Florists and funeral directors stop pointing fingers and start a candid conversation about everything from commissions to corpses.
After 42 years in the funeral industry, Todd Van Beck prides himself on knowing how to really listen to the family’s wishes — and occasionally ignore them.

The veteran funeral director is so convinced a funeral without flowers is too depressing for words that he’s been known to run out and buy a bunch or two at the last minute if the family’s request for no flowers has been heeded by everybody else.

If Van Beck is the kind of funeral director florists want to clone, Kristan McNames is the kind they must capture. The 33-year-old opened Grace Funeral and Cremation Services in Rockford, Ill., last year with her husband, Bob. She visited 13 flower shops in her area, offering a commission partnership and got an audience with just two florists. Although she recognized the business potential of working with a florist, McNames admits she was completely in the dark about the major sticking point.

“I had no idea how damaging the ‘in lieu of flowers’ phrase could be until I saw the (Society of American Florists) ad in The Director,” she told Floral Management editors. “It simply wasn’t on my radar until I saw that ad. That’s why I want to work more with florists, so we can have those kind of conversations.”

Van Beck’s deep understanding of the role flowers play and McNames’ deep desire to know more about the industry illustrate the opportunities and challenges both florists and funeral directors face. For years, florists have fought to rid obituaries of the words that siphon so much business away and have seen directors as the source of those words. Funeral directors, on the other hand, have often felt like afterthoughts to florists, for whom sympathy business may represent less than 20 percent of revenues.
Whether it’s the misconception that funeral directors intentionally redirect money from florists or that florists don’t have the time to properly focus and treat grieving families well, these assumptions can drive a wedge between local businesses that should by all accounts be working together to fight economic forces hammering them both.

And many are. For instance, just this past October, a group of entrepreneurial florists took their message (and their impressive sympathy designs) straight to the National Funeral Directors Association convention in Boston. With Smithers-Oasis sponsoring their efforts, they spent months brainstorming, secured product from Delaware Valley Wholesale Group and then sat themselves right down in front of 5,000 funeral industry folks to listen and learn and show and tell. (See Eight Ways to Make a Funeral Director Smile, p. 27, to find out more.)

It’s in that spirit of cooperation that we gathered three florists and two funeral directors for a roundtable discussion. Van Beck, who now works at A.S. Turner & Sons Funeral Home in Decatur, Ga., and McNames provided an interesting contrast in the funeral industry. Van Beck has worked at independent, traditional funeral homes across the country since the 1960s, witnessing the dramatic cultural and societal trends shaping his industry. McNames, 33, and husband, Bob, operate a convenience-oriented funeral business that does pet services, offers pre-need counseling and has a Facebook page and a Twitter account.

The florists, too, provided a variety of perspectives. Manny Gonzales of Tiger Lily in Charleston, S.C., has had a commission-based partnership with a funeral home for 12 years and gets the majority of his sympathy business from that home. Bert Ford of Ford Flowers in Salem, N.H., is thankful such set-ups are discouraged in his part of the country. Instead, his sympathy work — 30 percent of Ford Flowers’ sales — comes from approximately 35 funeral homes around Salem, N.H. Tom Hamilton, AAF, of Beavercreek Florist in Beavercreek, Ohio, located just outside of Dayton, faces a challenge familiar to many florists: a couple of large, metro-area florists have long-standing relationships with funeral homes, effectively sidelining his shop from any such direct partnership. Still Hamilton has marketed his shop successfully to two main funeral homes in his town, with which he works closely and receives referrals, but without a commission agreement.

**FLORAL MANAGEMENT:** To funeral directors What’s at the root of some of the misunderstandings or tension between florists and funeral directors?

**VAN BECK:** What happens is that the funeral directors tend to be very myopic. They tend to think that their world is the most important world. There’s some validity to that, because you can’t be messing around with funerals. You don’t get a second chance to do someone’s funeral. But the florists have 80 or 90 percent of the business in other things, which just naturally collides with the funeral director’s view that our schedule is THE schedule.

Many [florists] are just as wrapped up in the family and connected to the life of their customers as we are. In my 42 years, most florists I’ve met just want to make it right, just like we do.

**MCNames:** The problem with flowers and funeral directors is that there are still those funeral directors who are grumpy, non-creative grouchies who see flowers as a burden — they have to be moved from place to place, they are messy, etc. If it’s not impacting their bottom line and if they can’t see the value in it, they won’t educate families on their options. They would prefer to have every service look, feel and be the same and not accommodate their customers. Many of us want to be innovative and work with you. We hope that they continue to act this way so that we can pick up their market share and increase our overall sales.

**FM:** What don’t funeral directors understand about the floral industry?

**HAMILTON:** Funeral directors probably don’t understand when we get the order. We can get an order at 11 a.m. and the viewing is at 3 p.m., so we have to make it happen and hope the family can be flexible with us.

**NEW KID IN TOWN**
When McNames and her husband opened their funeral home in 2009 — after working at a corporate funeral business for a decade — they discovered a tight-knit market, in which several multi-generational funeral homes had been with the same multi-generation flower shops for years. Grace has two commission-based relationships with two local florists shops. Grace gets 30 percent of the work referred.
Todd Van Beck doesn’t just talk about the importance of flowers when he’s chatting with florists in a conference call. Throughout his four decades in the industry, he’s published several articles about their role, directed at his fellow funeral directors.

The following was excerpted from an article Van Beck wrote for The Dodge Magazine, a publication for the funeral industry. You can share the advice with directors, and include some of his points in your outreach to them. See how to access the electronic file of what’s below, in More Online, p. 6.

1 **You gotta believe.** Your own belief in the value and benefit of funeral flowers will be your greatest asset in presenting this information to families. Funeral directors must share this with the entire staff to ensure no one just tosses the flowers around, undermining their role.

2 **Flowers know what to say.** The ceremony deals primarily with intellectual concepts and doesn’t fully engage the bereaved person’s feelings. Flowers express the inexpressible. It’s often difficult for those mourning a death to put feelings into words. Flowers are a visual expression of love, sympathy, and respect and give people something nurturing and restorative at a time of loss, even when they’re just in the background.

3 **You need atmosphere.** Following the service, the bereaved are left with an indelible impression of the funeral. Flowers are a very important item in this lasting impression, for they directly affect the warmth and comfort generated by the “memory picture.” The more comforting the memory picture, the more easily it is recalled by the bereaved; and the more vivid is the reinforcement of reality and actualization of loss. Flowers do not wither and die in the mind of the bereaved. They are recalled time and again as indelible memories.

4 **Families deserve their freedom of expression at time of death.** People are not cast from the same spiritual or emotional mold. Therefore, they should be free to express themselves in the manner which best conveys their emotions. Any expression that is the result of dictate ceases to be an act of the heart.

5 **Traditions don’t die.** Americans traditionally have expressed their respect for the dead and sympathy for the bereaved by sending flowers. This long-standing custom helps people express their innermost feelings. Funeral flowers are for the living and the dead. They are tokens of respect for the deceased.

6 **Flowers are soulful.** Flowers symbolize not only of the love and sympathy, but also of eternity and immortality. Flowers help minister to the bereaved by giving testimony of the love and understanding of fellow human beings. The life of flowers is fleeting. There is profound spiritual symbolism in the very fact that flowers do not last forever.

Todd Van Beck is a licensed funeral director and the public relations and family funeral care at A.S. Turner & Sons in Decatur, Ga.

**FORD:** There’s no way the funeral homes or florists can control people’s habits, especially when people are ordering flowers during a time of grief. The rule of thumb is to get orders there two or three hours before the service. But you just can’t control this, and sometimes a late order comes in. We call the funeral home and explain what happened and describe the kind of arrangement that’s coming. That way they can leave room. The whole point is that communication between some funeral directors and florists is non-existent. It is imperative.

**FLORIST Bert Ford** Owner, Ford Flowers, Salem, N.H.; Founded: 1984; Sales: approximately $2 million; Sympathy Sales: 30 percent

**NO COMMISSIONS, NO WAY**
In New England, exchanging money with funeral directors “just isn’t done.” Ford is a champion of “the work speaking for itself” mindset, and he shows how to design sympathy arrangements that get heard, as a Teleflora education specialist.
Hamilton: That’s what we love about a relationship we have with one funeral home here in town: the communication and the trust. They have a door with a code lock that lets us in 24/7. I can take things after work, before work, whenever we can. I wish the other funeral home in town would do that, because they seem to never be there. We get there at 5 some days, and it’s locked up tighter than a drum. It drives me nuts.

Van Beck: That’s a cardinal sin — there’s a deterioration of the level of quality of funeral service being offered. They’re turning things over to answering services. They’re closing earlier and not checking their messages. Who ever heard of funeral homes having hours?

FM: Tom talked about communication with his funeral homes. How important is that to maintaining a healthy sympathy business?

Gonzales: You took the words right out of my mouth. When you have good communication with the funeral home, when you know the people, when you talk to them and not just take orders — you have a relationship that allows for all the last-minute stuff. Communication is a cornerstone of any relationship, and it’s especially important here because you’ve got both the funeral home and the family to listen to. You have to listen. The least-expensive thing you can do for your business is the best thing you can do.

Ford: If communication breaks down — say, the customer wanted something contemporary, and you show up with an old-fashioned easel spray — that’s what erodes these relationships. When I travel around the country (teaching classes for Teleflora), that’s what I hear over and over: the need to have a relationship with funeral directors. But some (florists) just aren’t making the effort. Look, we have to play by their rules.

There’s a huge facet of complacency in our industry. They want to sit in their flower shops and wait for the orders to come in. To be successful in this industry right now, you have to be accessible. Where else can you have your work displayed right next to the competition other than at a funeral home? I hear people say, “Oh, I have a funeral. I’m going to clean out my cooler.” That’s the worst thing you can do. That’s like putting your dirty laundry on the porch.

FM: Manny, you have a long-time, successful relationship with a local funeral home, which accounts for a good chunk of your sympathy business. Can you talk about how you got it?

Gonzales: When we started our business 14 years ago, two funeral homes had just merged. And I just went up to them and said, ‘I really want to work with you and help both our businesses grow.’ I just asked for the business. Quite frankly, I give them a 20 percent discount on everything. We gave them urns, columns and books to show off our work.

They’ve got three chapels now, and we just keep building the business and our friendship. About two years ago, I approached a long-established funeral home with the same offer, but they declined. They didn’t want to make any waves with the florists with whom they’ve worked for a long time. But just getting a chance to show them our work

Power of the Partnership
In 2002, Gonzales courted the business of McAlister-Smith Funeral Home, got it and then equipped the owner with photo books of the shop’s sympathy work. (The success story was featured in Floral Management in 2002.) If the customer chooses Tiger Lily, the funeral home takes the order and faxes it to Gonzales. At the end of every month, Gonzales tallies the sales referred from McAlister and sends the funeral home 10 percent. He counts this as an advertising cost. Tiger Lily works with other funeral homes but only has a financial partnership with McAlister.

Florist Manny Gonzales Co-owner Tiger Lily Florist, Charleston, S.C.; Founded: 1996; Sales: 1.3 million; Sympathy Sales: 7 percent
— and our interest in pursuing the business — has helped, and we’ve become their go-to florist.

FM: Tom and Bert, was that the case for you as well — was it just a matter of asking for the funeral director business?

HAMILTON: When a new funeral home opened here, we introduced ourselves and put an arrangement at cost in their lobby — without our name on it, just as a courtesy — and that’s worked out well for us. However, (there are) larger shops in Dayton that have really entrenched relationships with the funeral homes, and it’s been next to impossible to make headway there. (See Hands On, p. 12, for how Hamilton and other Dayton-area funeral directors are making progress with the help of their wholesaler.)

FORD: I developed these relationships [with 35 funeral homes] by doing a good job — using the freshest flowers available, playing by the funeral homes’ rules. I’ve been doing this for over 25 years, and I will still personally take a load of flowers to the funeral home. Then I’ll go around the front and ask, “How are we doing?” You’ve got to do that. Don’t be defensive; just listen to what they have to say.

Also, if we know the family, we’ll send an arrangement from the shop to the service — and kind of a more con-
Traditional funerals are dying out. That trend and some other population realities are shifting the business of funerals — and, consequently, floral business.

The annual death rate of about 2.5 million has been rising about 1 percent a year and is expected to spike in the early 2020s as older Baby Boomers reach their mid-70s.

Cremations were projected to account for a projected 38 percent of all deaths in 2009, compared with 26 percent in 2000, according to the Cremation Association of North America (CANA), an industry group based in Chicago. That rate is expected to increase to almost 40 percent in 2010 and to more than 50 percent by 2025.

Environmental concerns, the lifting of religious restrictions, a loosening of tradition and increased understanding of cremation have all contributed to the spike, CANA reports. In addition, cremations cost about half as much as a traditional burial and service.

According to a recent NFDA survey, nearly 50 percent of industry respondents said “cremation and direct cremation disposal” were the most negative business trend they’ve encountered in recent years.

However, some funeral directors are adapting by seeking new customer bases for their cremation services -- in the form of pets. Manufacturers have caught on, too (see pet grave markers in New Products, p. 44).

The shift toward cremation doesn’t shut florists out of the ceremony. It just forces them to think creatively and provide more urn-specific choices. In fact, as funeral directors adapt, florists can be a resource by offering ideas for urn presentation and ceremony protocol.

“The funeral industry faces the same kind of problems the floral industry does — consolidation, national chains taking over, more limited budgets for family funerals and more cremations,” said Cheryl Bakin, the owner of Parkway Florist in Pittsburgh. Bakin was one of several florists attending and exhibiting sympathy designs at the National Funeral Directors Association convention in late October. “With the constant rise in cremation, funeral homes and cemeteries need to ensure their revenue stream stays intact,” she said.

With funerals becoming less funereal, and more like a “going-away” party, florists’ experience with coordinating vendors, meeting outlandish requests and telling a story can make them funeral directors’ best resource. They can help to personalize the events — filled with videos, favorite songs and sports memorabilia — using flowers to complement team colors. See Business of Design on p. 42 for examples. —A.L.
temporary look so people can see that we can do, something more than the easel spray. This lets us really show off what we can do.

**FM:** Todd and Kristen, what does a florist have to do to get your business?

**VAN BECK:** Historically, funeral homes are so entrenched in the community, and in many cases so are the florists. So you have these generational relationships that can be incredibly hard to break into.

I see a golden opportunity for florists to build relationships with new funeral homes coming into our industry. Get to know the funeral director, and be the type of florist who puts the family first.

**MCNAMES:** As a new business owner, having no market share, creating partnerships with commissions was key. That’s why we chose the two we work with. I did go out with this partnership idea and meet with more than a dozen flower shops before we opened, and none was interested. I couldn’t understand why they wouldn’t want me to take orders for them.

I have a florist who is willing to come here and talk about the flowers, and we have books to show, but I’m not involved in selling.

**FM:** Let’s talk more about commissions, or referral fees — what are the florists’ take on it?

**FORD:** When I hear about funeral directors working on commissions, it seems almost dictatorial. Funeral directors are not telling them where to have their mercy meal or buy their headstones. I just don’t understand why funeral directors expect they can get a cut of the florist’s business and not any other business.

**HAMILTON:** I hate to say it, but it was probably a florist who came up with the idea.

**VAN BECK:** Our relationship is very matter of fact: no endorsements. But the relationships are different all over the country. Commissions are a regional thing. It’s a sticky wicket, concerning...
A FLOWER POWER PITCHMAN
Throughout his 42 years in the industry, Van Beck has written about the importance of flowers at funerals, spoken at funeral conventions and even instituted a “flowers at every funeral” policy at one funeral home he directed. A.S. Turner & Sons does not have any exclusive partnerships with florists, nor does it list any on its Web site; but instead encourages families to call for a list of florists the home works with often.

FUNERAL DIRECTOR Todd Van Beck
Director of public relations and family funeral care, A.S. Turner & Sons Funeral Home, licensed funeral director; Decatur, Ga.

funeral transactions. The history in our industry is that the public disapproves of anything that smacks of being under the table.

At all the funeral homes I’ve worked for, we’ve operated on quality, period — no expectations of any check, because we didn’t want the investigative reporter to come whisking into the funeral home to say they’ve uncovered a plot of kickbacks and high-pressure sales. We wanted the funeral home to stand on its own. We wanted the florist to stand on its own. We’ll recommend a list of florists that have done right by us. That list is generated simply on quality. But maybe that’s just old-fashioned funeral home stuff.

FM: Manny, you have a successful relationship with a funeral home that’s based on a referral fee. Let’s hear about why that works for you.

GONZALES: I call what we have a discount, not a commission. When the family is making the arrangements, it’s stressful, and the funeral director can ask if they want them to handle the flowers. If the family says no, that’s fine. If they say yes, the funeral director will go through the books we provided (one custom, one from a wire service). The director stays a little vague to give us some design room, and they fax the order to us. They fax it to me at home if it’s after-hours. They know they can call me.

It’s become very efficient and very positive – and the key to it, just like to any other relationship with or without a commission, is quality.

I also want to stress that it is the same price for the customer who buys flowers at the funeral home and the one who walks into our shop. There’s no up-charging.

I don’t do any other marketing for sympathy business beyond that relationship.

FM: Some florists might consider the biggest challenge to growing their sympathy business is the use of ‘In lieu of.’ Many say the blame rests with funeral directors, who are quick to use the phrase in obituaries. How much truth is there to that?

MCNAMES: I didn’t realize the impact that one line could have on the floral industry until (the Society of American Florists) started that ad campaign in The Director. I have that ad printed out in my arrangement book for things we can say instead of that. We really try to steer families away from adding the “in lieu of” phrase when they want to encourage donations. For me, it helps to remind people who don’t know what to do that flowers express what they’re trying to say.

HAMILTON: On our Web site, we make sure people know that, just because a family may request that a donation be made or that no flowers are to be sent, flowers are still needed and welcome at funeral services. They show respect for the deceased and create a visual comfort. No one wants to go to a funeral home and see it stark.

GONZALES: Once funeral directors are on board, that’s the most important element. If the funeral director believes flowers should be there, then flowers get there.

VAN BECK: Look, funerals without flowers are duds. They’re sterile; they’re cold. They mirror the coldness we imagine funerals to be. But having said that, I know that funeral directors may see the push to get them to change how they do business as adversarial. Remember, these people have big egos. They want to be a source of comfort, and they don’t want to do anything to upset a family that’s already grieving or look like they’re trying to sell people down the river, with high-pressure sales tactics.

So they need alternatives, and I’m glad that florists are coming up with ways to help them talk about “in lieu of,” without sticking words in their mouth.

When I was a director, I had a policy that no funeral I did was going to be without flowers. So if I made my point about the importance of flowers and the family still wasn’t having it, well, I wasn’t going to push. I didn’t browbeat them, but if I walked in and saw absolutely no flowers on the day of the service, I’d go out and buy a bouquet myself. As soon as the family saw it, they’d see how nec-
necessary and comforting flowers are. But we have to work together to convince consumers of that before they’re sitting there in the funeral home.

**FM:** Can you talk about some of the trends that are affecting the funeral business?

**VAN BECK:** Without question, over the last 20 years the culture has changed from being body-centric to being centered on the experience. The dead body today doesn’t have the impact it did when I started and everyone got buried, everyone got embalmed and we spent hours with the body.

The “let’s have a celebration of life, a party” mentality has definitely affected everything from vault sales to flower sales. That’s not a judgment, it’s just a fact. People are just not connected to that corpse the way they used to be.

**MCNAMES:** With the advent of the Internet and access to news and marketing 24/7, we are seeing that customers are more informed, savvier and have a lot of great ideas that they’ve gleaned from other resources. The more “alternative” funerals people attend — and the more often they are exposed to different ways of memorializing a loved one — the harder both of our industries need to work to capture this market.

**FM:** How can florists work with funeral directors to take advantage of these trends?

**GONZALEZ:** The funeral director we work with recently told us that his industry was a little caught off guard by the popularity of cremation and is now in catch-up mode. They want to create a service around the cremation, one with flowers. We’re working with them to show families how to do that. We did a couple of small photo shoots of what a cremation service would look like with flowers, in contrast to a cold sterile service without any.

**FORD:** I have to wonder if the movement away from body-centric work has some economic reasons behind it, too.

**FM:** Can you talk about some of the trends that are affecting the funeral business?

**VAN BECK:** The surveys don’t show that, although I’m sure cost plays a role. The surveys show that the deteriorating family unit is eroding the connection to the body and to the kinds of services centered around it. You’ve got families who just aren’t the Waltons — and a society that wants to be young, beautiful and not face death.

**FORD:** There is an opportunity here for florists, though, to celebrate the life of the deceased and embrace this trend of not being so morbid with our designs. And it’s a way for us to have the conversation with our customers that they want to have: about the person’s life, not about their death.

Amanda Long is the managing editor of Floral Management. along@safnow.org
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Did You Know?

SAF Research Distinguishes the Flower Buyer at Every Age

SAF’s Generations of Flowers Study reveals the motivations and barriers of how Generation Y (born between 1981 - 1994), Generation X (1965 - 1980), and Baby Boomers (1946 - 1964) perceive, buy, and use flowers and floral outlets. Key findings include:

Gen Y is most likely to:
- Purchase flowers in person and deliver flowers themselves.
- Purchase flowers to impress guests in their home.

Gen X is most likely to:
- Purchase flowers as a traditional holiday/occasion gift for someone else, as a “just because” pick-me-up gift, and for home decoration.
- Prefer purchasing flowers online.

Baby Boomers are most likely to:
- Purchase mixed flowers instead of a specific type of flower.
- Find flowers appropriate for a broad range of gifting situations.

The Generations Study is helping the industry best target promotional messages and marketing vehicles for increased sales, and generate best positive media coverage of flowers. Go to www.safnow.org/generationsstudy for the study results and promotional ideas on how you can reach out to these important consumer audiences.

Promoting Flower Power

The Generations of Flowers Study is a direct result of the SAF PR Fund. See the next page for a list of industry leaders supporting this effort.

Is your supplier on the list?
Thank Your PR Fund Supporters

The SAF Fund for Nationwide Public Relations funds nationwide PR efforts that promote flowers and florists to consumers through groundbreaking research and media outreach as well as www.aboutflowers.com and www.nationalfloristdirectory.com.

Since its inception in 2001, the PR Fund has generated more than 839 million consumer impressions. Its success is possible thanks to contributions from the industry leaders listed below. Wholesalers give 5 cents per case of hardgoods purchased from suppliers who match those contributions. Growers and importers also participate through monthly contributions.

If your supplier is on this list, thank them!

PLATINUM: $20,000
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Coward & Gilsson Wholesale Florist
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Schaefer Wholesale Florist, Inc.
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Vans Inc.
Younger & Son Inc.
Zieger & Sons, Inc.

Suppliers
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Design Master color tool, inc.
FloraCraft
Garcia Group, Inc./Floral Pak Co.
Garcia Group, Inc./Plus One Imports
Highland Supply Corporation
Pokon & Chrysal USA
Smithers-Oasis USA/Floralife
Stemson’s

Growers
Asocolfiores
Importers/Distributors
Gardens America, Inc.

GOLD: $15,000 - $19,999

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SILVER: $10,000 - $14,999

BRONZE: $5,000 - $9,999

FRIEND: $100 - $999

Panzer Nursery, Inc.
Rosa Flora Limited
Sun Valley Floral Group
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Sunshine State Carnations, Inc.
Washington Bulb Co., Inc.

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