

## Technical Sessions

**VICE-PRESIDENT VERL HOLDEN:** It is with great pleasure that I welcome you to the 32nd Annual Meeting of the I.P.P.S. Western Region. We have over 300 persons registered, the largest for any I.P.P.S. meeting in Oregon. We are here in Beaverton, which got its name in the early days from the thousands of beavers which inhabited this area along the tributaries of the Tualatin River.

We are in nursery country here—all around us. There are about 4,000 licensed nurseries in Oregon. Many large wholesale nurseries, that have nation-wide shipment of plants, are in the immediate vicinity.

We have a wonderful poster display this year, probably the best the Western Region has ever had.

I want to thank all the people on our meeting committee this year for a job well done, in particular I want to thank our program committee chairman, Richard Regan from Oregon State University Extension Service at Aurora, Oregon, who has assembled a great bunch of highly qualified speakers for this meeting.

---

## Curtis J. Alley Award of Merit

Bruce Macdonald, Director, University of British Columbia Botanical Garden was 14th recipient of Western Region's Curtis J. Alley Award of Merit. The presentation was made at the Region's annual meeting banquet at Beaverton, Oregon, September 5, 1992.

A position at the UBC Botanic Garden lured Macdonald from his native England to British Columbia in 1980. He became involved in Western Region activities soon after transferring from Region of Great Britain and Ireland that same year.

He has initiated a number of Western Region innovations. The Region's first area meeting was organized by Macdonald in 1988. He was instrumental in developing the Region's publicity and promotion program. He authored the Region's first information brochure, and also its recent revision. His idea of a travel scholarship is just now being initiated. The Region Executive Committee has just approved his suggestion to sponsor the I.P.P.S. membership of a Chinese horticulturist.

Macdonald was Western Region President in 1988-89, after serving as Vice President from 1985 to 1988. He was the Region's Alternate Director on International Board in 1988-89, and its International Director in 1989-90.

He has served on a number of committees, chairing several of them. He now chairs the Grants Committee after earlier being a member of it. He has chaired the Long Range Planning-Nominating and Honors Committees after previously serving on them. Macdonald has also been a member of the Publicity and Promotion, Newsletter, and Annual Meeting Committees.

Macdonald's involvement in I.P.P.S. was not new with his Western Region membership. It began as a member of the G.B. & I. Region, which granted him Honorary Membership in I.P.P.S. in 1980 for his many contributions to the Region. He was Secretary of G.B. & I. Region until moving to Canada.

Macdonald is a horticulturist of world renown. He became involved in the UBC Botanical Garden's innovative Plant Introduction Scheme (P.I.S.B.G.) early in its development and became the program's leader. His book on plant propagation,

*Practical Woody Plant Propagation for Nursery Growers*, has become a worldwide standard. Macdonald is in demand as a speaker on horticultural and trade programs. He has been a speaker on annual meeting programs of five of the six I.P.P.S. regions.

---

## How to be Market-Driven

### Jheri Ketcham

Clackamas Community College, Small Business Development Center, 7616 SE Harmony Road, Milwaukie, Oregon 97222

Marketing is in the news. We read about it, hear about it—everywhere we turn we're told about the virtues of marketing: How marketing can be the key to our business' success; that the nursery industry will continue to thrive if we all get down to the business of marketing; That without marketing there would be no market; And a product without a market is like an airplane without wings—it won't fly.

I don't disagree, the logic is sound, but what we fail to hear or understand, is how? What does marketing consist of? Where do you begin? How can you practically implement marketing without spending a fortune. What can you, as nursery owners and managers, do to assure a market is ready and willing when you're ready to sell.

You do this by becoming market-driven. By letting the market be your guide, your road map to your business decisions. By setting your antenna on your market and letting them shape your business. This does not mean printing a bigger and better catalog or hiring another sales representative. Convincing your market to buy is important but its only the final step to a process that begins before you make that first graft, or plant that first plant. It's a process that penetrates every aspect of your business. It's realizing that you're in business, not only because you enjoy growing plants, but because you're serving your customers' needs.

To explain how a company can become market-driven I will use examples of **how not to be market-driven**. Each illustrates a fundamental flaw in marketing strategy. Some you may be able to relate to, since they are often heard in the industry. I will also use each example to explain a major step to becoming market-driven. Steps that are essential in assuring your business has a market—and a future.

### **HOW NOT TO BE MARKET-DRIVEN: I.**

**When Making a Business Decision, Only Listen to Your Neighbor, Spouse, or Fellow Grower.** Getting assistance from friends and family is fine—if you're planning a family reunion, but they should not be relied on to direct your business. Only your market, your current and future customers, can give you the information you need to succeed. It's your market that will give you the best indication of what to grow, to what size, and what services to offer. I'm not saying to ignore the advice of neighbors and other growers but to temper it with what the market is demanding. Just because you can grow exactly what the neighbor does is no guarantee a market will appear when you're ready to sell.

So, the first step to becoming market-driven is listening to your market. It's