline?
- What are the dimensions of value customers care about?
- Where does PVG stand with competitors on these values?
- Where and why does PVG fall short in these values?

2. Company must develop realistic values

- What would customers view as unmatched value?
- could competitors quickly better the value
- What kind of operating model would deliver the value proposition at a profit?
- What changes would the company have to implement