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### **Nursery Organization Panel**

MODERATOR BYERS: Nurseries are a complicated, complex, and difficult form of agricultural production. Our efforts are greatly affected by factors outside our control — the weather, the economy, and the labor supply. In Huntsville Alabama, we have an average of 151 winter days between first and last frost. Of these 45 are weekends and holidays and about 40 are bad weather. Thus, we have 66 working days. Divide this figure into sales volume, and it's obvious that efficient management is critical for survival and success. That we are almost a cottage industry means we have no price or production controls. Also many nurseries are undercapitalized. We have on our panel three nurserymen to discuss the systems they use for efficient management.

### **GENERAL ORGANIZATION OF GREENLEAF NURSERY**

AUSTIN F. KENYON

*Greenleaf Nursery Company, Inc.*

*Route 1, Box 98*

*Park Hill, Oklahoma 74451*

Greenleaf Nursery Co., Inc. is a wholesale nursery specializing in production of container-grown ornamental plant material. Our offices are located in northeastern Oklahoma on the banks of beautiful Tenkiller Lake, which also is our source of irrigation water. In addition, we have a branch operation located 4 miles south of El Campo, Texas, which is 31 miles from the Gulf of Mexico.

The Oklahoma operation, which receives low temperatures each year of at least 0°F., primarily grows junipers, deciduous trees, and deciduous shrubs. The Texas operation, with the more gentle Gulf Coast climate, specializes in broad-leaved evergreen plant material, such as, azaleas, hollies, euonymus, pyracantha, pittosporum, etc.

# GREENLEAF NURSERY CHAIN OF COMMAND

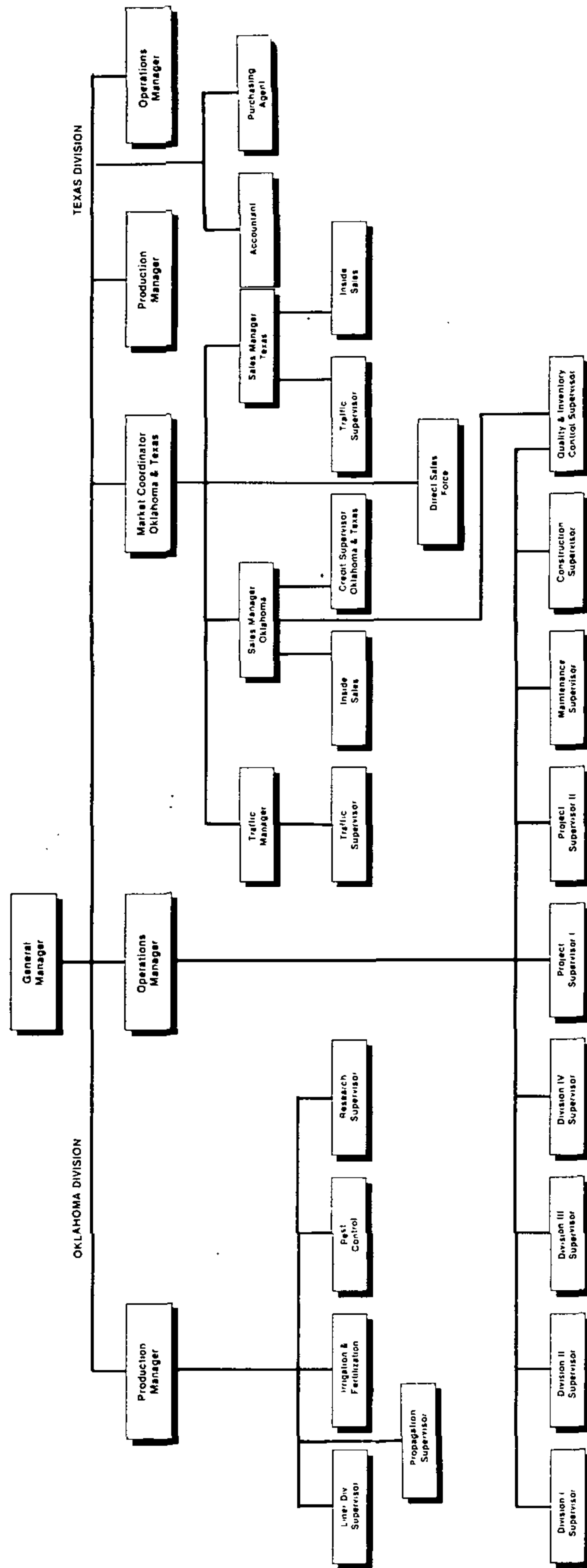


Figure 1. Greenleaf nursery chain of command

This is a discussion of the organizational structure of Greenleaf Nursery. Figure 1 shows the chain of command outlining the structure of responsibility for all key personnel in the company.

The General Manager has a total of 7 people at the two operations who answer directly to him. All other personnel work for one of these 7 individuals. Two of these people are the accountant and purchasing agent, who handle totally administrative functions for both the Oklahoma and Texas divisions.

The Sales and Marketing Director has the overall responsibility for the sales and shipment of all products grown at both divisions. This would cover the areas of sales, advertisement, shipment, collections, training of personnel in all areas of customer relations, and product acceptability. He coordinates the efforts of the following people:

**Sales Managers** at both Oklahoma and Texas divisions are responsible for all areas of sales at their divisions. They handle day-to-day flow of information to outside sales force and maintain general responsibility for quality of material shipped. They control paper flow as to bookings and handle customer relation questions on credits and problems. Our sales managers plan for the trade shows, compile material list selections for the shows and set up coordination with the traffic department.

**Traffic Manager** and **Traffic Supervisor** (Oklahoma and Texas) set up all aspects of shipping, direct efforts of the assistant traffic manager as to the customer staging of loads. They work as backup salesmen for overflow sales calls, and do all the paper work for shows and special events such as sales meetings, and nursery tours.

**Credit Supervisor** (Oklahoma and Texas) oversees all aspects of credit, which include clearing, collecting, and handling special problems. He also backs up inside sales on overflow calls.

Our **Direct Outside Sales Force** sells all they can, to whom they can, for what we say they can, as fast as they can. They work closely with the sales manager on a day-to-day basis. They must handle their market areas in a productive, professional manner.

For the sake of simplicity, I will describe the organizational structure of Plant Production at the Oklahoma nursery, since the Texas and Oklahoma divisions are basically the same. We have divided the production work into two separate divisions. The **Production Manager** handles the supervision of

personnel involved in the more technical aspects of growing as follows:

### Propagation Division:

#### **Propagation Supervisor**

Propagation by rooting of cuttings	Greenhouse and Quonset covering
Mist control and maintenance	Heater installation
Media preparation for cuttings -	Maintenance of related equipment
Pest control of cuttings	and buildings

#### **Liner Division Supervisor**

Maintenance and growth of liners	Seedling production
Overhead Irrigation	Grafting
Fertility control	Potting
Pest control of liners	Planting
Shearing of liners	

### Plant Culture Division:

#### **Irrigation and Fertilization Supervisor**

Overhead watering in container areas	Hand feeding
Directing division probers (personnel checking daily water needs)	Soil mix area
Fertility in container areas	Maintenance of related equipment and buildings

#### **Pest Control Supervisor**

Preventative spray schedules	Disease control
Follow-up of all inspection reports	Chemical testing and evaluation
Weed control	Maintenance and care of related equipment and buildings
Insect control	

#### **Research and Development Supervisor**

- Researching improved propagation and growing techniques
- Testing and evaluating new plant cultivars
- Diagnosing problem areas
- Testing and evaluating new products

The **Operations Manager** is responsible for supervising the activities of the personnel involved in the following areas:

**Division Supervisors.** Their primary responsibility is plant care and includes water control, disease and insect inspections, minor odd jobs in their divisions and keeping the operations manager notified about any major projects that need to be done in their divisions.

**Project Supervisors.** Their primary responsibility is people and the efficient work of the larger crews on the nursery. One project supervisor handles shipping, can filling, some of the shearing, and portions of overwintering. The other project supervisor handles all of the planting, bunching, spreading, some of the shearing, and portions of overwintering. At times they will have up to 100 people under them, but with several foremen dividing the responsibility.

**Maintenance Supervisors.** They are responsible for the maintenance of all stationary and rolling equipment, as

well as the construction of new pieces of non-commercially available equipment in our welding shop.

**Construction Supervisor.** He is responsible for the construction and maintenance of all improvements on the property. He builds new propagation structures, shade areas, new growing blocks, and all other improvements other than major buildings.

**Quality Control/Inventory Control Supervisor.** He functions as liaison person between production and sales. He inspects all loads that leave the nursery and sees that the loads are assembled as required. He supervises the grading of all plants for shipment and handles all field counts, inventory adjustments and planting reports in order to maintain an accurate, up-to-date perpetual inventory system.

## **NURSERY ORGANIZATION**

CARL FLETCHER FLEMER, III

*Ingleside Plantation Nurseries, Inc.*

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Nursery organization is a broad and very encompassing subject. Nursery owners, managers, and propagators have to be organized in order to be successful. Nurseries which produce and grow plant materials are complex, complicated operations because of the hundreds of details which must be constantly monitored and managed.

How we organize on a daily basis may be completely different from your operations since organization is determined by goals, business philosophy, size, location, product mix, and personnel.

How is our nursery organized? My father started our nursery operation in 1948 and since then our business philosophy has been the same. Ingleside Plantation Nurseries, Inc. is a general line nursery. We produce and grow vines, broad-leaved evergreens, conifers, and shade trees in containers, B&B, or bare-rooted for sale to garden centers, landscape contractors, and governmental agencies.

In Oak Grove, Virginia, we have 4 distinct seasons of the year — spring, summer, fall, and winter. Plant growth and development are determined by these seasons. You cannot run a successful nursery operation and fool with Mother Nature. Nurserymen have to let the seasons of the year dictate what