



# EAGL

## EXECUTIVE ACADEMY FOR GROWTH & LEADERSHIP

### WHEN IT'S TIME...

to work ON your business,  
not IN the business.

### WHEN YOU NEED...

to develop a framework for a  
robust and organic strategic plan.

### WHEN YOU'RE READY...

to expand your network and  
develop more resilient relationships.

### WHEN YOU KNOW...

you need better metrics to guide  
your decisions.

... THEN YOU'RE READY TO  
BECOME AN EAGL.

APPLY TO JOIN THE EAGL KAPPA COHORT,  
STARTING IN JUNE 2021. COMPLETE YOUR  
APPLICATION ONLINE AT: [www.eaglnetwork.com](http://www.eaglnetwork.com)



EAGL alumni immersed in the EAGL Explorations 2016: Italy tour



Theta cohort at the Strategy Module



Gamma cohort graduation



Zeta Cohort Kickoff

## ABOUT THE EAGL PROGRAM

A NEW DECADE, and the end of “a year like no other,” reminds us of the significant challenges on the horizon for the commercial horticulture industry: increased regulatory pressures, reduced labor availability, an exponential increase in consumer interest in our products (but for how long?), and supply chain instability. **Is your business well-positioned to survive and thrive in the coming decade? Now is the time to shift your perspective, roll up your sleeves and take your business to the next level.**

Now in its NINTH year, EAGL is an executive ‘mini-MBA’ curriculum tailored to the nursery and greenhouse industry, led by Dr. Charlie Hall at Texas A&M University\*. This University-recognized certificate program has been designed 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 (and Zoom meetings as needed!). Throughout the year, the group becomes a peer support network – 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.



**COVID-19 pivoted Iota cohort to outdoor learning**



**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
- Your MarketMetrics Onboarding
- Profit Philosophy



### 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"
- Profit Philosophy
- Driving Value: Wealth Management and Succession Planning
- Graduation Ceremony





Eta Cohort soaring above the Mississippi River during the Strategy Module



EAGL Beta cohort during Marketing module

## FACULTY



**ATM** | **TEXAS A&M**  
UNIVERSITY®

**Dr. Charlie Hall**, EAGL's chief curriculum officer and lead strategy and finance 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.



**StandPoint**®

**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.



**MonkeyBar**  
MANAGEMENT

**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. Kellee also serves as a contributing EAGL faculty member in the areas of Leadership, Change Management, and the GALLUP StrengthsFinder program. 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 more than 20 years of connection to the commercial horticulture and agriculture industries. Kellee also facilitates/advises a series of peer groups for garden retailers and is the co-founder of the Your MarketMetrics program.



**MonkeyBar**  
MANAGEMENT

**Corey Bordine** has served as one of EAGL's supporting finance faculty members 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.



## KAPPA COHORT PROGRAM SCHEDULE – 2021 / 2022

MODULE	LOCATION	DATES
Kickoff & Pre-Strategy	WEBINAR	Thursday May 27 2021 10am Central / 8am Pacific (75 minutes)
Strategy Module	TBD	Monday June 21 – Wednesday June 23, 2021
Post-Strategy / Pre-Marketing	WEBINAR	TBD
Marketing	TBD	Wednesday September 8 – Friday September 10, 2021
Post-Marketing / Pre-Finance	WEBINAR	TBD
Finance	TBD	Wednesday November 10 – Friday November 12, 2021
Post-Finance / Pre-Capstone	WEBINAR	TBD
Capstone & Graduation	TBD	Wednesday February 2 – Friday February 4, 2022

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.



Iota cohort met virtually for part of the COVID-19 year



## TUITION INVESTMENT

Like in your own businesses, the 2020 year taught us a lot of things, including how to be very flexible with our planning! In addition to adapted curriculum elements which can be delivered virtually where needed, the EAGL program now has implemented significant safety protocols for all of our in-person sessions, including: utilizing exterior meeting spaces or larger interior / exterior spaces with enhanced fresh air exchange, selecting properties with rigorous cleaning protocols, plexiglass partitions for 1:1 meetings where needed, providing PPE and additional cleaning during sessions, limiting cross-contamination of surfaces and enhanced food service management. You can trust that our staff has taken every possible precaution to keep our small groups safe.

### **Your \$25,995 comprehensive tuition investment includes the following:**

- All educational materials, 4 webinars and 4 in-person meetings
- 2-3 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 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 \$10,245 will be due upon approval of the application via check (made out to MonkeyBar Management, administrative agent for the program) or ACH / credit card (an invoice will be sent via email for secure online payment).

9 monthly installments of \$1750 will be due beginning June 1, 2021, then on the first of each month thereafter, with final payment due February 1, 2022.

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.

## 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!

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

### CLASS KEY

- A** Alpha Cohort (2014)
- B** Beta Cohort (2015)
- G** Gamma Cohort (2016)
- E** Epsilon Cohort (2017)
- Z** Zeta Cohort (2018)
- H** Eta Cohort (2019)
- Θ** Theta Cohort (2020)
- I** Iota Cohort (graduates 2/2021)

Andy Aiken	I	Grower Direct Farms (CT)
Karin Walters	I	Walters Gardens (MI)
Ryan Hop	I	Walters Gardens (MI)
Alan Jones	I	Manor View Farms (MD)
Farai Madziva	I	Kitayama Brothers (KB) Farms (CA)
Bob Blew	I	Centerton Nursery (NJ)
Becky Thomas	I	Spring Grove Nursery (IL)
Mark van Hoef	Θ	Oregon Pride Nurseries (OR)
Joseph Roberts IX	Θ	ForemostCo (FL)
Ed Tankard	Θ	Tankard Nurseries (VA)
Dana Massey	Θ	Plantworks Nursery (NC)
W. Scott Epps	Θ	Plantworks Nursery (NC)
Steve Bennett	Θ	Riverbend Nurseries (TN)
Richard May	Θ	May Nursery (FL)
Travis Gill	Θ	Matsudas Nursery (CA)
Charlie Allen	H	GreenBiz Nursery (NC)
Sam Barkley	H	J. Frank Schmidt & Son (OR)
Evan Jones	H	Spring Creek Growers (TX)
Lauren Kirchner	H	Spring Creek Growers (TX)
Courtenay Koontz	H	Trees of Corrales (NM)
Steve Knezick	H	Pinelands Nursery (NJ)
Ryan Overdevest	H	Overdevest Nurseries (NJ)
Robert Saunders	H	Saunders Bros. Inc (VA)
Jack Sellew	H	Prides Corner Farms (CT)
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	Sunset Farmstead (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	G	Hans Nelson & Son (OR)
Jon Reelhorn	G	Belmont Nursery (CA)
Jonathan Berry	G	J. Berry Nursery (TX)
Andy McNitt	G	McNitt Growers (IL)
Jill Hoffman	G	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)

POST-GRADUATION:  
THE NETWORK  
CONTINUES



# EAGL

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FOR GROWTH & LEADERSHIP

THE EAGL KAPPA COHORT,  
STARTING IN JUNE 2021.

A COLLABORATION BETWEEN:



COMPLETE YOUR APPLICATION ONLINE AT:  
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#### ONLINE BENCHMARKING

Companies will begin the key performance indicators benchmarking process during the Finance module, and can maintain participation in this national benchmarking program after graduation at preferred EAGL rates.



#### 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 alumni gatherings when, 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

Periodically, 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.