SAF

PHOENIX

140th Annual Convention 2025

Ready for What's Next: Economic Insights to Drive Smarter Decisions

Aug 11-14, 2025

Phoenix, AZ

SAF PHOENIX

140th Annual Convention 2025

Ready for What’s Next: Economic Insights to Drive Smarter Decisions

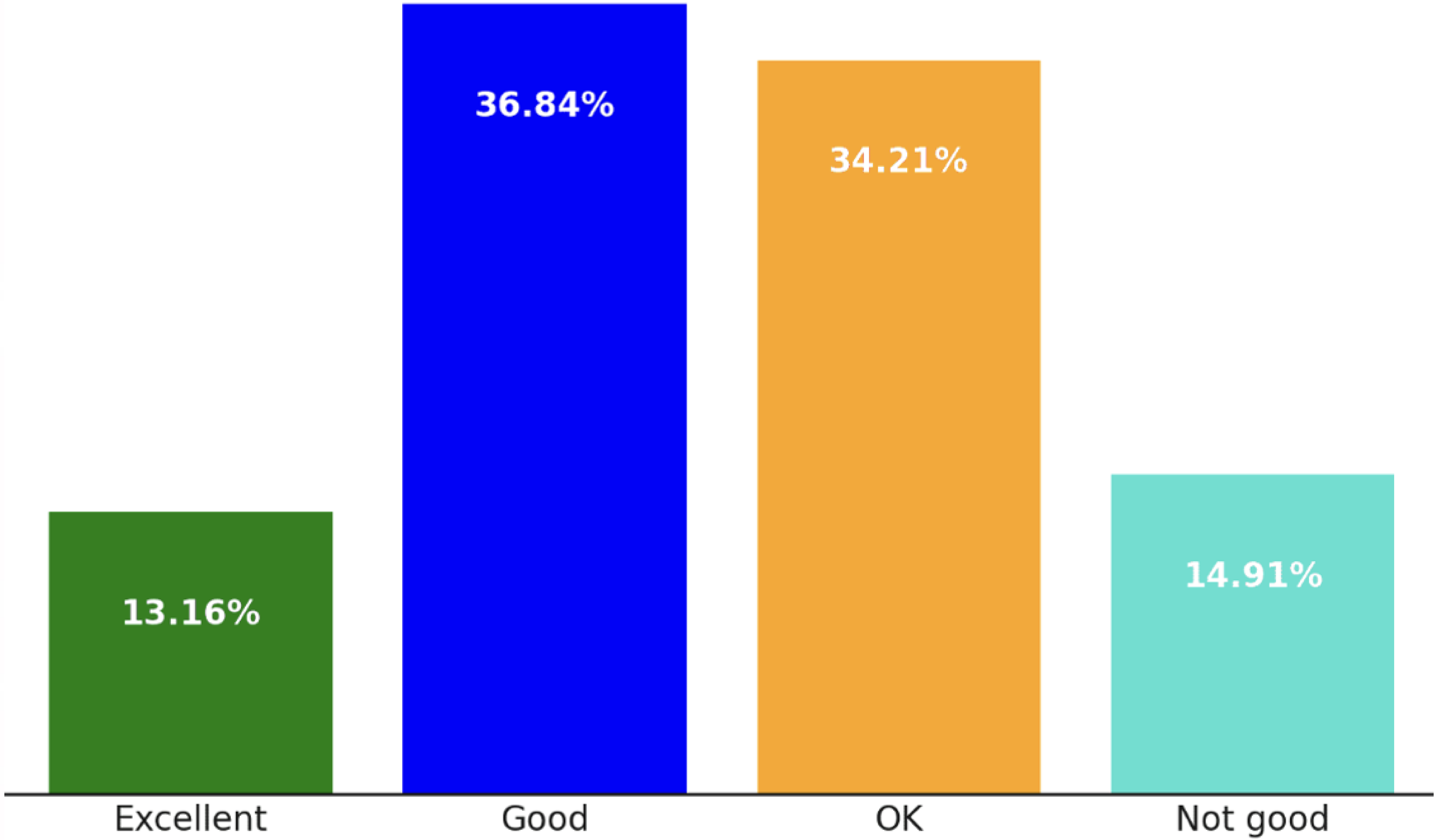
Today's topics

How has the year gone so far?

What's going on with consumers?

How will the economy fare the rest of the year & 2026?

The Year So Far?



What keeps you up at night?

Margins and cash-flow pressure. Razor-thin margins and day-to-day cash gaps threaten payroll, rent, and tax payments.

Tariffs, inflation, and other cost shocks. New duties on containers and hardgoods, plus rising insurance and overhead costs, erode gross profit.

Labor scarcity and wage escalation. Attracting and retaining skilled designers is difficult, while wages continue to rise.

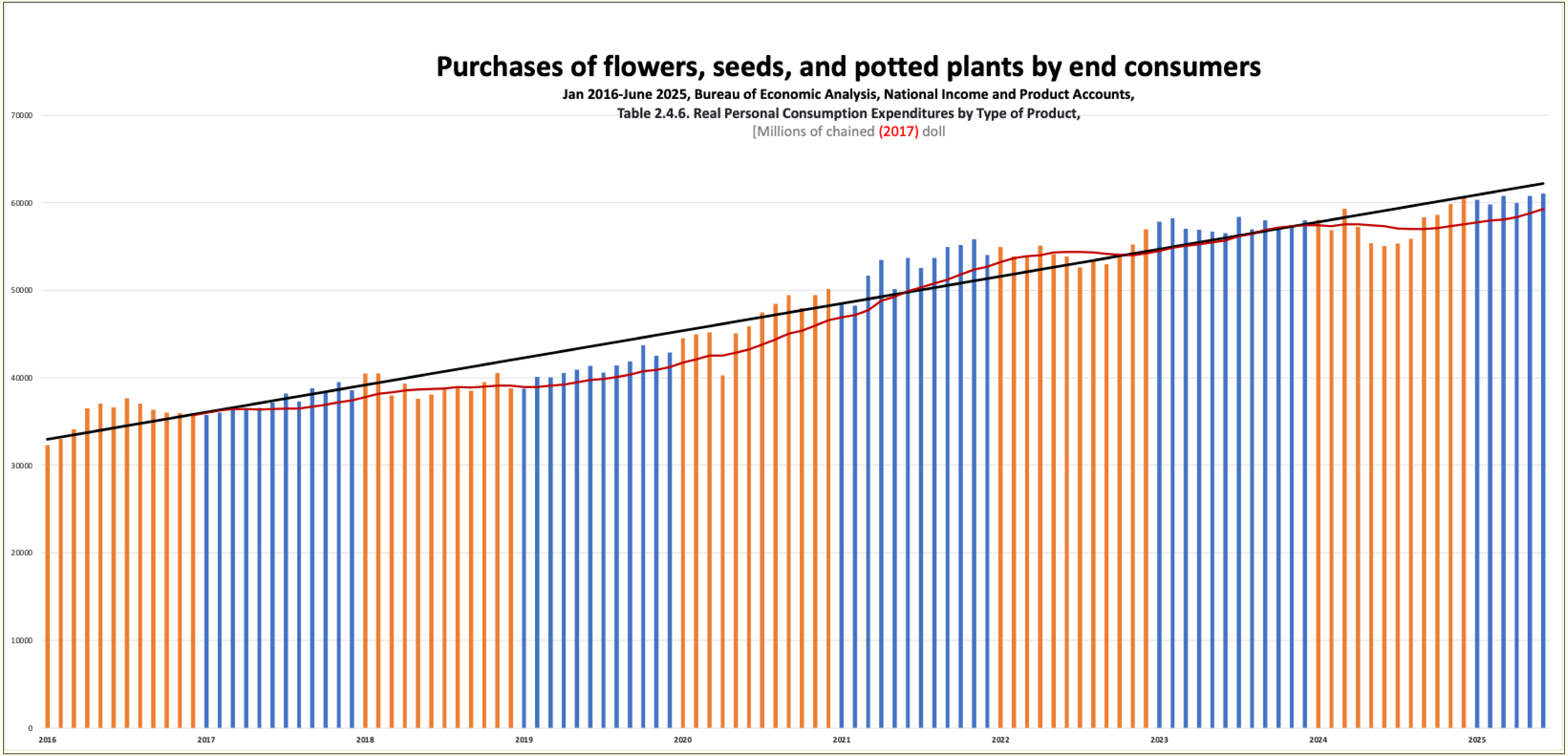
Soft demand and competitive pressures. Declining transaction counts and competition affect revenue despite higher average ticket sizes.

Macro-economic and regulatory uncertainty. Fears of recession, political volatility, and shifting regulations complicate planning and investment.

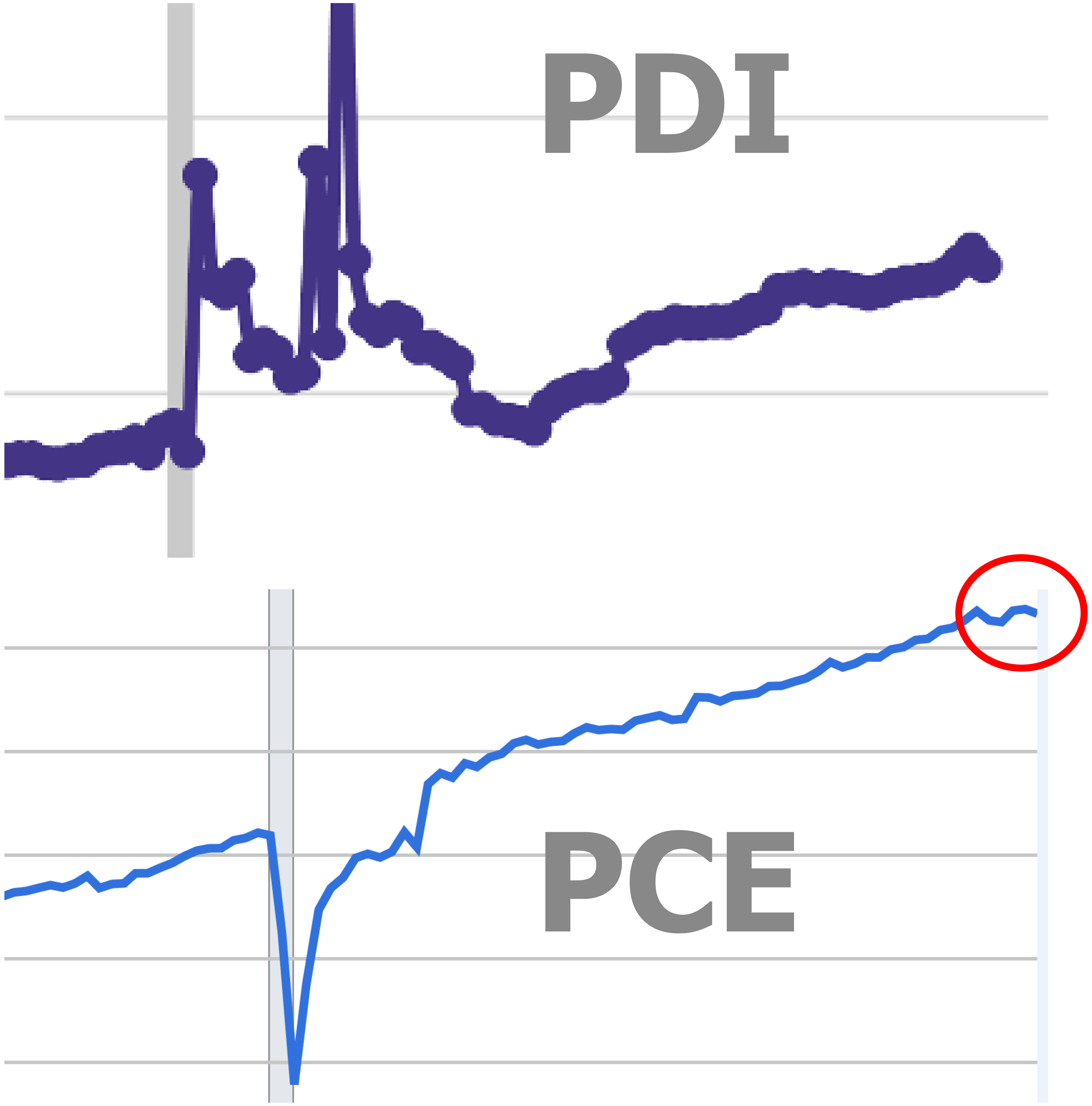
Supply-chain fragility and product quality. Perishability, inconsistent quality, and freight challenges raise doubts about meeting peak demand orders.

Questions?

If any questions come to mind, put them in the Whova app and I will save time at the end to address them.



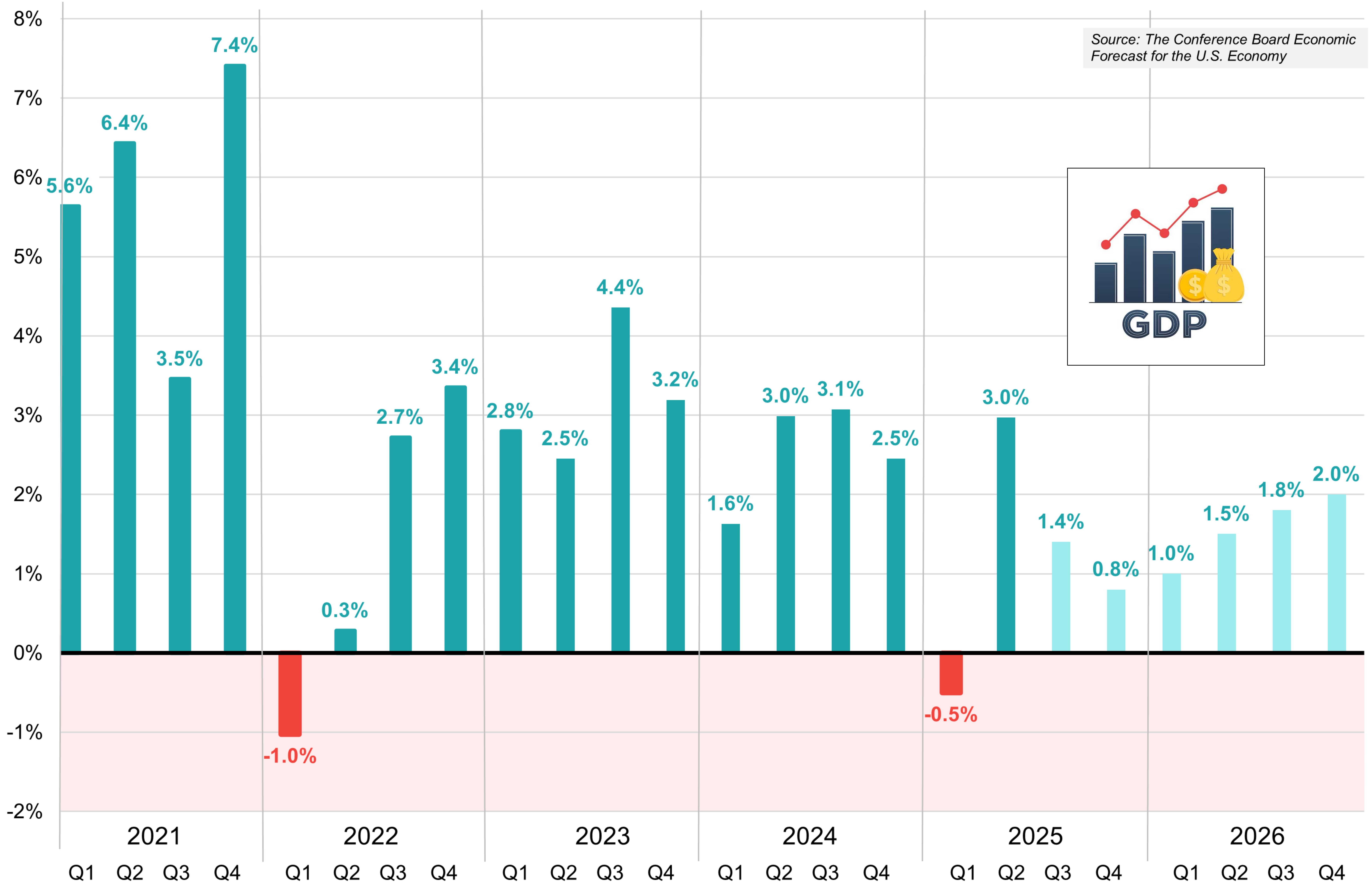
Purchases of flowers, seeds, and potted plants by end consumers
Jan 2016-June 2025, Bureau of Economic Analysis, National Income and Product Accounts,
Table 2.4.6. Real Personal Consumption Expenditures by Type of Product,
[Millions of chained (2017) doll
70000
60000
50000
40000
30000
20000
10000
0
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025


PDI
PCE

We are in the economic equivalent of the "Dog Days of Summer."

As of 2025 Q2 Advance Estimate
Forecast 2025 Q3- 2026 Q4

Gross Domestic Product (GDP)



VettaFi Advisor Perspectives
advisorperspectives.com
Data Through 2025
Q2 Advance Estimate
Contributions to Percent Change in Real GDP
8%
6%
4%
2%
0%
-2%
-4%
-6%
Personal consumption expenditures
Gross private domestic investment
Net exports of goods and services
Government consumption expenditures and gross investment
Real GDP Sum of above
2023:Q3
2023:Q4
2024:Q1
2024:Q2
2024:Q3
2024:Q4
2025:Q1
2025:Q2
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Final sales to private domestic purchasers

GDP = C + I + G + NX

GDP	=	Consumption	+	Investment	+	Government	+	Net Exports
		Household Consumption		Business Spending Inventory		Federal State & Local		Exports Less Imports

GDP

Less Inventories

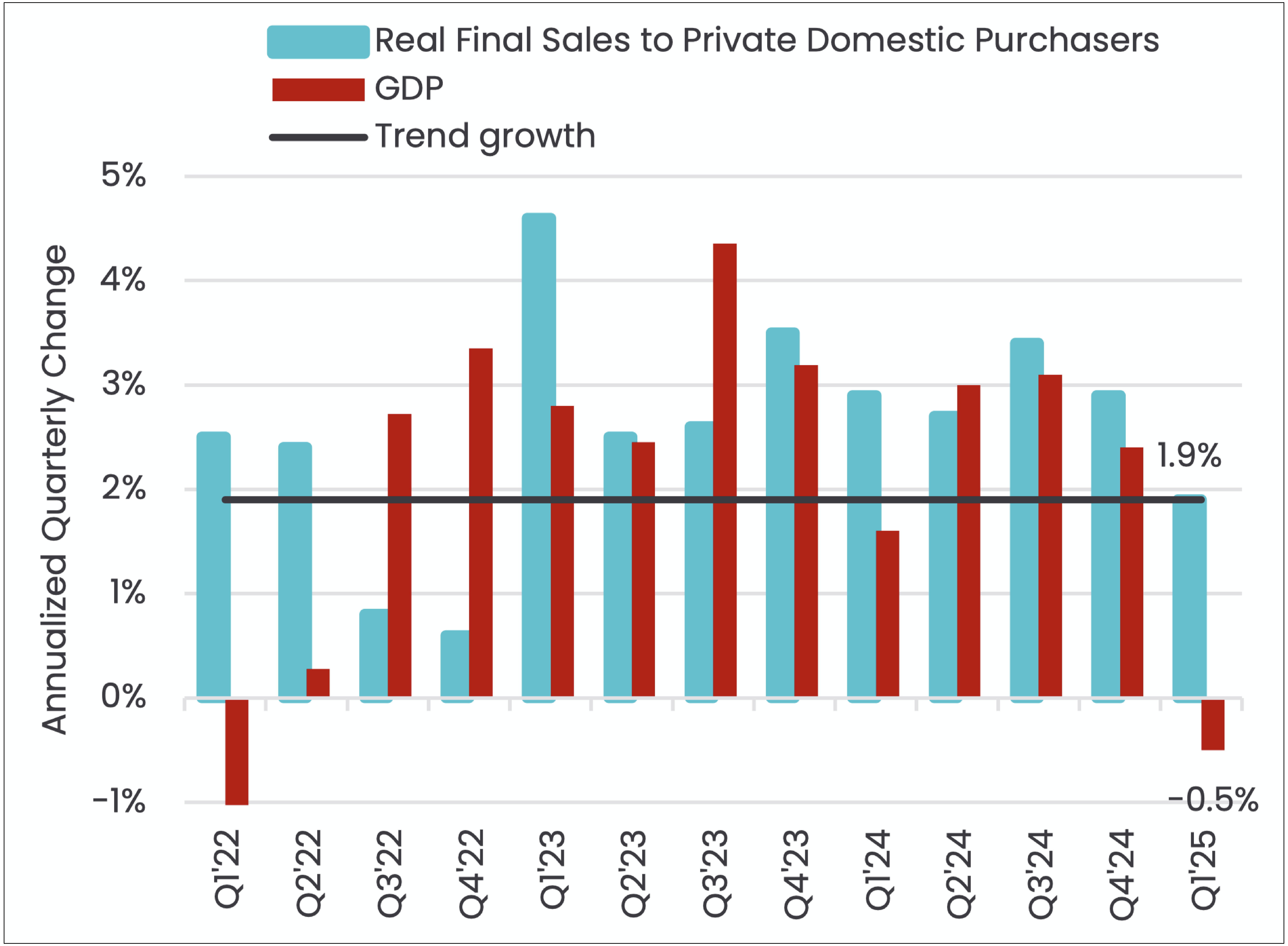
= Final Sales

Less Net Exports

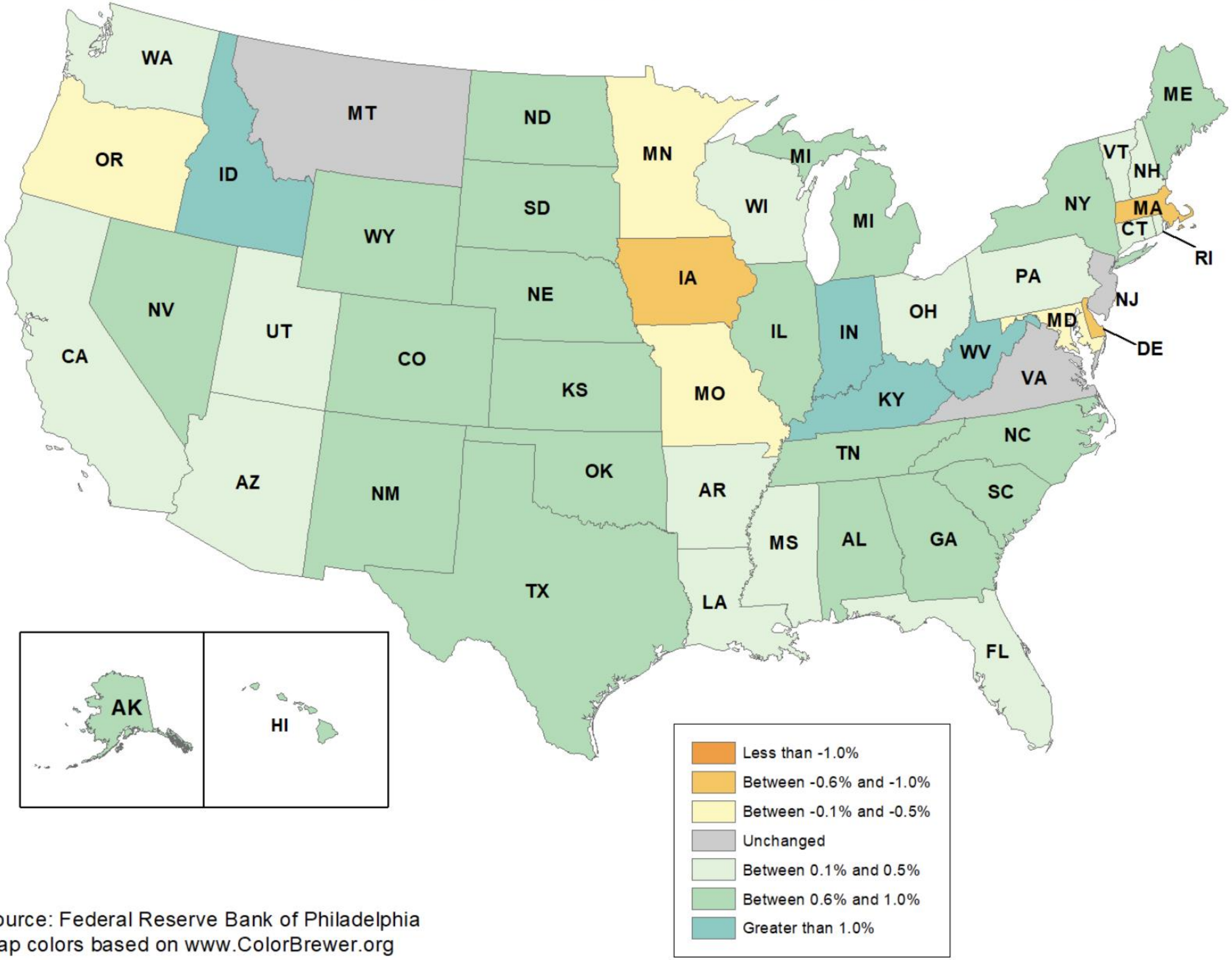
= Final Sales to Domestic Purchasers

Less Government Spending

= Final Sales to Private Domestic Purchasers (PDFP)


Real Final Sales to Private Domestic Purchasers
GDP
Trend growth
Annualized Quarterly Change
5%
4%
3%
2%
1%
0%
-1%
1.9%
-0.5%
Q1'22
Q2'22
Q3'22
Q4'22
Q1'23
Q2'23
Q3'23
Q4'23
Q1'24
Q2'24
Q3'24
Q4'24
Q1'25

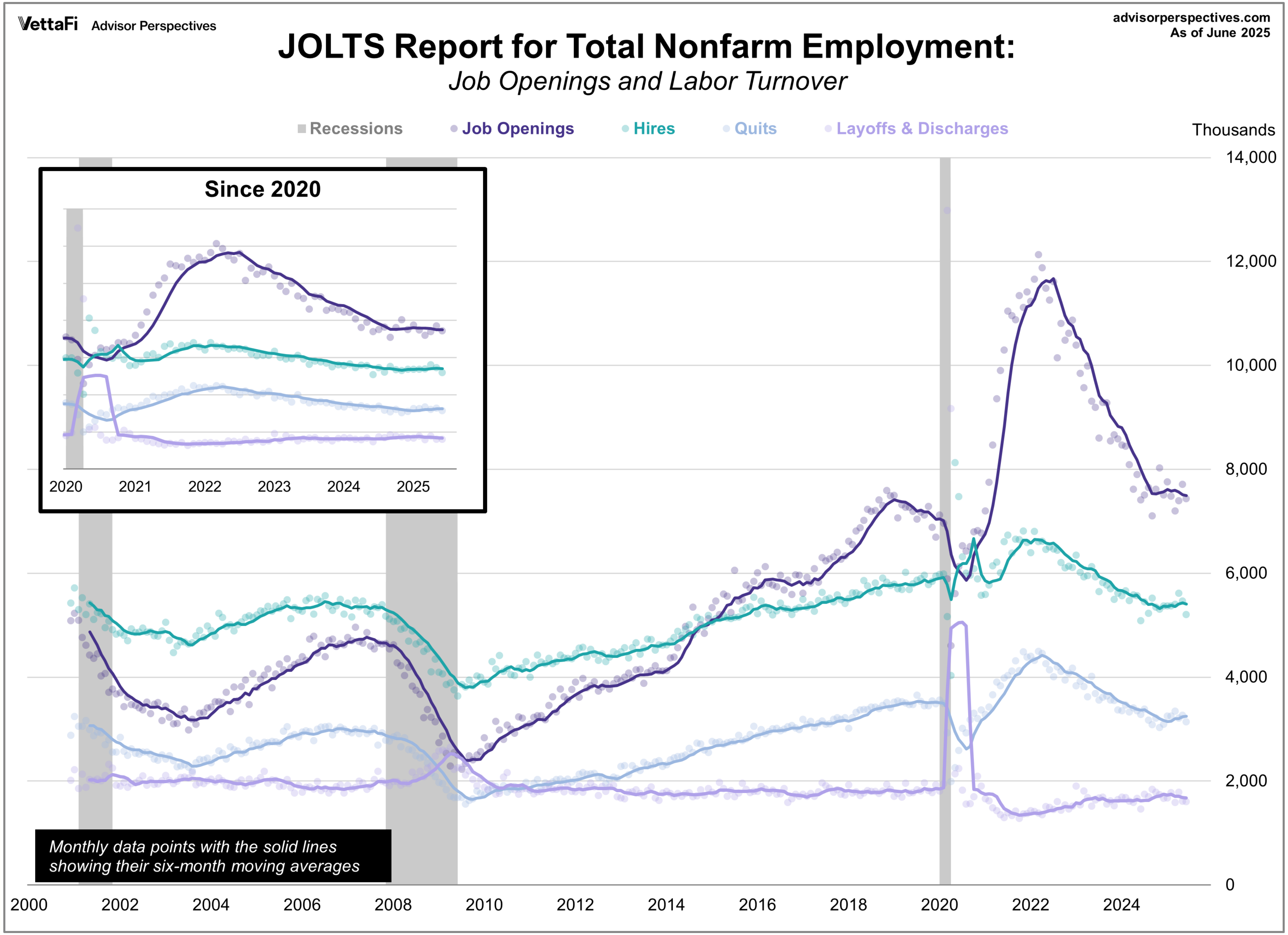
June 2025 State Coincident Indexes: Three-Month Change

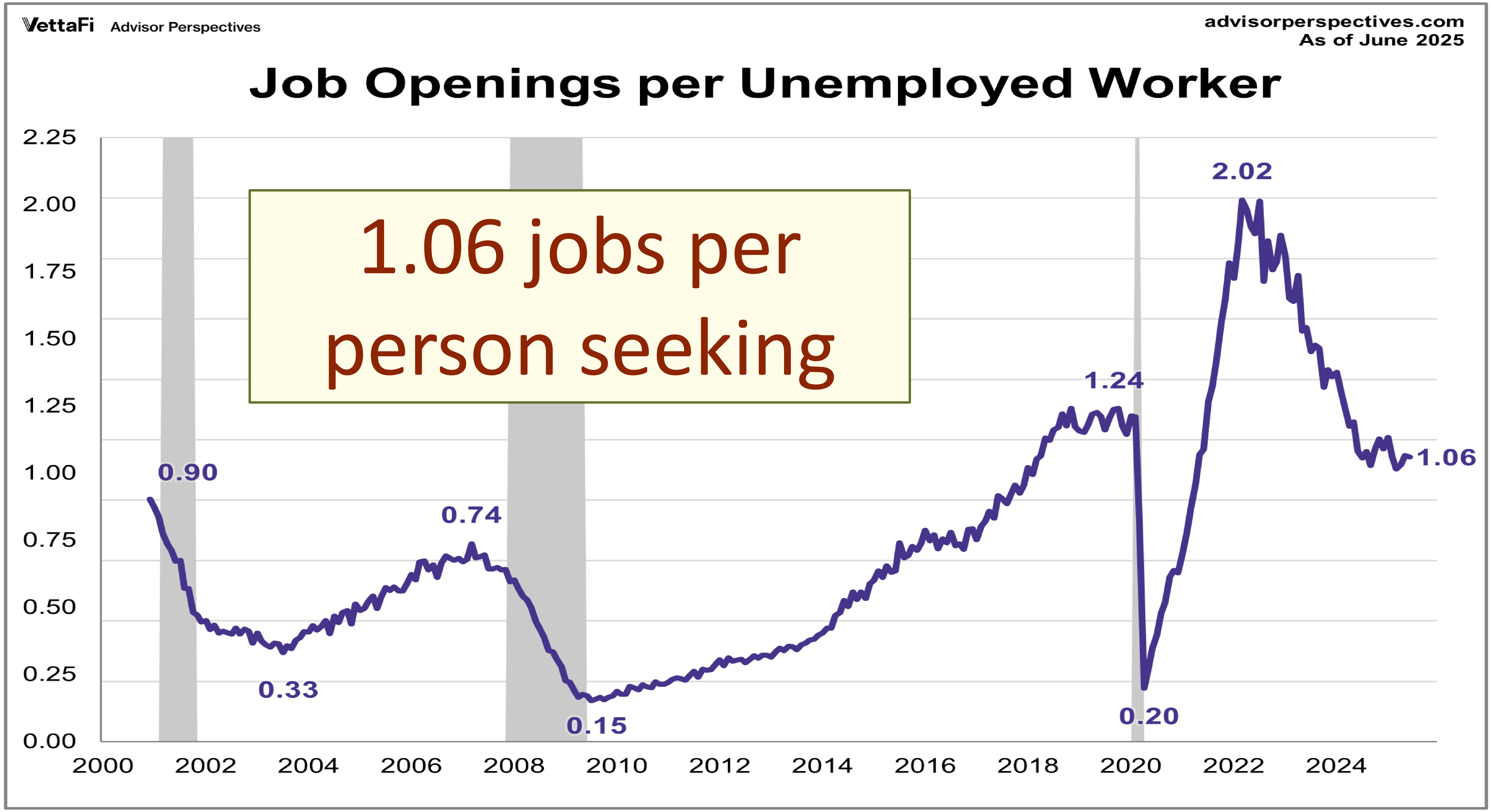


Source: Federal Reserve Bank of Philadelphia
Map colors based on www.ColorBrewer.org

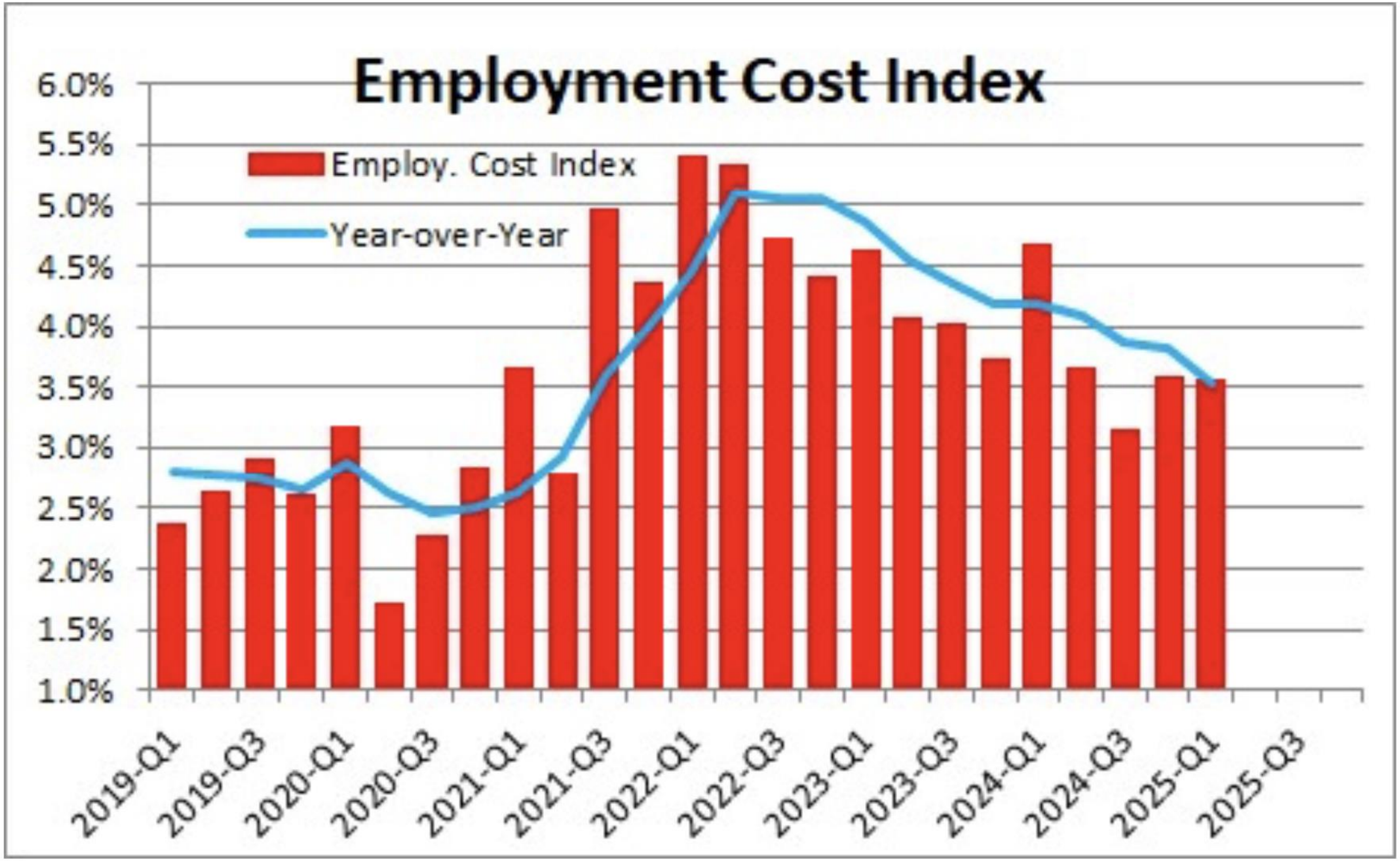
LABOR

Chart 2. Nonfarm payroll employment over-the-month change, seasonally adjusted, July 2023 – July 2025


VettaFi Advisor Perspectives
advisorperspectives.com
As of June 2025
JOLTS Report for Total Nonfarm Employment:
Job Openings and Labor Turnover
Recessions
Job Openings
Hires
Quits
Layoffs & Discharges
Thousands
14,000
12,000
10,000
8,000
6,000
4,000
2,000
0
Since 2020
2020
2021
2022
2023
2024
2025
Monthly data points with the solid lines showing their six-month moving averages
2000
2002
2004
2006
2008
2010
2012
2014
2016
2018
2020
2022
2024
SAF Phoenix 2025



Agriculture, construction, and healthcare are the hardest-hit sectors from the current immigration policy.


Employment Cost Index
Employ. Cost Index
Year-over-Year
6.0%
5.5%
5.0%
4.5%
4.0%
3.5%
3.0%
2.5%
2.0%
1.5%
1.0%
2019-Q1
2019-Q3
2020-Q1
2020-Q3
2021-Q1
2021-Q3
2022-Q1
2022-Q3
2023-Q1
2023-Q3
2024-Q1
2024-Q3
2025-Q1
2025-Q3

The BLS firing is a BIG deal.

- Monthly Employment Situation Summary (jobs report)
  - Current Establishment Survey (CES) (business staffing data)
  - Current Population Survey (CPS) (HH employment status)
- Every CES includes revisions of previous 2 months (late filings, small businesses lack filing resources, entry/exit churn)
- Revisions reflect tradeoff between timeliness and accuracy.
- Direction of movement vs. magnitude of movement
- Private sector surveys = gut check (Indeed, ADP, LinkedIn)

Supply chain pressure gauge

Effects of tariffs?

(A panacea or will we pay the piper?)

Inflation

Why did we globalize in the first place?

- Lower logistics costs (containers) lit the fuse.
- Digital coordination turned distance into data.
- Policy finished what technology started (WTO, GATT, NAFTA, etc.)
- Comparative advantage trumped absolute advantage (minimize opportunity)

The payoff of over 4+ decades of globalization?

- A just-in-time global supply chain
- Variety, velocity, and value
- Cost containment
- Assortment breadth
- Seasonal smoothing
- Resiliency through redundancy (backup)
- Innovation spillovers (technology)

But Charlie, what about the pros of tariffs?

1. **Protects Domestic Industries**

   Shields local businesses and industries from foreign competition, giving them time to grow and stabilize.

2. **Boosts Government Revenue**

   Generates income for the government, which can be used for public goods and services.

3. **Encourages Local Production**

   Incentivizes domestic production and job creation by making imported goods more expensive.

4. **Reduces Trade Deficits**

   Helps reduce a country's trade deficits by discouraging imports and promoting local alternatives.

5. **Supports National Security**

   Limits reliance on foreign suppliers for essential goods, especially during conflicts or crises.

You're being sold a bill of goods. The cons outweigh the pros.

1. **Higher Consumer Prices**

   Increases the cost of imported goods, leading to higher prices for consumers.

2. **Retaliation by Other Countries**

   May trigger trade wars, as other countries impose their own tariffs in response.

3. **Hampers Global Trade**

   Reduces overall trade efficiency and disrupts global supply chains.

4. **Economic Inefficiency**

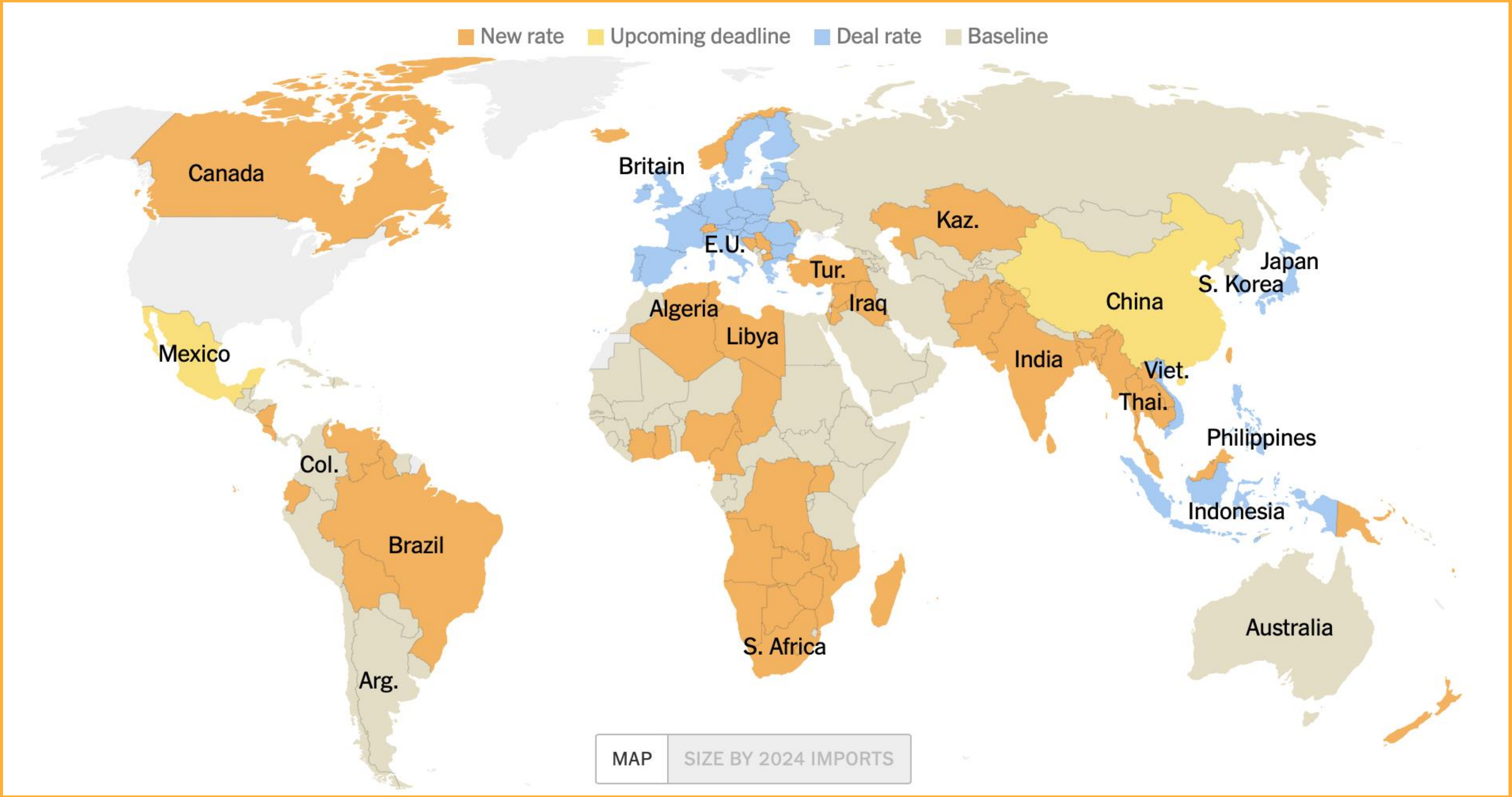
   Protects less efficient domestic industries, leading to a misallocation of resources.

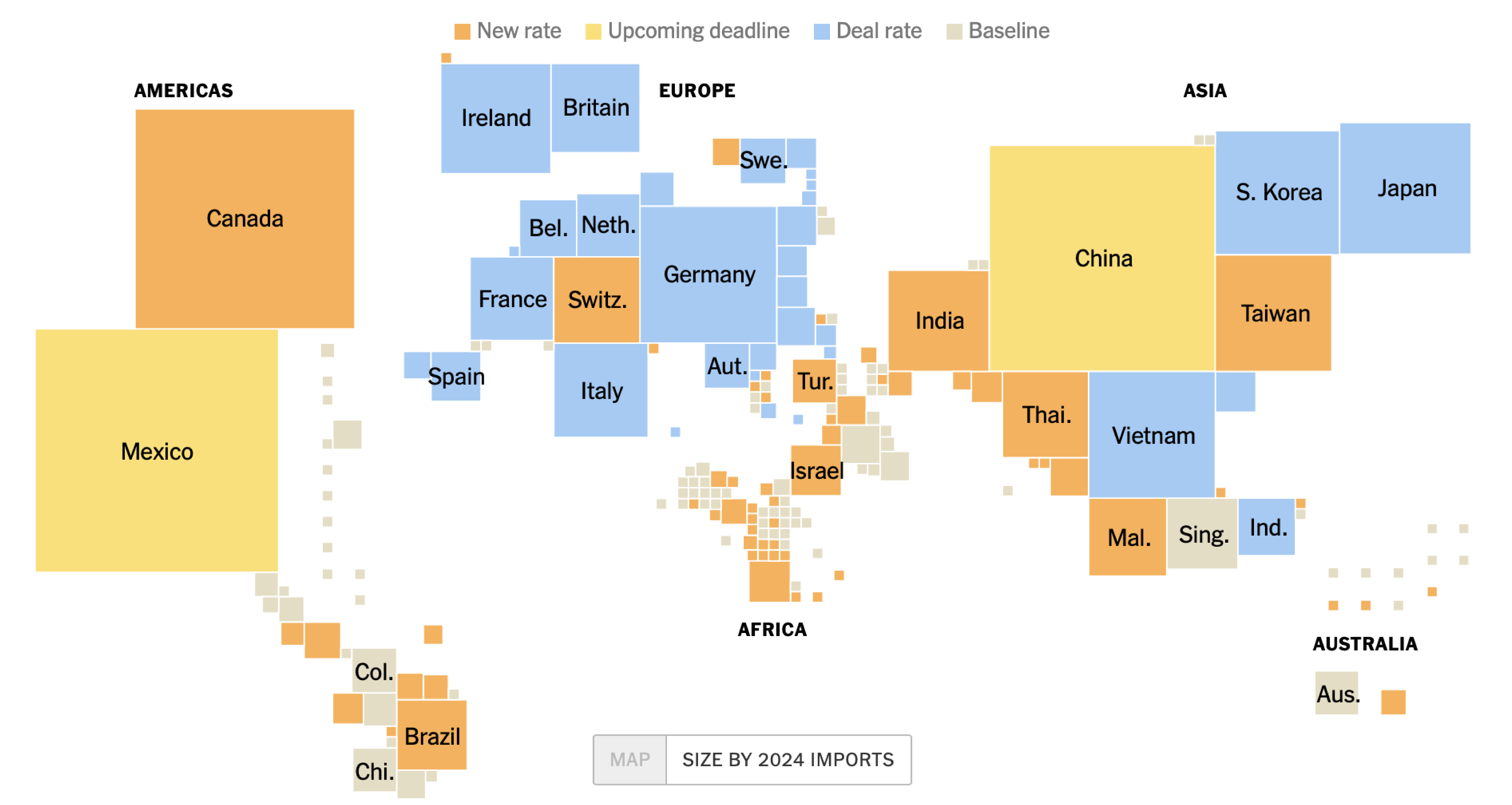
5. **Negative Impact on Exporters**

   Domestic industries that rely on exporting may face reduced demand due to retaliatory tariffs or increased costs of imported inputs.

6. **Limited Long-Term Effectiveness**

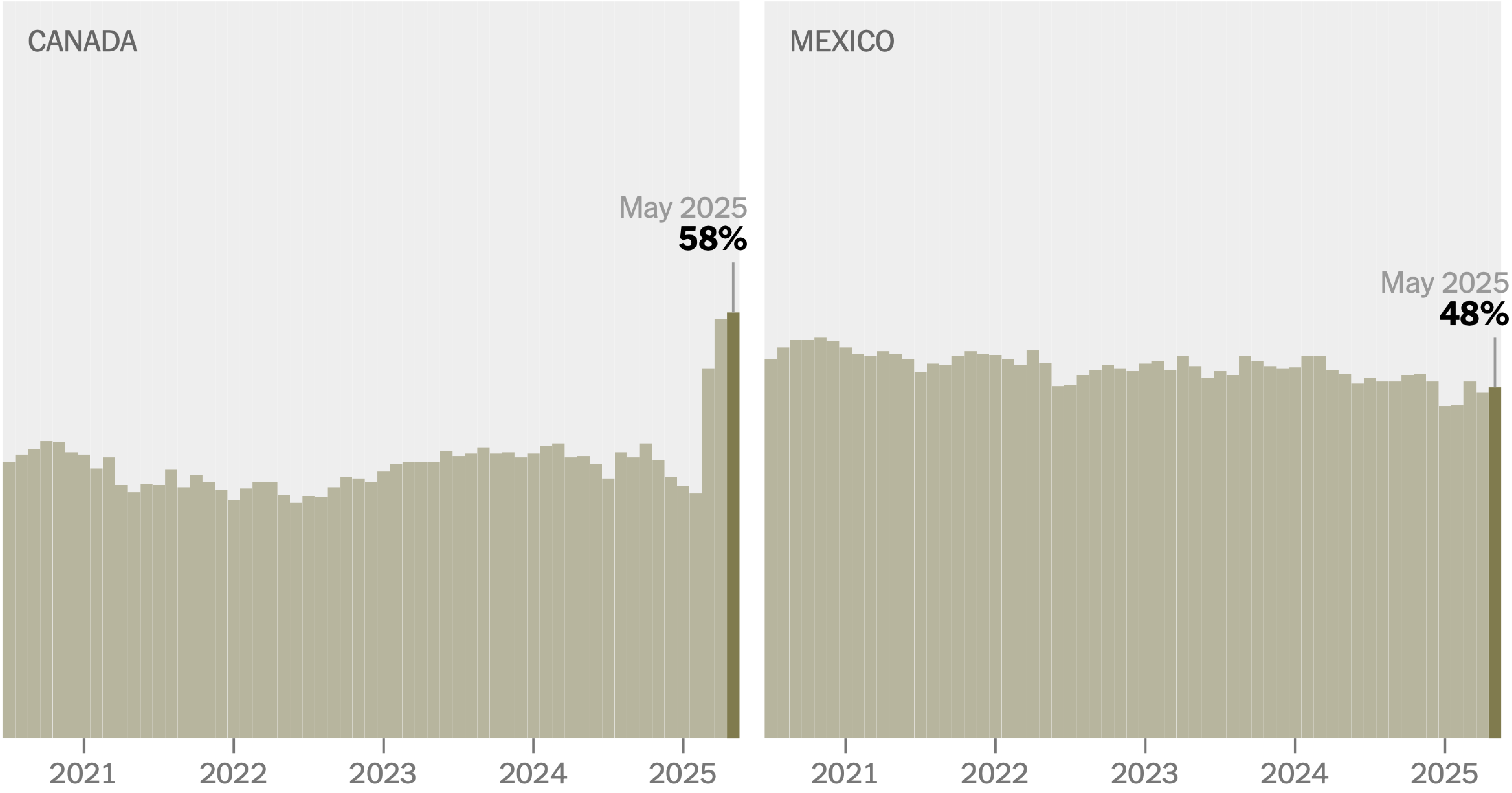
   Industries reliant on tariff protection may fail to become competitive over time, requiring ongoing support.


New rate
Upcoming deadline
Deal rate
Baseline
Canada
Britain
E.U.
Kaz.
Tur.
Iraq
Algeria
Libya
Japan
S. Korea
China
Mexico
India
Viet.
Thai.
Philippines
Col.
Brazil
Indonesia
S. Africa
Australia
Arg.
MAP
SIZE BY 2024 IMPORTS



New rate
Upcoming deadline
Deal rate
Baseline
AMERICAS
EUROPE
ASIA
AFRICA
AUSTRALIA
Canada
Mexico
Col.
Brazil
Chi.
Ireland
Britain
Swe.
Bel.
Neth.
Germany
France
Switz.
Spain
Italy
Aut.
Tur.
Israel
India
China
S. Korea
Japan
Taiwan
Thai.
Vietnam
Mal.
Sing.
Ind.
Aus.
MAP
SIZE BY 2024 IMPORTS

Share of imports entering under U.S.M.C.A. trade deal



Active **Steel** 50% About 20 percent of steel is imported.	Active **Aluminum** 50% Half of aluminum imports come from Canada.	Active **Autos and auto parts** 25% Nearly half of all vehicles sold in the United States are imported.	Active **Copper parts** 50% The tariffs are narrower in scope than expected and do not affect raw materials.
In process **Lumber** 15% The United States is the largest buyer of Canadian lumber.	In process **Semiconductors** — A number of Asian countries are major sources.	In process **Pharmaceuticals** — China and India are major suppliers of generic medications.	In process **Trucks** — Mexico and Canada account for 80 percent of imports.
In process **Critical Minerals** — China controls the world market for rare-earth minerals.	In process **Aircraft** — The aerospace industry relies on specialized global suppliers.	In process **Polysilicon** — A key ingredient in semiconductors and solar panels.	In process **Crewless Aircraft** — The majority of commercial drones are made in China.

Effective Tariff Rate	Tariff Details
50%	**Steel**; 50% Global, 25% U.K.
50%	**Aluminum**; 50% Global, 25% U.K.
24%	**Autos & Parts**; 25% Global non-USMCA (2), 10-25% U.K., 15% EU
50%	**Copper**; 50% Global
38%	50% Steel & Aluminum, 25% Autos & Parts, 25% Intermediates/Capital Equipment, 7.5% Consumer Goods, 10% Reciprocal Baseline All Other Goods, Additional 20% All Goods
10%	50% Steel & Aluminum, 25% non-USMCA autos & Parts, 25% All Other Non-USMCA Goods (2)
11%	50% Steel & Aluminum, 25% non-USMCA autos & Parts, 35% All Non-USMCA Non-Energy Goods (2), 10% on Energy Goods
10%	25% Steel & Aluminum, 10-25% Autos, 10% Auto Parts, 0% Civilian Air, 10% All Other Goods
13%	50% Steel & Aluminum, 15% All Other Goods (including Autos & Parts)
32%	50% Steel & Aluminum, 25% Autos & Parts, 50% All Other Goods (4)
36%	50% Steel & Aluminum, 25% Autos & Parts, 50% All Other Goods (5)
12%	50% Steel & Aluminum, 25% Autos & Parts, 10-41% All Other Goods All Countries (Except CH, CA, MX, UK, EU, BR, IN) (6)
18%	

Country	Date Effective		Tariff Revenue	Dutiable Share of U.S. Imports
By Sector (1)				
All	Mar-2018, Mar/May-2	:32	$26	2%
All	Mar-2018, Mar/May-2	:32	$37	2%
All	Apr/May-2025	:32	$103	13%
All	Aug-2025	:32	$4	0%
By Country (3)				
China	2018 & 2019, Sep-20 Feb/Mar/Apr-2025	Act of 1962;	$168	11%
Mexico	Mar-2025	7, Sec 203	$53	7%
Canada	Mar-2025	7, Sec 203	$47	4%
United Kingdom	Jun-2025	32;	$7	2%
European Union	Aug-2025	32;	$80	13%
Brazil	Aug-2025	7, Sec 203	$14	1%
India	Aug-2025	7, Sec 203	$31	2%
All Other	Apr/Aug-2025		$190	26%
Avg. U.S. Trade-Weighted Tariff Rat				
Rate Excluding Court Challenged Tariffs				
Total Estimated Annual Tariff Rever			**$589**	**66%**

As of 8/6/2025

Notes/Assumptions: All estimates rely on 2024 … al as sectoral tariffs (Steel, Aluminum, Autos, etc.) encompass all countries and country lines inclu … r-level tariffs to avoid stacking. All calculations are also adjusted for double-counting of HTS codes, …

(1) Potential Section 232 Tariff Actions include; …

(2) Our USMCA-compliant assumptions reflect … CA and 37% imported from MX were USMCA-c…

(3) The Court of International Trade challenged … inal decision. For China, tariffs implemented prior to 2025 under the Trade Act of 1974 are not subje…

(4) 50% tariff reflects 10% designated under E.C…

(5) 50% tariff reflects 25% designated under E.C…

(6) Rate reflects country-specific rates updated … s.

Floral-related tariffs

1) Base U.S. duty by flower type (Column 1 "General" under HTS 0603)

Roses (0603.11): **6.8%**. (USITC)

Carnations – miniature/spray (0603.12.30): **~3.2%**; other carnations (0603.12.70): **6.4%**. (etoolsage.com, USITC)

Chrysanthemums (0603.14.00): **6.4%**. (USITC)

Orchids (0603.13.00): **6.4%**. (USITC)

Lilies (0603.15.00): **6.4%**. (Harmonized Tariff Schedule)

Floral-related tariffs as of 8/7/25

2) Country overlay: new "reciprocal tariff" add-ons (effective Aug 7, 2025)
These apply **in addition** to the base duty (0% under an FTA), unless an exempted.

European Union (e.g., Netherlands): total duty is **topped up to 15%**—CBP instructs that the reciprocal tariff equals 15% minus the Column 1 base. (e.g., roses from NL: 6.8% base + 8.2% add-on = 15% total.)

Colombia: +10% reciprocal tariff

Ecuador: +15% reciprocal tariff (so, e.g., roses: 6.8% + 15% = 21.8%).

Costa Rica: +15% (CAFTA-DR origin still pays the 15% add-on). **Nicaragua: +18%**.

China (incl. HK/Macau): +10% reciprocal tariff **and** some flower subheadings still carry separate Section 301 duties (e.g., certain lilies/"other" flowers historically at 7.5%).

Mexico & Canada: exempt from the reciprocal tariffs when properly claimed (USMCA-qualifying goods).

Supply chain pressure gauge

Effects of tariffs?

(A panacea or will we pay the piper?)

→ **Inflation**


VettaFi Advisor Perspectives
advisorperspectives.com
As of June 2025
PCE Price Index
Recessions
Headline
Core
Fed's 2% Target
Seasonally adjusted
8%
7%
6%
5%
4%
3%
2%
1%
0%
2020
2021
2022
2023
2024
2025
MoM Last 12 Months
0.5%
0.4%
0.3%
0.2%
0.1%
0.0%
-0.1%
Jun
Aug
Oct
Dec
Feb
Apr
Jun
2.79%
2.58%
Core 2.79%
Headline 2.58%
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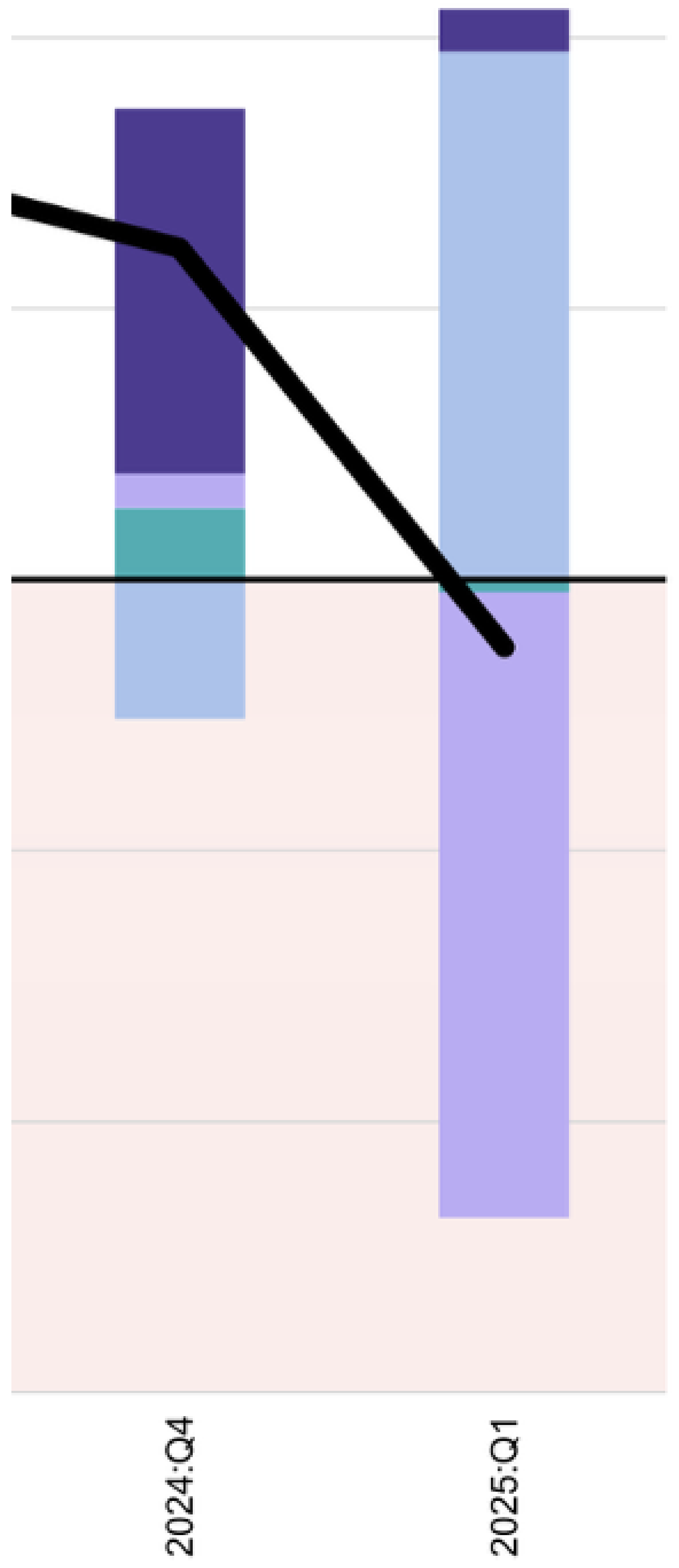
So where is the inflation?

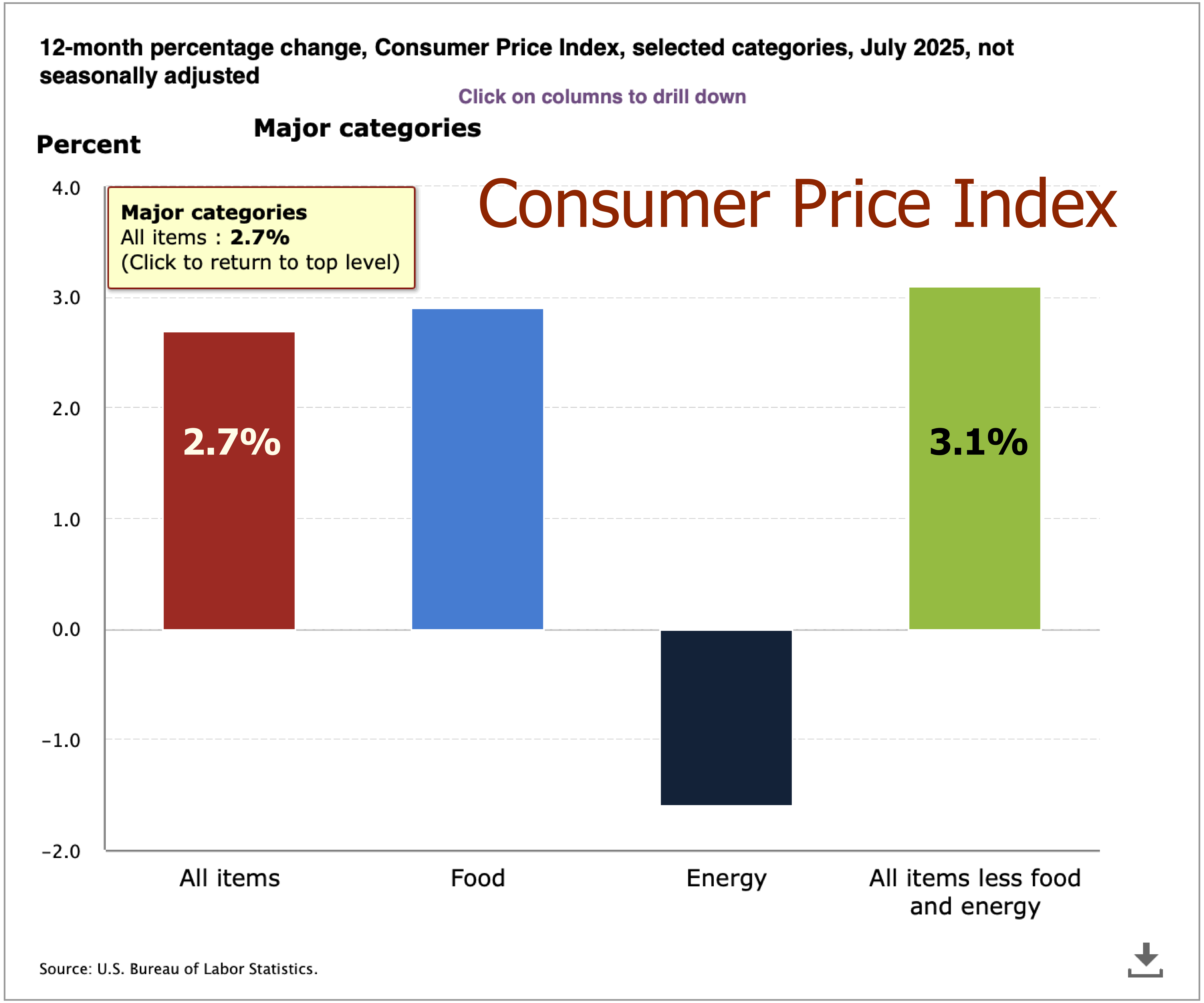
Remember from earlier when I said that imports that were a drain on GDP in Q1?

Those inventories are what are being sold now at pre-tariff price levels.

As those inventories are drawn down, tariffs will start showing in the inflation #’s.



Consumer Price Index



YOUR MARKET METRICS

Index of Prices Paid by Growers in the Green Industry (2007=100)

Cost category	Weight	2007	2019	2020	2021	2022	2023	2024	2025f	2026p	2026p
Containers & other plastics	8.90%	100.0	127.3	126.4	143.5	166.8	166.7	167.0	167.8	171.2	186.6
Media (soilless mixes)	4.37%	100.0	120.5	122.0	135.8	140.1	160.1	142.7	145.5	151.4	157.4
Propagative materials	18.97%	100.0	128.3	136.8	142.1	141.8	142.7	161.0	161.8	174.8	188.8
Plant protection products	1.629%	100.0	109.8	107.0	115.1	175.0	154.0	142.3	143.5	150.7	164.2
Fertilizers	1.626%	100.0	109.5	103.5	138.6	225.8	168.4	159.3	160.1	166.5	181.4
Labor	42.99%	100.0	144.2	149.6	158.1	169.8	179.1	185.1	194.8	203.6	203.6
Fuel & energy	4.57%	100.0	93.3	79.3	105.6	152.7	131.7	123.0	123.5	135.8	149.4
Supplies & repairs	2.95%	100.0	127.6	129.6	138.9	154.7	160.5	162.0	166.9	171.9	180.5
Freight & trucking	14.00%	100.0	130.5	124.9	138.9	151.1	136.1	131.8	134.4	142.4	153.8
Weighted index (2007=100)		100.0	132.8	135.2	146.1	160.1	160.9	165.0	170.1	178.9	186.1
YOY increase/decrease		---	3.6%	1.8%	8.1%	9.5%	0.5%	2.5%	3.1%	5.2%	9.4%

f=EOY forecast; p=preliminary with 10% tariffs; p=preliminary with full tariffs included

Cost category	2025f	2026p	2026p
Containers & other plastics	167.8	171.2	186.6
Media (soilless mixes)	145.5	151.4	157.4
Propagative materials	161.8	174.8	188.8
Plant protection products	143.5	150.7	164.2
Fertilizers	160.1	166.5	181.4
Labor	194.8	203.6	203.6
Fuel & energy	123.5	135.8	149.4
Supplies & repairs	166.9	171.9	180.5
Freight & trucking	134.4	142.4	153.8
Weighted index (2007=100)	170.1	178.9	186.1
YOY increase/decrease	3.1%	5.2%	9.4%

Bottom-line tariff impacts on the floral industry

- Profit margin compression for all supply chain participants (no winners in trade wars)
- Inflationary pressures on flowers will continue.
- Importers now bear the brunt of duties; significant cash flow issues.
- Financing terms and planning windows must adjust.
- Freight planning issues are resurfacing.
- Domestic production plays a key role, but scaling quickly is complex.

Bottom-line tariff impacts on ALL industries

- Tariffs represent one of the largest tax increases in U.S. history.
- The Fed will have to navigate possible stagflation (inflation in the midst of a weakening job market).
- Rapid & unpredictable decisions elevate uncertainty (20X). Last night, extended China truce to Nov 10.
- US trading partners are boosting ties with other nations.
- Certain US sectors will find it challenging to find alternative sources.

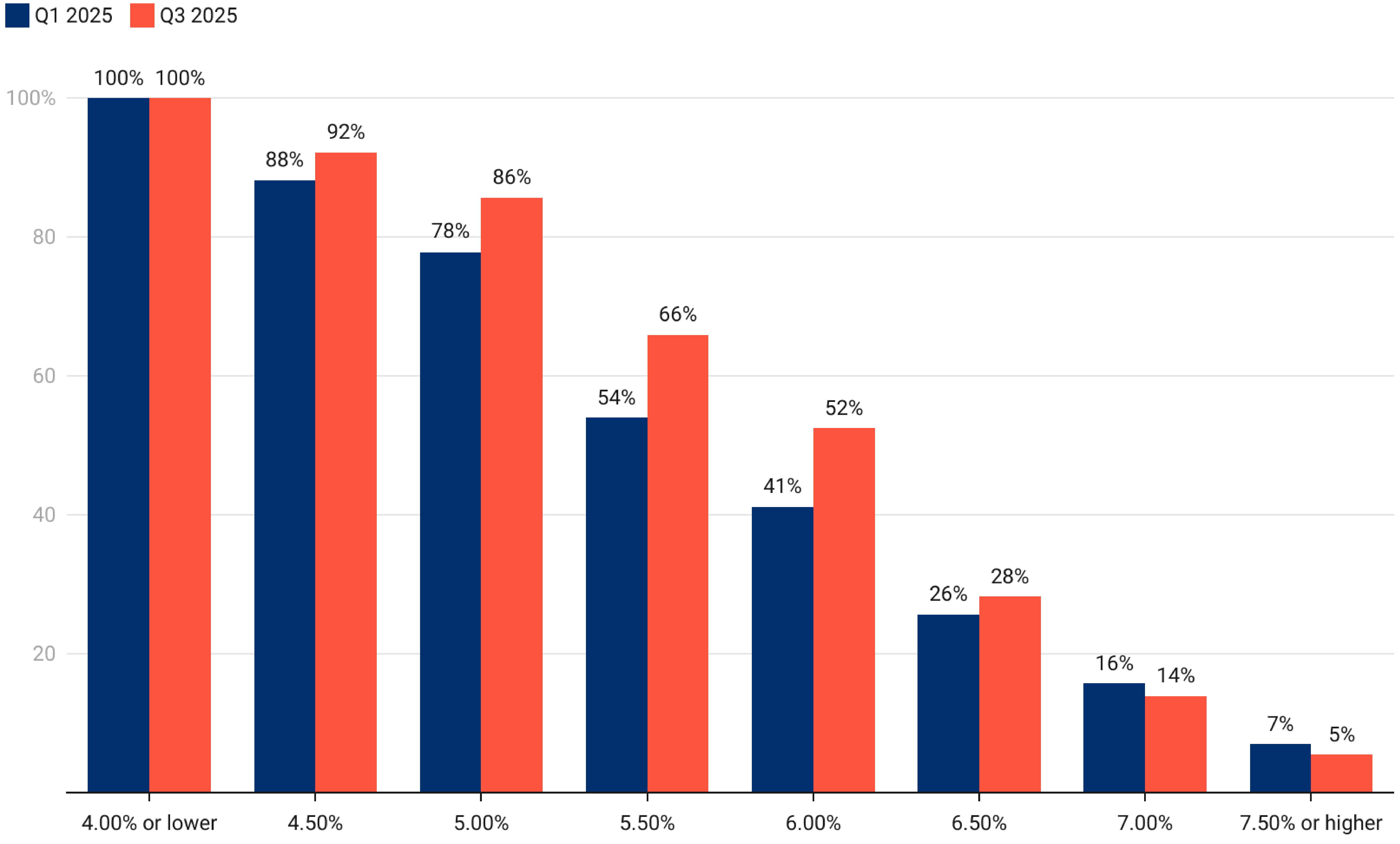

FOR
SALE


U.S. Population by Age, 2022 Census Estimate
Population by Age
5,000,000
4,500,000
4,000,000
3,500,000
3,000,000
2,500,000
2,000,000
1,500,000
1,000,000
500,000
0
0
5
10
15
20
25
30
35
40
45
50
55
60
65
70
75
80
85
90
95
100
Demographics are favorable for housing demand in the short run.
Age (100 is 100+)
http://www.calculatedriskblog.com

Housing situation

- Smaller builds, starts up slightly, but permits down
- Building costs up 40% since 2019 (mortgage + interest)
- Existing homes inventory is low, but climbing (4 months)
- HH formation is slowing; deaths outnumber births by 2028
- Price increases have slowed (affordability improving)
- Mortgage rates will come down s l o w l y (new norm)

The highest mortgage rate U.S. homeowners say they'd accept on their next home purchase



Analysis conducted on homeowner respondents who said they would take out a mortgage to buy their next house. This excludes those who answered they "plan to never sell" and who answered they "would pay cash for next home."

Chart: Meghan Malas • Source: ResiClub Housing Sentiment Survey conducted between February 21 and March 4, 2025 and TurboHome-ResiClub Housing Sentiment Survey conducted between July 2 and July 23, 2025. • Created with Datawrapper

ResiClub

SAF Phoenix 2025

Is a recession imminent?

3 of 6 NBER indicators are slightly negative – NO

4-wk moving avg of unemployment claims – NO

St. Louis Fed risk index – NO

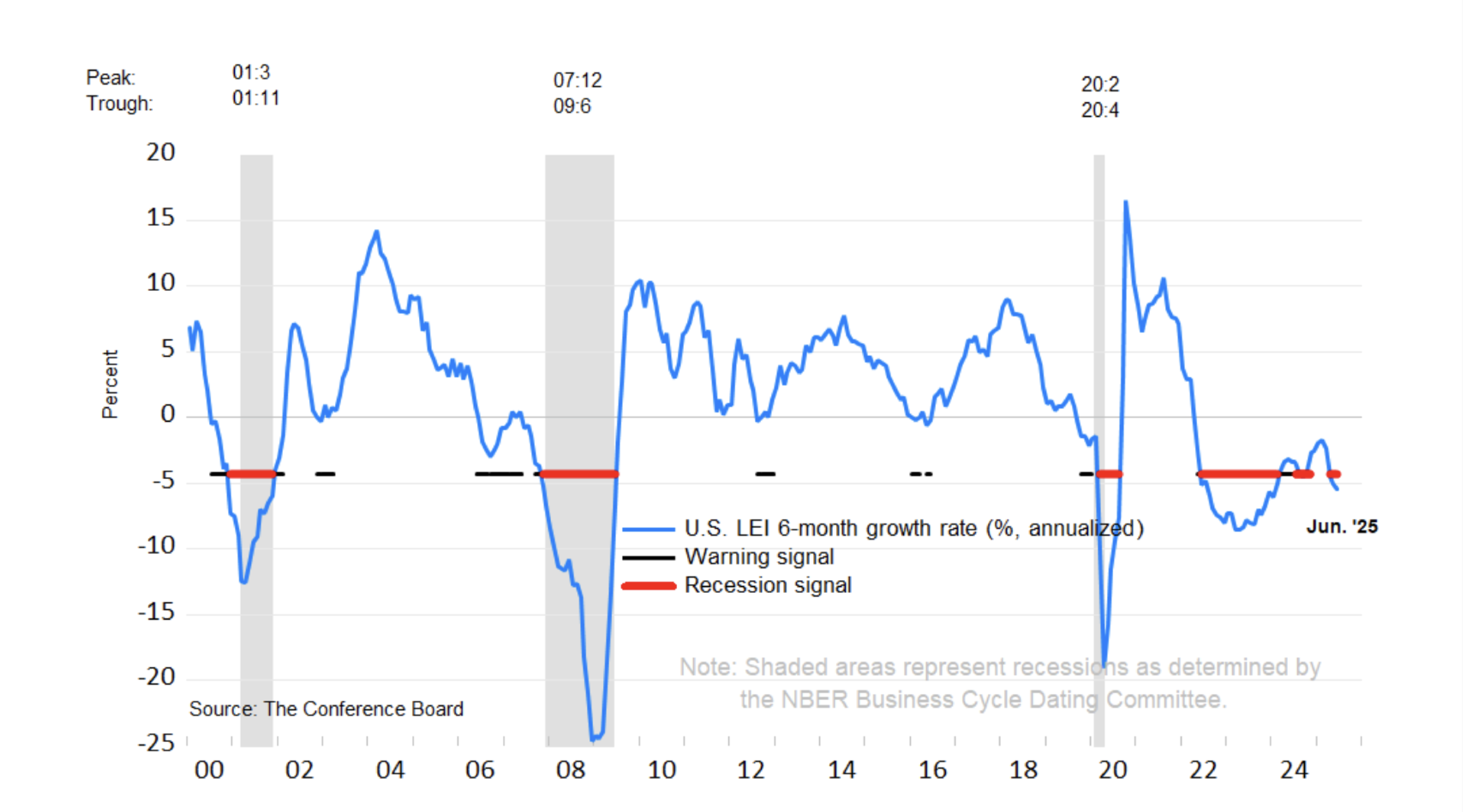
Chicago Fed national activity index – NO

Yield curve – 10 yr notes vs Fed funds rate – NO

Sahn recession rule – Getting close

Conference Board Leading Economic Index -- YES

The LEI's weak growth rate and diffusion index over the past six months triggered the recession signal for the third consecutive month in June



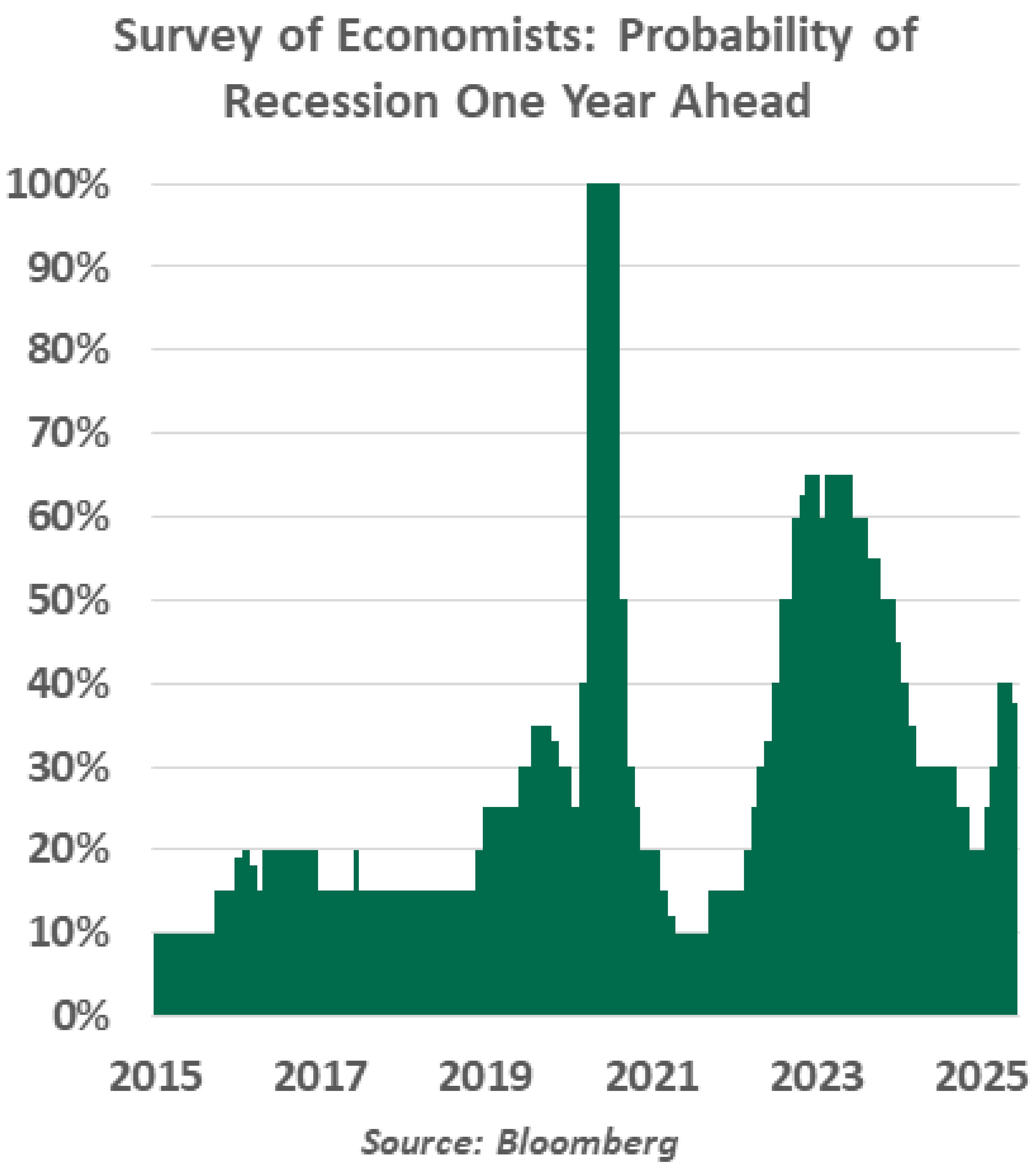
A strong rally in stock prices was not enough to offset negative impacts from weak consumer confidence and new orders

The Conference Board Leading Economic Index® and Component Contributions (Percent)

	Jun '25	6 months ending in Jun '25
Financial Components		
Leading Credit Index™*	0.03	-0.05
S&P 500® Stock Index	0.15	0.01
Interest Rate Spread, 10-year T-bonds less Fed Funds	0.01	0.05
Non-Financial Components		
Avg. Consumer Expectations for Business Conditions	-0.22	-1.30
ISM® New Orders Index	-0.19	-0.89
Building Permits, Private Housing	0.01	-0.16
Average Weekly Hours, Mfg.	0.00	0.06
Manufacturers' New Orders, Nondefense Capital Goods excl. aircraft**	0.00	0.00
Manufacturers' New Orders, Consumer Goods & Materials**	0.01	-0.07
Average Weekly Initial Claims, Unemp. Insurance*	-0.04	-0.13

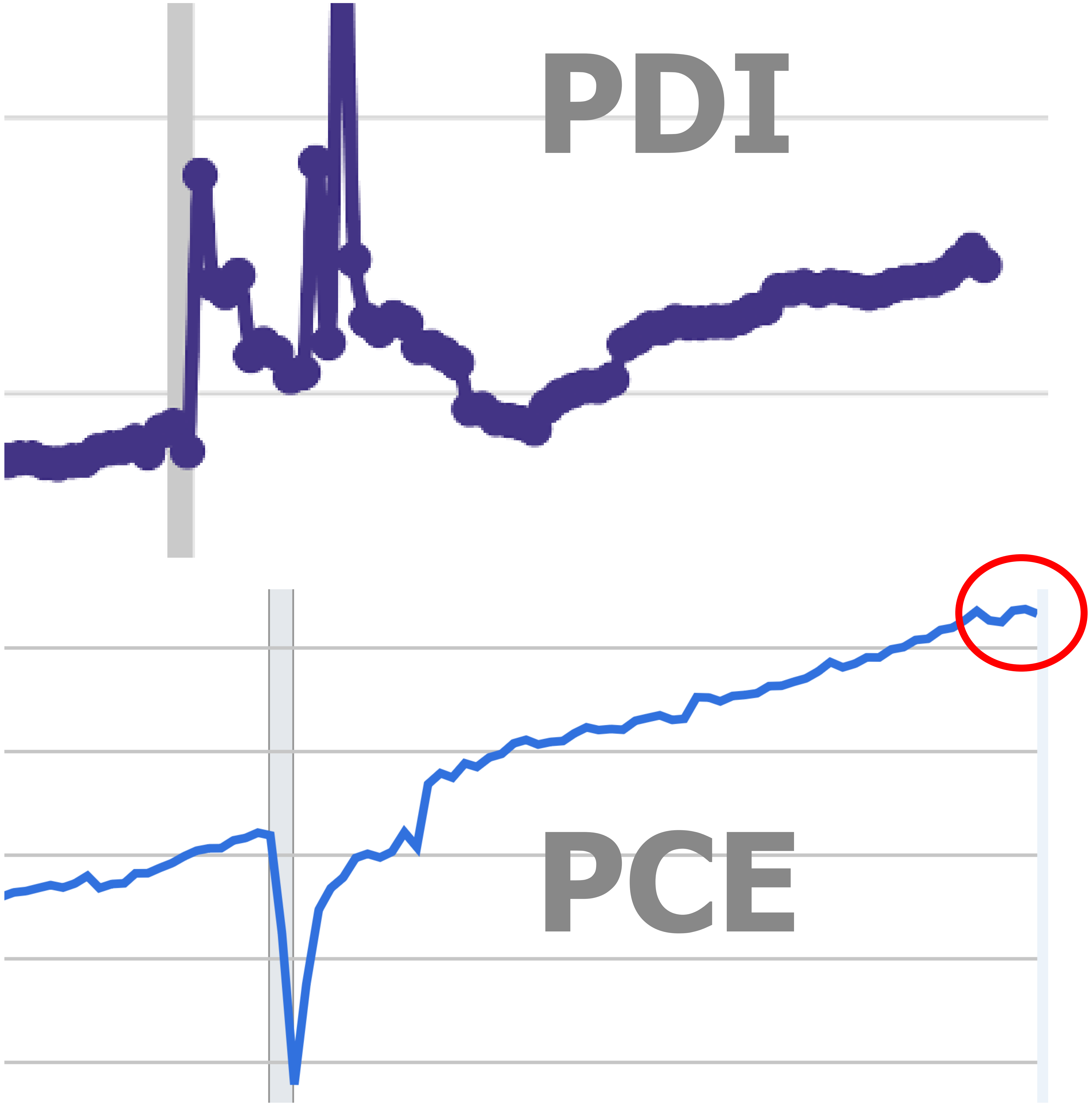
Source: The Conference Board
* Inverted series; a negative change in this component makes a positive contribution.
** Statistical Imputation
LEI change might not equal sum of its contribiutins due to application of trend adjustment factor

U.S. Recession probability:



28% - 48% likelihood

It depends on outcomes of OBBBA vs. tariffs.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Be nimble.

Sharpen your pencil.

Manage Relationships.

SAF PHOENIX Aug 11-14 2025 140th Annual Convention

Dr. Charlie Hall

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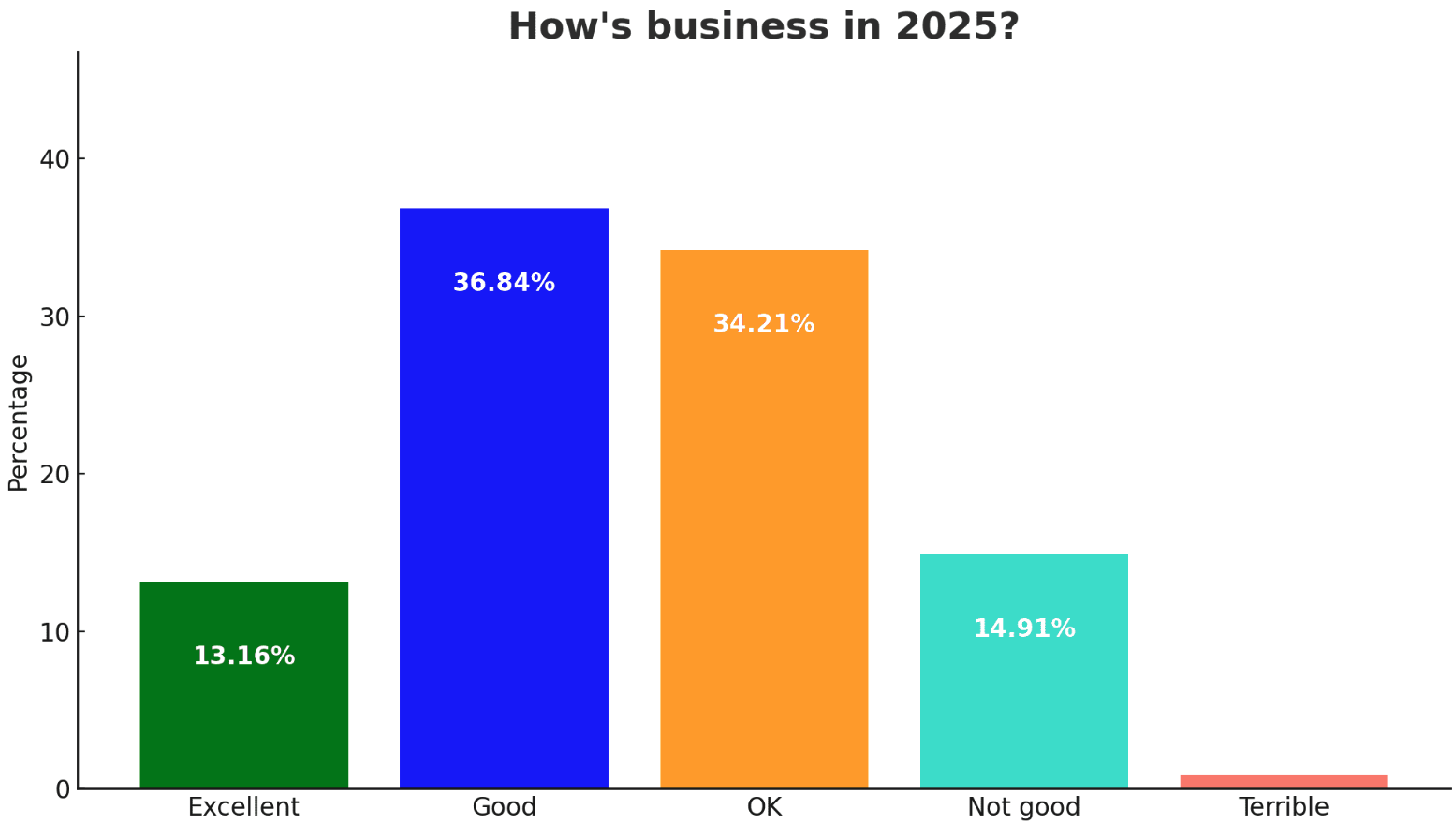
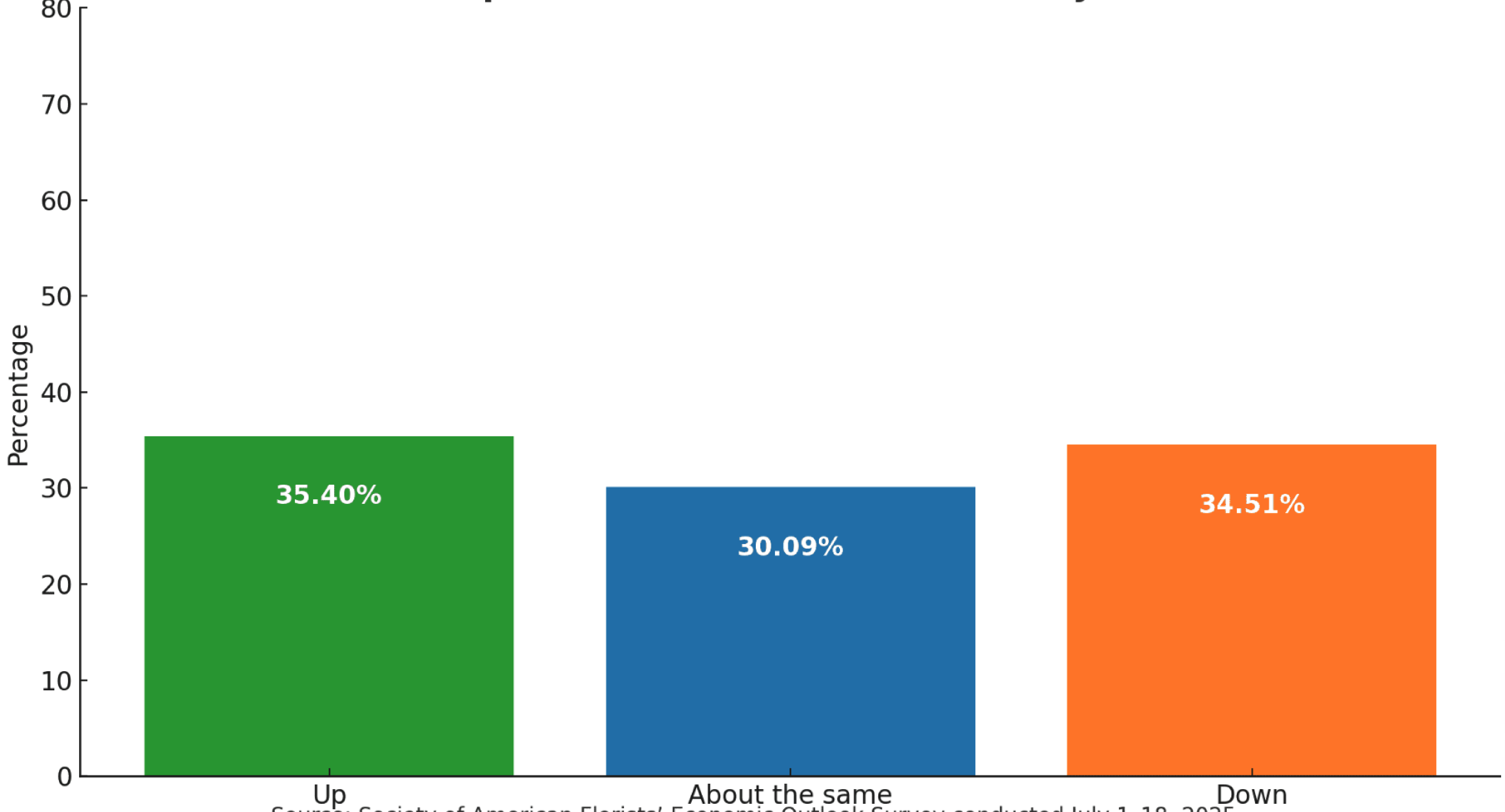
Results of the SAF Economic Survey



Source: Society of American Florists' Economic Outlook Survey conducted July 1–18, 2025

How did your combined first and second quarter gross sales compare to the SAME PERIOD last year?



Source: Society of American Florists' Economic Outlook Survey conducted July 1–18, 2025

What positive changes did you implement?

Proactive pricing and financial discipline. Owners review prices monthly—sometimes weekly—to stay ahead of inflation and tariffs, moving quickly when margins slip. Timely price adjustments produced record months for some shops.

Elevated marketing and customer outreach. Enhanced social-media posting, e-mail campaigns, SEO/PPC, agency partnerships, and even local-TV segments have improved visibility and conversion rates.

Lean operations and inventory management. Stricter inventory rules and SKU rationalization freed up cash, reduced waste, and limited freight costs by consolidating vendor orders.

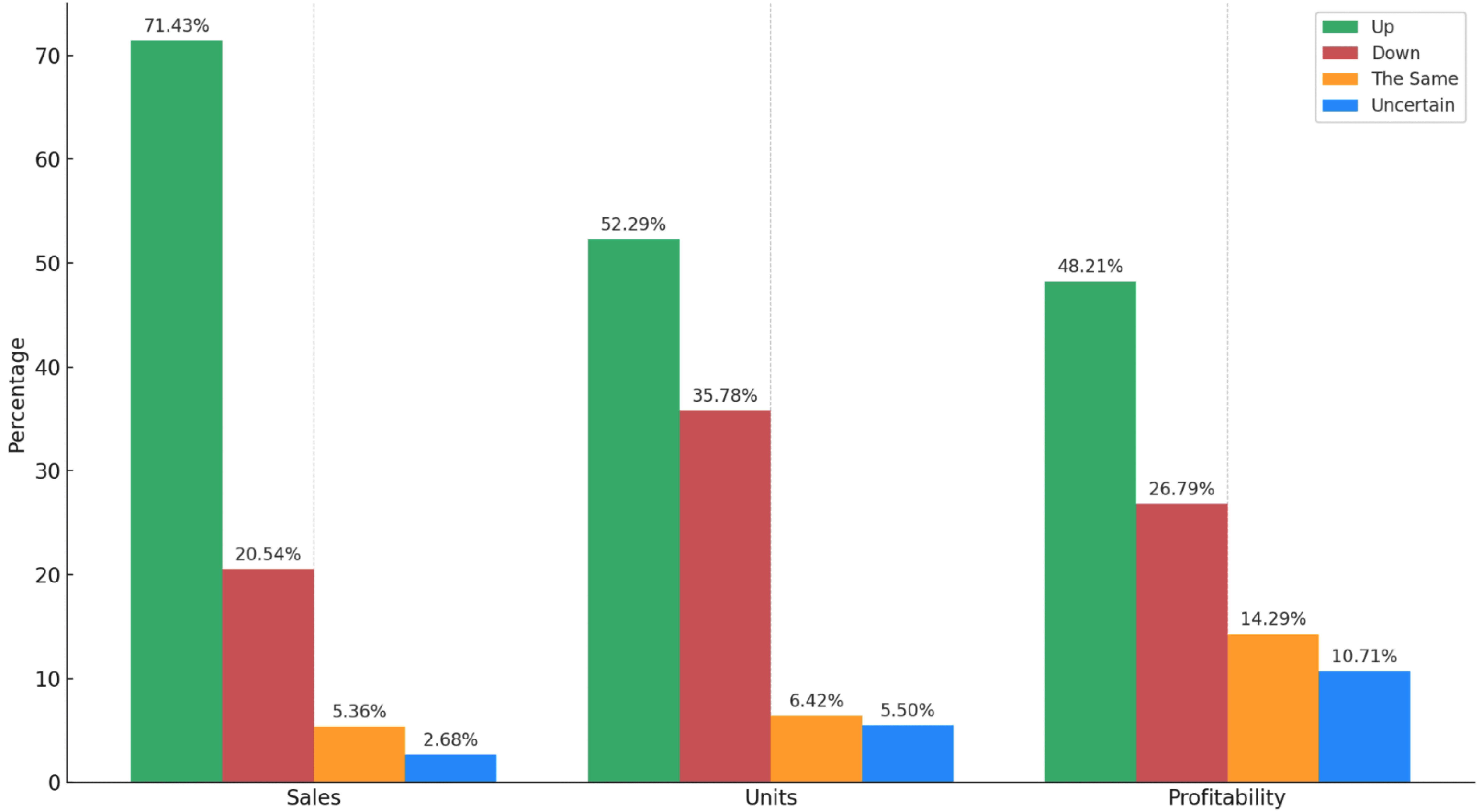
What positive changes did you implement?

Technology and digital infrastructure upgrades. POS and event-proposal software, AI-assisted marketing, and 24/7 e-commerce platforms modernize operations and extend reach.

Flexible staffing and talent development. Cross-training, leadership programs, and targeted incentives optimize labor costs and build succession depth.

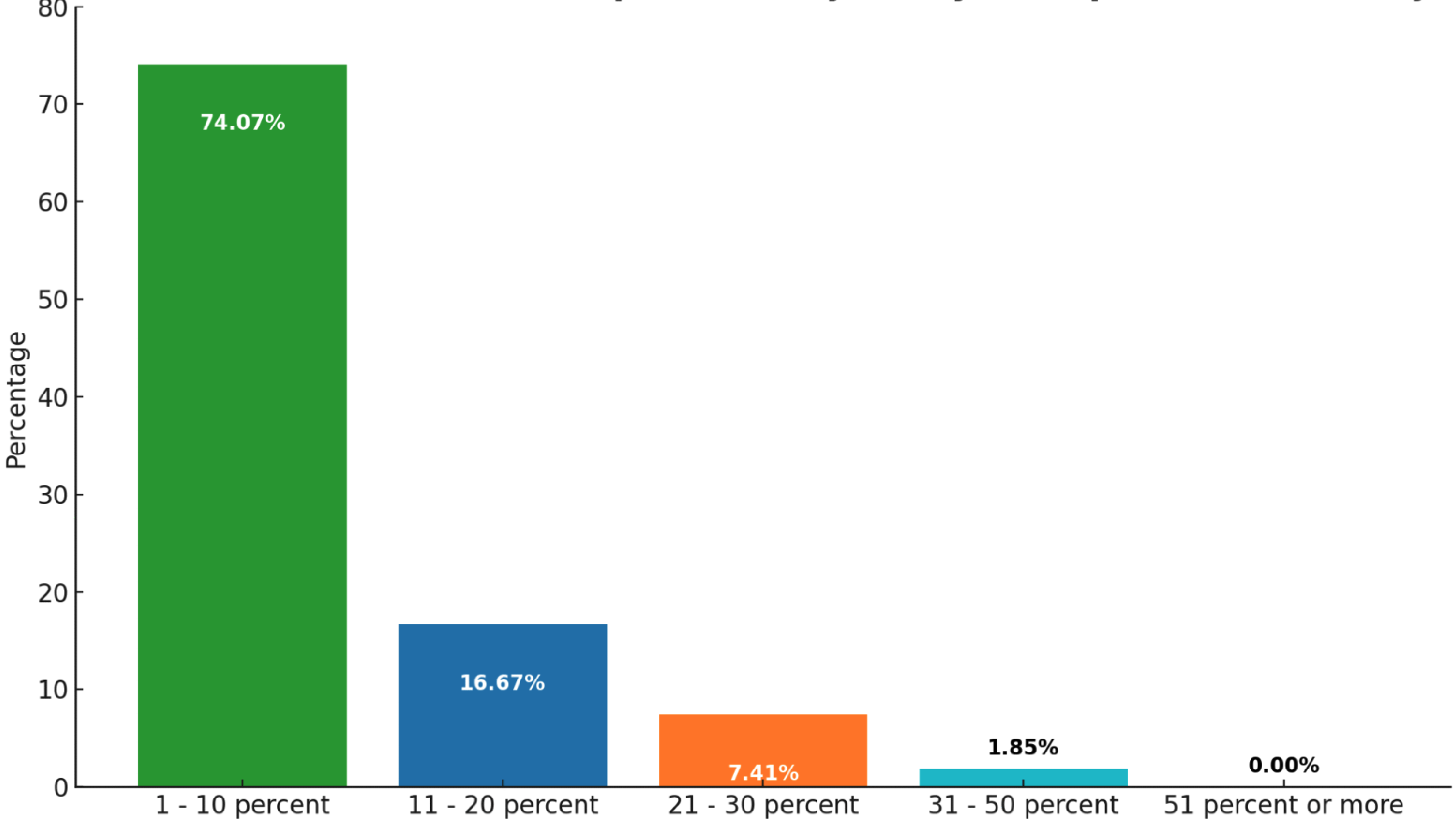
Product and service diversification. Small-event departments, subscription models, premium dried-flower lines, recycling programs, and rush-delivery add-ons open new revenue streams and fortify margins.

How have 2025 sales compared to 2019 sales in the following categories?



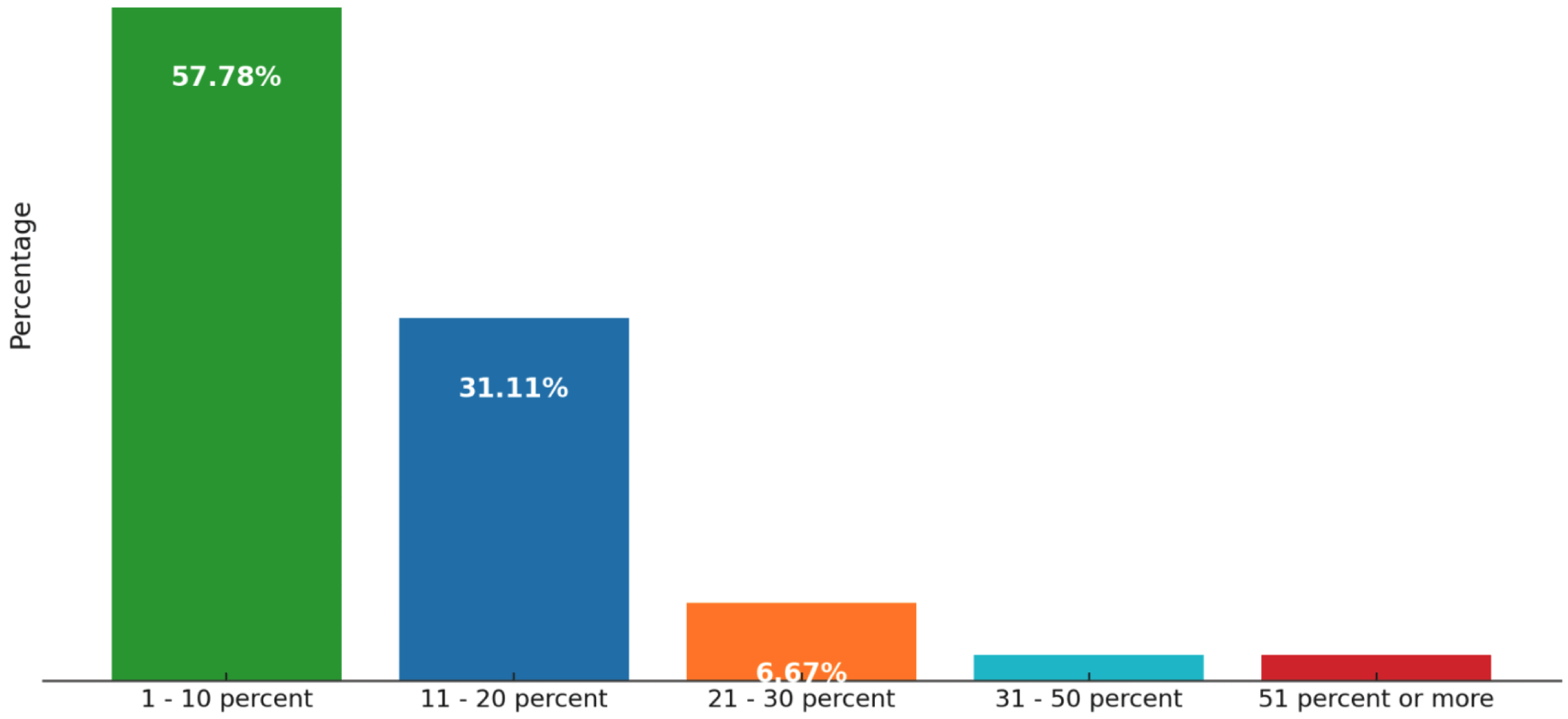
Source: Society of American Florists' Economic Outlook Survey conducted July 1–18, 2025

If sales were UP from the same period last year, by what percent were they up?



Source: Society of American Florists' Economic Outlook Survey conducted July 1–18, 2025

If sales were DOWN from the same period last year, by what percent were they down?



Source: Society of American Florists' Economic Outlook Survey conducted July 1–18, 2025

How are you keeping floral products relevant?

Doubling-down on digital outreach. Florists intensifying multi-channel online presence—daily social posts, email blasts, SMS, and paid search—to maintain brand visibility and drive time-sensitive promotions.

Constant assortment refreshes. Retailers keep catalogues and hero images fluid, launch seasonal capsules and themed collections, and track design trends almost in real time to project novelty and urgency.

Creating experiential retail. Workshops, DIY flower bars, and in-person classes transform stores into immersive venues that deepen emotional connections and generate ancillary revenue.

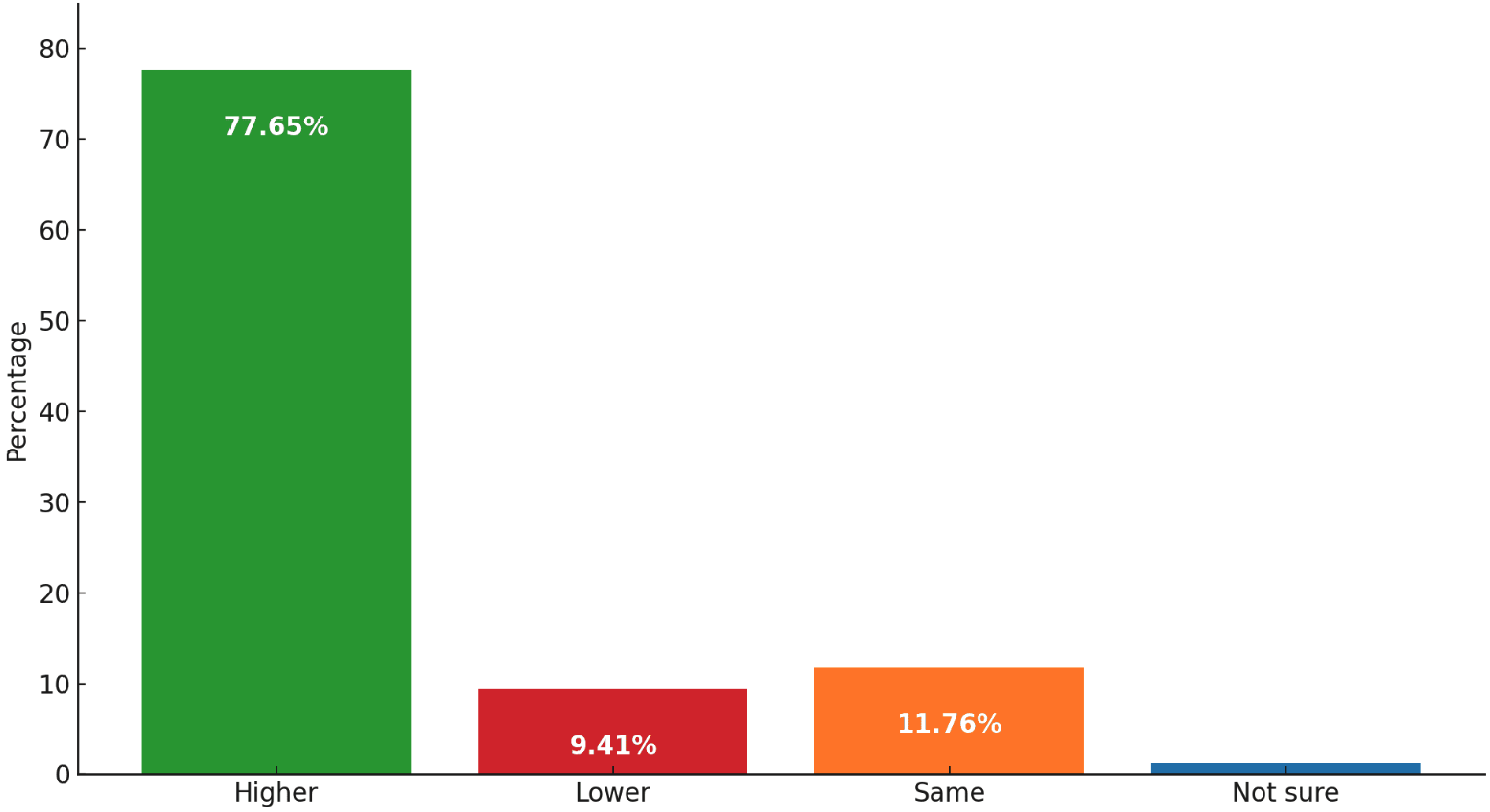
How are you keeping floral products relevant?

Engineering price & value options. Shops widening price ladders, introduce subscriptions and loyalty programs, and add rush-delivery tiers to appeal to both budget-minded and premium clientele.

Emphasizing provenance & integrity. Local sourcing reinforces freshness, reduces freight risk, and resonates with consumers who value community and sustainability.

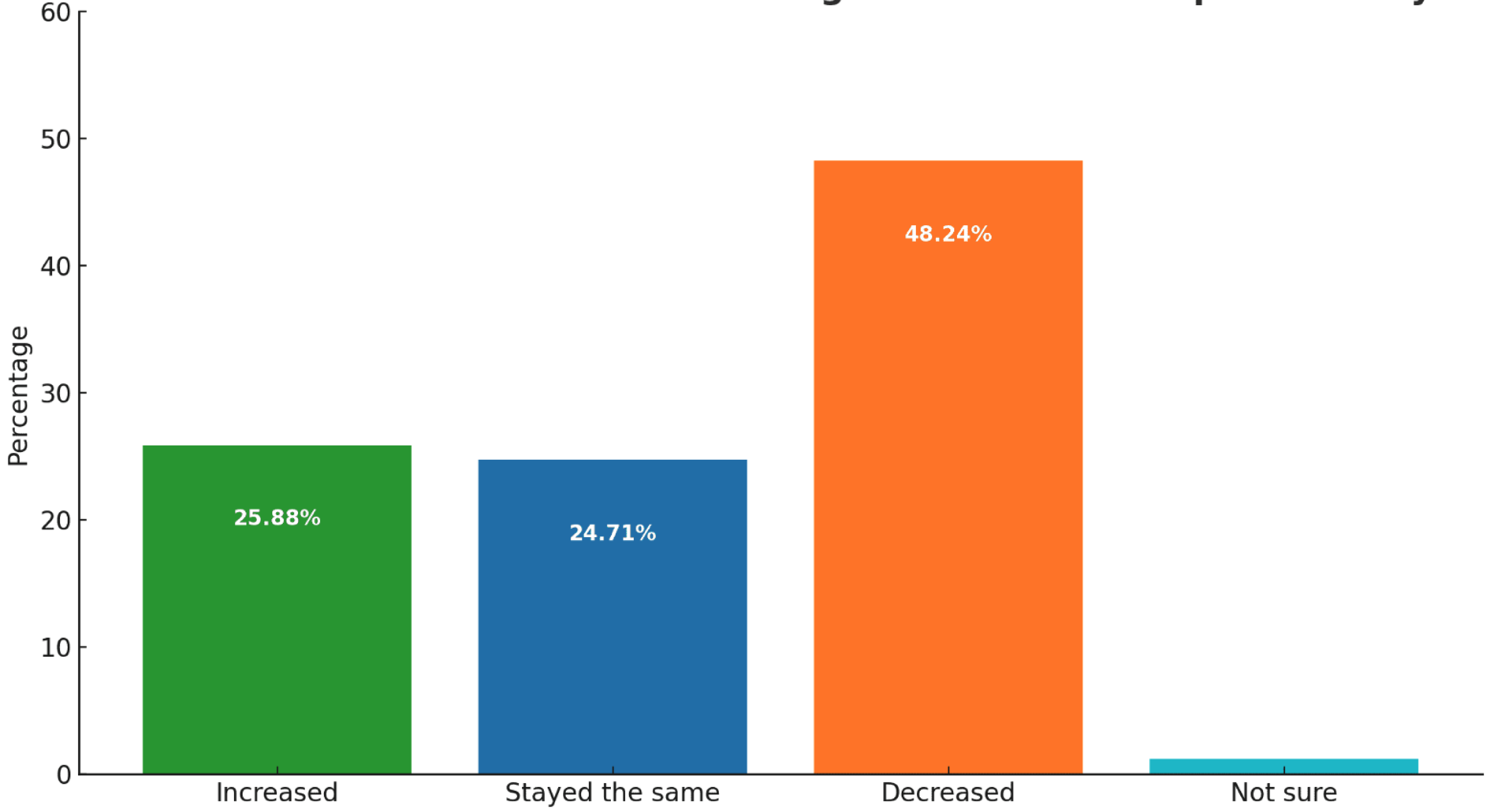
Investing in e-commerce & tech. Florists rolling out full B2C online stores, optimize websites, and experiment with AI tools to personalize marketing and extend reach beyond brick-and-mortar.

How has your average order value changed, year over year?



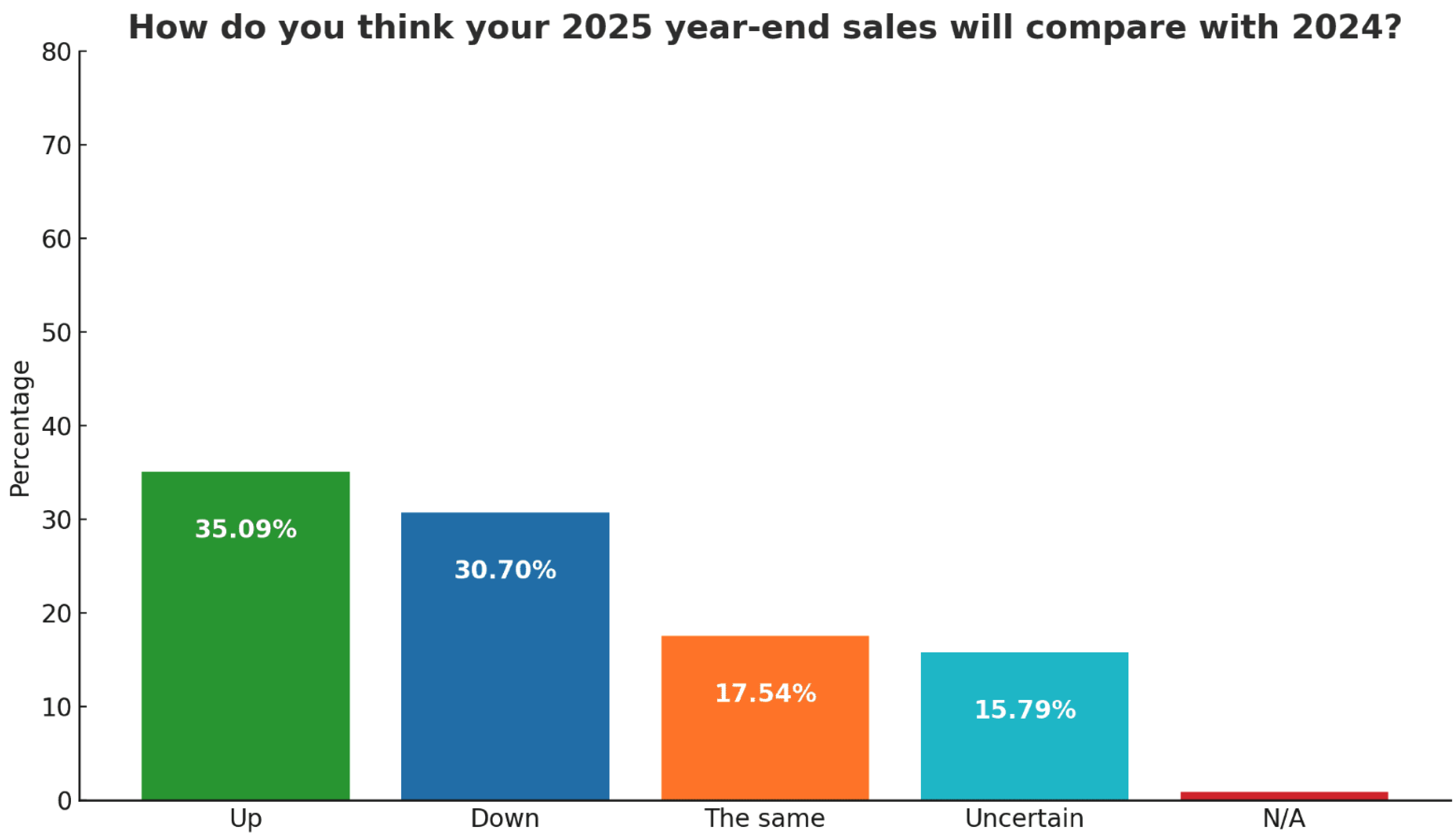
Source: Society of American Florists' Economic Outlook Survey conducted July 1–18, 2025

How have the number of units sold changed from the same period last year?



Source: Society of American Florists' Economic Outlook Survey conducted July 1–18, 2025


How do you feel about business prospects for the remainder of 2025?
Percentage
50
40
30
20
10
0
37.72%
34.21%
15.79%
12.28%
Very optimistic
Optimistic
Neutral/Uncertain
Pessimistic
Very pessimistic
Source: Society of American Florists' Economic Outlook Survey conducted July 1–18, 2025
SAF Phoenix 2025



Source: Society of American Florists' Economic Outlook Survey conducted July 1–18, 2025

How are you planning to end the year strong?

Stepping up promotion on every channel. Many plan to double or triple outbound marketing with richer e-mail offers, heavier social-media schedules, and paid advertising. Incentives such as gift cards and PPC campaigns target incremental orders.

Running a leaner, more disciplined operation. To protect cash flow, owners pledge to buy only what is needed, keep overtime in check, and trim slow-moving SKUs, shifting from 25 varieties online to just a few core options.

Turning holidays and experiences into revenue engines. Thematic promotions—homecoming mums, Thanksgiving centerpieces, Christmas installations—and experience-based retail such as workshops and flower bars are expected to draw foot traffic and seasonal revenue.

How are you planning to end the year strong?

Engineering prices and margins in real time. Respondents are cutting expenses and raising prices where necessary, staying focused on creeping costs to safeguard gross margins.

Deepening one-to-one customer engagement. Personal calls and outside sales visits secure advance holiday orders and strengthen client loyalty.

Investing in technology and web storefronts. Shops are refreshing e-commerce infrastructure and using AI to market more effectively, with several launching new websites ahead of the holidays.