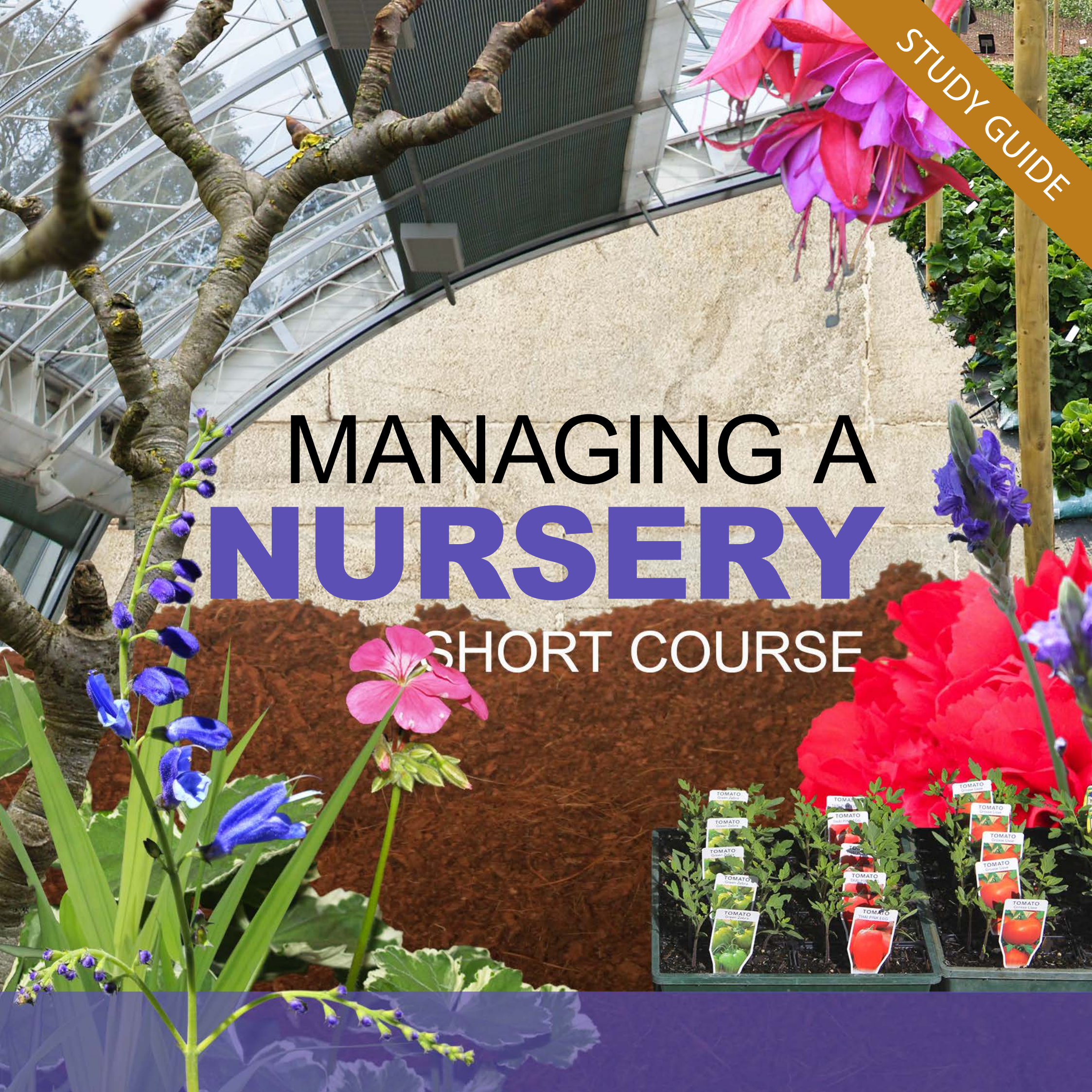


STUDY GUIDE

# MANAGING A NURSERY

## SHORT COURSE



# HOW TO WORK THROUGH THIS COURSE

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Over the following pages, you will move through a logical, self-paced learning experience that can enlighten and educate you on Nursery Management.

It is important from the outset to understand that learning about something is not the same as just reading about it. Learning implies a permanent change in what you know and can do.

Anyone can read a book and understand it; but for most people the detail of what you read is largely forgotten.

Reading something once only puts information into short-term memory. It is soon lost if you don't 'work' on it. Studying the same information takes longer, but by thinking about it and processing it you can transfer that information to long-term memory. This way, you will enhance your ability to recall and apply that information for years to come. If you take your time to work through the 7 lessons that follow, you will learn.

## Read, Reflect, Research, Revise

Throughout the following pages, you will find not only things to read about, but also things to do:

1. Throughout each lesson, there are suggestions of things to do under the headings "Learn More". These are all sorts of ideas about things you can do in order to explore the subject further.
2. At the end of each lesson, there is an interactive self assessment test (assignment), for you to undertake. When you click on this, your computer needs to be online. You will be taken to our cloud-based online school. The answers you choose will be evaluated immediately, and your results can be seen on completion of each test. You can return and repeat tests if you wish.

Undertaking these tasks will involve reflection, research and revision of the topics you read about. By repeatedly encountering each topic in different ways, your perspective on each subject will broaden, and the commitment of information to longer term memory will strengthen.

You don't need to undertake all of the suggested tasks if you don't want to; but we strongly recommend that you do some in each lesson, and that you take all of the self-assessment tests.

The more time you spend doing these things, the stronger your learning will be.

## Completing the Course

After completing all 7 lessons you will be presented with a final assessment which can also be undertaken online.

Do not attempt to do this until you have worked through all 7 lessons, and feel like you have learnt the subject well.

Upon finishing this final assessment you will immediately see your final results, and you can save a pdf copy of those results as a "Certificate of Completion".

## Welcome Audio

Click the button below to listen to the welcome audio for this course. This feature is supported by most computers and some mobile devices.



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# LESSON 1 INTRODUCTION TO THE NURSERY INDUSTRY

*The nursery industry is literally a growing industry. It produces billions of plants every year making major contributions to the forestry, vegetable, fruit, landscape, cut flower and parks industries. There will always be a demand for plants and in turn there will always be a need for nurseries.*

Throughout the world, nurseries come in all types and sizes. Many are family businesses, sometimes just a small hobby business to supplement the family's normal source of income. At the other end of the scale are large commercial enterprises that employ dozens of people and grow

millions of plants. No matter what size though, a nursery always needs good management if it is to be financially viable. We aim to show you ways to make a difference to the financial viability, hence the success, of any nursery, irrespective of size or type.

## Suggested Tasks: ▼

*Throughout this course you will be provided with suggested tasks and reading to aid with your understanding. These will appear in the right hand column. Remember: these tasks are optional. The more you complete, the more you will learn, but in order to complete the course in 20 hours you will need to manage your time well. We suggest you spend about 10 minutes on each task you attempt, and no more than 20 minutes.*



Plants in raised beds that catch and divert runoff water away from where people walk

## THE INDUSTRY

The nursery industry is, and has been, a growth industry throughout the developed countries of the world for several decades, even through periods of recession.

Floriculture is the production of ornamental and flowering plants. It comprises chiefly of potted plants, cut flowers, and potted flowers. In 2015, the United States was the world's largest importer of cut flowers at 17% of the global market, followed by Germany and the UK at 15% and 14% respectively. The Netherlands were the largest exporter of cut flowers at 43% of the global market, followed by Colombia at 15% and Kenya at 11%. In fact most of the growth, and potential for growth is coming from emerging economies (*Rabobank's World Floriculture Map, 2016*).

Worldwide, most years since 2001 have seen a steady increase in demand for potted plants. A working document of the European Commission (2015), showed that in terms of value, the EU produced 34.3% of the world's potted plants and flowers in 2014, followed by China at 15.9% and the United States at 13.9%. Of the EUs production, the Netherlands topped the list at 32%, followed by Germany at 13%, and France and Italy both with 12%.

The Horticultural Trades Association (UK) stated that £24.2 billion was produced by the combined ornamental horticulture industries in 2017. The industry also supported 568,700 jobs - amounting to 1.6 percent of total UK employment.

According to the US Dept. of Agriculture, although drought caused a

downturn in the flower and plant growing industry in the USA in the five years from 2013 – 2017 an optimistic outlook for 2018 predicted growth for 2018 with revenue sitting at \$13.5 billion.

In Australia, the nursery and garden community contributed \$2.29 billion to the Australian economy in 2016 with the industry made up of 27,000 workers (*The Nursery Papers, April & June, 2018*).

The current surge of interest in gardening is influenced by a number of factors including increased home ownership, higher disposable incomes, an ageing population, and changing lifestyles. Media programs have fuelled interest in 'garden makeovers', resulting in the growth of landscaping services and consumer demand for instant colour, larger plants and more hard elements such as paving, outdoor furniture and water features. The demand for garden packages is a strong emerging trend.

Influences on the current and future markets also include:

- Development and application of technology including biotechnology and plant breeding, robotics, drones and information technology.
- The increased public interest in flowers and plants for decorative use.
- The trend to seeing landscaping and gardens as an investment by the consumer.
- The emergence of developing countries into the floriculture trade.

## LEARN MORE >>>

### Suggested Tasks

Try to find out the current state of the floriculture industry in your country, state or region.

Conduct an internet search using phrases such as "floriculture sales figures in x", "nursery plant production sales in x" or "nursery plant industry sales for x" (where x is the name of your country, state or region).

Spend no more than 10 mins on this. If you cannot find figures relating to your region, they may not exist. In discovering that you are in itself learning something - that information is not very easy to come by in your area.



In a mild climate, greenhouses attached to a retail garden centre can display and sell plants year round

## Garden Centres

The nature of garden centres and nurseries has always been such that most commonly they have been small businesses employing fewer than five persons. This remains true in the current market, and there are good opportunities for new nurseries to establish, provided they are selective in what they grow and that they maintain adequate standards in the quality of plants they produce.

It is important for nursery managers to be well informed about industry trends, demands and conditions. Nurseries sell living things and, like all living things, plants are subject to the influences of abnormal weather, and

plagues of diseases and pests. Plants are also subject to changing fashions. A promotion on TV, social media or in popular magazines often significantly changes the way the public spends, even if it is only a temporary change. Averaged over a period of years, the demand for different types of plants may remain stable, but over shorter periods there can be very significant changes in the demand for one type of plant or another. It is essential to stay in tune with the market place and wherever possible foresee changes in demand before they occur. Maintain contact with the magazines, professional associations and gardening experts who can tell you about what is likely to be promoted next, or what plants are in oversupply or undersupply in the near future.



## PROFESSIONAL ORGANISATIONS

The nursery industry is well represented by professional organisations dedicated to the interests of growers and retailers, and any newcomer to the industry is advised to become a member of a reputable association. Professional associations provide a wide range of opportunities including training and development, business improvement schemes, government lobbying and representation, and promotion and research.

- Important professional bodies in Australia are the Garden Centres Association of Australia, Australian Institute of Horticulture (AIH), and the Nursery and Garden Industry Association of Australia (NGIA).
- In the UK, the Horticultural Trades Association (HTA) includes businesses representing garden retailers, growers, landscapers, producers and distributors of garden materials, and service providers. All the major UK ornamental plant growers are members of the HTA.
- The interests of US producers and retailers are represented by the American Nursery and Landscape Association (ANLA).

In addition to the national nursery organisations, there are many other professional organisations tailored to meet the needs of regional and special interest groups, such as the International Plant Propagators Society (IPPS), landscape contractors associations, horticultural media associations and organic growers.

## NURSERY ACCREDITATION

Nursery accreditation schemes are an important new development in both the production and retail sectors. The schemes operate in many countries, with the general aim being to raise the status and professionalism of the nursery industry.

The programs differ in their technical focus and assessment procedures, but all are based on the concept of independent assessment to encourage business improvement. Depending on the scheme, guidelines and independent advice may be provided to promote best management practice. Assessment procedures generally involve external and internal reviews to measure such things as product quality, safety procedures, quality of facilities, staff knowledge and training, marketing and customer service.

Many nurseries involved in accreditation programs have reported such benefits as improved nursery efficiencies, better management, enhanced professional recognition and increased profits.

The Horticultural Trades Association in the UK has developed a number of certification schemes, providing quality standards accepted across the industry.

The two main accreditation programs in Australia are the Nursery Industry Accreditation Scheme (NIASA) and the Australian Garden Centre Accreditation Scheme (AGCAS).