



Calyx & Corolla

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TheCaseSolutions.com

Background

- Founder, Ruth Owades pioneered the concept of selling fresh flowers by mail
- In the latest year, Calyx & Corolla consummated over 150,000 transactions with revenues over \$10 million

Main Competitors

- **Floral** - international marketplace, operates in 20,000 florists, represented the largest market share, selling 50% of florists
- **Target** - represented 10% market share and the largest annual sales for a particular florist. For a corporation has 1,000,000 florists, grew steadily in the year 2010
- **Floral** - flower retailer with slightly different concept, mostly focuses on the market

Target Consumers

- **Corporate Clients** - Professional Florists, a major opportunity for professional florists and new businesses
- **Floral** - the largest florist market, offering a wide range of products and services, including floral design, delivery, and consultation

Positioning vis-à-vis the Competitors

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Calyx & Corolla's Sustainable Competitive Advantage

- **Productivity** - Calyx & Corolla's product line is diverse, offering a wide range of products and services, including floral design, delivery, and consultation
- **Customer Service** - Calyx & Corolla's customer service is exceptional, offering a wide range of products and services, including floral design, delivery, and consultation
- **Brand** - Calyx & Corolla's brand is well-known and respected, offering a wide range of products and services, including floral design, delivery, and consultation

Growth

- **Target** - new customers through contacts in which, purchased by an individual or a corporation
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Growth Rate

- **Growth** - rate of increase of their competitors

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Main Competitors

FTD

- member-owned, worldwide cooperative of 25,000 florists (represented the largest market share, selling 59% of floriculture)

Supermarkets

- represented 18% market share and the avg. annual sales for supermarket floral departments was \$104,950, having grown fourfold in the past 10 years

Stillwater

- flower retailer with slightly different concept recently entered the market

Positioning vis-à-vis the Competition

1. **Fresher Flowers** by as many as 7-10 days
2. **Delivery Time**
 - Roses delivered to the consumer within 1-2 from time they were cut
 - Anthuriums were delivered within 3 to 4 days
 - In contrast, FTD delivered roses and anthuriums between 1-3 weeks following cutting
3. **Pricing comparable** to conventional retailers

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- **1-800-Flower** - flower retailer with slightly different concept, mostly focuses on the wedding

Target Consumers

- **Corporate Clients** - Professional florists, corporate clients, and other businesses
- **Individuals** - people who gift flowers, people who buy flowers for themselves, people who buy flowers for their loved ones

Positioning vis-à-vis the Competitors

- **Floral** - focuses on the wedding market
- **Target** - focuses on the corporate market
- **1-800-Flower** - focuses on the wedding market
- **Calyx & Corolla** - focuses on the wedding market

Calyx & Corolla's Sustainable Competitive Advantage

- **Quality** - high quality flowers
- **Customer Service** - excellent customer service
- **Price** - competitive pricing
- **Delivery** - fast and reliable delivery

Growth

- **Target New Customers** - through social media, professional florists, and other businesses
- **Expand** - expand into new markets
- **Develop** - develop new products
- **Improve** - improve delivery service

Growth Rate

- **Growth** - faster than all other competitors

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