

TABLE A

Year	Finance (F)	Marketing (M)	Technology (T)	Innovation (I)	
1972 (1)	From the inception, the company reinvested all of the profits in buying land near mount Etna.	The company starts as a retailer of local traditional plants - focus on local market.	The company is utilizing traditional light structured greenhouses.		LAND
mid 1970s (2)		Focus on Southern Italy market as a wholesaler.	The company is progressively investing in technology and human resources.		
Late 1970s (3)	Cash flow issues arise: the actual terms of payment from Italian customers are over 180 days and are not dependable.	Focus on Northern Italy market - visits from Northern Italy customers (wholesalers Pistoia).	The company is utilizing larger and better built greenhouses.	The company expands the variety of plants offered by planting plants from Australia, South Africa, America.	
early 1980s (4)		Focus on European market. First trade show, Padua (Italy) 1980-82.			
early 1990s (5)	Cash flow is much improved thanks to the foreign sales, payments are dependable, 30 days - this allows for an increase in technological investments.	First foreign customers visiting and purchasing from Germany and the Netherlands.	Use of systems to control temperature and humidity within greenhouses - systems already in use in Northern Italy but mostly used in the Netherlands.	Use feedback from foreign customers; focus on quality, standardization and innovating with mass production. Mass production with such a variety of plants (over 80), quality and standardization, is a real innovation within the field.	TECHNOLOGY
mid 1990s (6)		First foreign trade shows: Germany (Essen) Valencia (Spain) (1990-91) - development of Middle East market (Lebanon).	Use of special machinery to move large plants.		
late 1990s (7)	Cash flow continues to improve because of the financial dependability of foreign sales.		Continuous improvement of electronic automatic systems for temperature, light and humidity control.		
early 2000s (8)		Further development of the Middle East market (Emirates) and Turkey, Cyprus.		Continuous focus on quality improvement and research to expand plant varieties.	MARKETING
2007 (9)		Trade shows in Russia and development of the Russian and Eastern European market. Increased focus on customers' special needs and on market niches.		New logistics platform to better serve North European customers – one- -of-a-kind within the Mediterranean area.	