



Horticulture Australia



Final Report

HAL project: NY11017
Milestone 190 –August 2013

Nursery Industry Young Leader Development Program

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Robert Prince has written this report as part of the reporting requirements of Horticultural Australia Limited (HAL). Industry funding from the Nursery Products Levy, voluntary contributions and match funds from the Federal Government managed by HAL, and the time and energy provided by the members of the various state and national committees, is acknowledged.



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1. Summary

The Nursery and Garden Industry identified that there is a real need for the development of Young Leaders in a separate program from the overall Industry Awards program and is focused on the development of industry stakeholders under the age of 35.

The industry held a very successful Young leader program in 2011 but failed to attract the same level of engagement in 2012.

The Nursery Industry has also been well represented in the HAL Leadership Development Program that was held in 2012.

The announcement of the industry Young Leader for 2011, Brooke Stanway, was made at the National Conference and the announcement of the 2012 Young Leader, Sarah Peacock, was made during Green Expo Sydney held at Rosehill Race Course.

The program was run within budget with funds returned to Hal and the Nursery Account.

2. Method

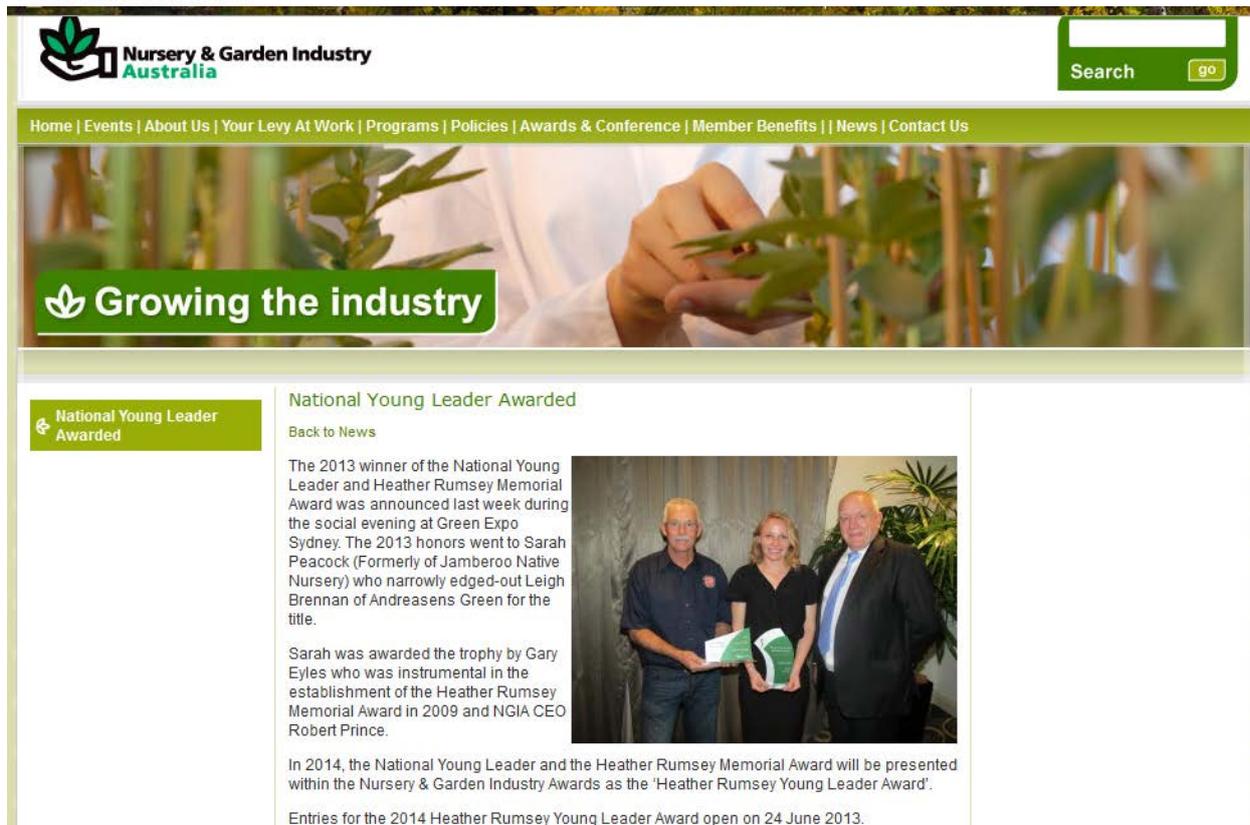
- The Award process is an online process which was opened for 6 weeks and was well publicised via electronic media and via State associations.
- Entries were received at NGIA and reviewed.
- It was disappointing that after attracting 15 applicants in the prior year, this year there were only 2 entrants. This is despite extending the deadline and cajoling of States to identify candidates.
- Industry has decided that a review will be undertaken involving past Young Leaders to ensure the project continues to be attractive. Reasons given this year were:
 - *it is not a conference year.*
 - *we have been too busy at the time of year when entries are due.*
 - *involvement in HAL Leadership development project.*

The new project that follows on from this has taken this feedback into consideration for future years.

3. Key outputs

The Young Leader program has resulted in 18 Young Industry people engaged in a development program. Coupled with this program there were a further 25 Young Nursery persons participating in the HAL Leadership Development program.

Media coverage included publicity in National Industry publications and on the Industry Blog, Your Levy at Work.



The screenshot shows the website header with the logo and a search bar. Below the header is a navigation menu with links: Home | Events | About Us | Your Levy At Work | Programs | Policies | Awards & Conference | Member Benefits | News | Contact Us. The main banner features a photo of hands holding a plant and the text "Growing the industry". The article section is titled "National Young Leader Awarded" and includes a sub-header "National Young Leader Awarded" with a small icon. The text of the article describes the 2013 winner, Sarah Peacock, and the award ceremony. A photo shows three people, one holding a trophy. The article concludes with information about the 2014 award and the opening of entries for the 2014 award.

2013 Young Leader Development Program

Part 1: Political Process: Understanding Nursery Industry Levy - collection to application in industry

Part 2: Personal Development linked to Strategic Development workshop.

Part 3: Support of workshop

Finalists had the opportunity to undertake a Training program of their choice.

National Winner engagement with PIB and IAC

As well as the development program, the national winner has experienced exclusive exposure to industry leaders and managers through two intimate meetings (NGIA board meeting and an Industry Advisory Committee meeting) which occurred throughout the year. Here the Young Leader winner had the opportunity to develop skills and network with more senior members of the industry to assist in the succession planning of the Industry into the future.

2013 Young Leader Award entry criteria

- Entrants must be under 35 years of age at the time the awards entry closes



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- Entrants must submit 4 pages answering the criteria below, plus 6 images and 6 pieces of support material. Also include 1 reference from your employer and one from a customer or supplier

4.0 Financial Reconciliation

The financial reconciliation is attached in appendices. As the program was over 2 years the funding was utilised in Year 1 with the finalists attending conference etc.

With the limited engagement in 2013 there was not the need for the same funding and overall the project came in \$18,687 under budget. These funds have not been drawn and a refund payment will be made.

5. Appendices

1. Young Leaders 2013 Submissions
2. Financial Reconciliation

Appendix 1 NY11017:

**Submission from Nursery Industry Young Leader 2013:
Sarah Peacock**

Question 1: Please provide an overview of your involvement in industry activities/schemes and why you joined the nursery & garden industry?

From a young age I have held a keen interest in the environment, especially from having grown up in the bushland on the Illawarra escarpment at Austinmer. This upbringing has given me great insight to the benefits of native plants as a key link in the ecological process of all life. I have always been an enthusiastic bushwalker. I have trekked throughout Australia and New Zealand, most recently on a 14 day trek in the South Coast of Tasmania. At school I excelled in science and biology which led me on to study a Bachelor of Applied Science majoring in environmental resource management at Southern Cross University Lismore (**Degree attached**). While studying plant conservation I developed a skill for plant identification. My field of study has further enhanced my knowledge of nature conservation and environmental issues.

I initially joined the nursery and garden industry to follow my interest in botany. I joined the team at Jamberoo Native Nursery in February 2010 starting in the nursery's bush revegetation division. After six months this project was finished and I returned to the nursery where I gained knowledge and practical skills in production maintenance and dispatch. Being local to the area and having worked with Illawarra Landcare groups I quickly became familiar with the list of over 300 native plants on Jamberoo's production list. I was promoted to the position of Sales and Marketing co-ordinator in late 2010. Since then I have completed an Australian Institute of Management course in Sales and another in Marketing (**certificates attached**). I have been encouraged to follow my interests and given numerous opportunities in my job. I am lucky that the team at Jamberoo are so good at developing people.

I have participated in many industry events across NSW and other states as well as visited many nurseries and in turn have developed a broader understanding and appreciation for this industry. I have been on the committee for the Weed Risk Assessment Procedure for the NGI (**reference attached**). I was recently asked to join the organising committee for the 2014 National Conference. I have designed and held the stand at Green expo Sydney 2 years running and Bunning's Expo Sydney 2 years running. I have been involved in the Nursery Industry Awards process for the past three years attending the State and National Awards. Jamberoo has won the state award for the past six years running and this year we took out the National Award for the best medium production nursery (**press release attached**). I have attended the past two National Conferences, Landscape Expo (Sydney), Hortivations (Melbourne), Trade day (Melbourne), Tour of the National Arboretum (Canberra), IPPS Tour, Better Holmes and Gardens Show (Sydney) as well as Next Gen Functions.

I enjoy working in this industry because it is a very real industry with extremely energetic and like-minded people.

Question 2: Explain how you have contributed to your employer's business (if employed) or how you manage your own business (if you are self employed).

As most staff at our nursery have studied horticulture my background in environmental resource management has added a different perspective to the mix. My role at Jamberoo now involves the sales and marketing of all potted and tube stock grown at the 5 acre nursery. I have always maintained it is easy to do something you love, and for me selling plants is easy because it's what I love.

I have been involved in developing and implementing the marketing and business plan for Jamberoo. I have collected and analysed sales figures and reports, I have also collected subjective data while conducting sales runs thus gaining a sound knowledge of my sales territory and the demographics. I have used this knowledge to build and maintain business relationships with key customer base as well as carrying out effective marketing campaigns. I believe I have become a very effective networker for the business.

I have recently completed the 2nd edition native plant catalogue for 2012/2013 this includes our full range of potted stock and is a reference guide and selling tool to help our customers on sell our product. The catalogue was launched at 2012 Bunning's Expo Sydney (**press release attached**)

Over the past year I have developed a vendor refill program in conjunction with the merchandising company Botanix which represents Jamberoo through Bunning's. This will allow Jamberoo to provide a better service by having representatives in all Bunning's stores across NSW and ACT. Accordingly, this will allow Jamberoo to improve sales and turnover of potted stock and improve our positioning within this market.

The majority of the tube stock sold at Jamberoo is for revegetation purposes. Part of my role involves quoting on stock availability lead times and pricing for customers, landscape architects and landscapers, providing information on provenance stock and providing appropriate substitution when necessary.

I am currently in the process of carrying out a brand strategy for Jamberoo's potted stock. This involves creating custom labels and a new website with a searchable plant database providing information via interactive sources such as you tube clips. I am also exploring the use of new marketing tools on labels such as QR codes and MS tags linking to the plant database on our

website. This will allow Jamberoo to have a relationship with the end buyer sharing our knowledge and passion for the plants we grow.

Since I have started my position as sales and marketing co-ordinator, sales have been increasing steadily YTD. I have improved turnover through increased exposure of key lines using my marketing and networking skills. Further, I have put in place measures to streamline sales dispatch processes. I am a self-motivated person and I apply myself to any task given to me in an efficient and responsible manner.

Question 3: What are the key skills you have developed since entering the industry and what plans do you have for further training?

Since I began working in this industry I have gained a broad range of skills. I feel the practical experience I gained from beginning my work in the nursery and the nursery's revegetation arm Southern Bushland Repair, has given me an advantage in the work I now do in Sales and Marketing.

I have gained practical experience in bush regeneration including; weed removal, cutting and painting, micro weeding, planting out and guarding, and monitoring and maintaining sites worked. I have also gained practical experience in production horticulture including; plant detailing for sale, potting up plants in a production line, maintaining potted stock (pruning, staking, weeding and consolidating), tubing up, maintenance and stocktake of tube stock and seedling propagation. While carrying out this work I have acquired skills in operation of tractors and potting machinery in accordance with OH & S regulations, communication and teamwork skills in a busy production environment, safe handling of tools and equipment and correct use of PPE as well as the ability to implement Work Health and Safety requirements.

Before beginning my sales role in the office I completed a course in Essential Selling Skills at the Australian Institute of Management. This course increased my confidence in qualifying prospects and managing prospect information. I acquired a sound knowledge of the core stages of the sales process and managing self, time and territory in a changing sales environment.

While my sales course touched on aspects of marketing, not having come from a marketing background I felt the need to brush up on my skills. I completed a course in marketing fundamentals at the Australian Institute of Management at the beginning of this year. This course has given me the essential tools needed to build the profile of native plants in our industry.

Since I have begun working in the office at Jamberoo I have expanded on my computer internet, email and word processing skills. I have gained training and experience in office/ IT skills, MYOB (invoicing, inventory and reporting), creating availability lists, Photoshop, Excel and typing. I have improved my negotiating and prioritising, and expanded my customer service skills. My written and oral communication skills have also grown along with my ability to cope with competing priorities.

Recently I have completed an intermediate course in digital photography at Shoalhaven Community College. This has inspired me to develop a marketing campaign that increases exposure of key lines of plants to customers when they are looking at their best. I also plan to complete the advanced course in photography later on this year.

I am dedicated to extending my plant knowledge to become a vital part of the nursery and garden industry. I am very interested in furthering my studies through a post graduate degree in botany.

Question 4: What is your customer service philosophy and how do you deliver on your customer promise?

My philosophy mirrors the JNN philosophy to provide the best range of hardy healthy Aussie plants possible. The nursery operates to the highest environmental standards (Recognised by our Ecohort accreditation) and operating to best practice management industry standards (recognised by NIASA accreditation and winning the NGI Best Medium Production Nursery NSW FOR 6 YRS running as well as the 2012 national award). We believe in growing the right local species and providing information to our customers and the community on their importance.

Over my time in the industry I have learnt the best technique for managing customer enquiries is to be completely honest about the quality of service and product provided. I find this is the best way to cut to the chase and ensure my customers remain happy. I have a sound knowledge of my customer base and the demographics of the markets we are selling into. I have a good knowledge of our products, each item, its application and provenance. I believe It is extremely important to understand our customers and collect both qualitative and quantitative data in order to make informed decisions for future planning.

I also think it is extremely important to listen to customer concerns and deal with all matters in a prompt and concise manner. I employ the KISS approach (Keep it Simple). I provide retailers with the information and selling tools required to on sell our product and ensure turnover. I anchor customers towards the quality of the product, the variety offered and our high standard of service.

Question 5: Where do you see your career in the next five years?

Within my time in the industry I have seen a steadily increasing commitment to the development of its environmental sustainability policies by the NGIA and, with my academic and work background, I believe I can contribute to the development and implementation of these policies and will seek out opportunities that will allow me to do this. Further, I look forward in the coming years to continuing my involvement with next gen and working towards obtaining CNP status.

I am always looking for new challenges and opportunities in my career. In the future I would like to become involved in marketing campaigns within the industry. In particular, I would like to ensure Australian native plants receive a higher profile in this industry and across this country

On a personal level I am very interested in studying a post graduate degree in botany either in Australia or overseas. I have a particular interest in biodegradable packaging and pots after having studied waste technologies as part of my course at university. I believe that development in these products will assist our industry to provide a plant product which is more sustainable. In particular, I look forward to being involved in the challenge of “greening” our industry.



Final Reconciliation of Project Funds

Project Code: NY 11017
Project Title: Nursery Industry Young Leaders Development Program

The abovementioned project has now been completed and below is reconciliation of expenditure:

Description	Budget approved from HAL \$	Payments Received from HAL \$	Total Expenditure on Activity \$	Expenditure on Capital Items \$	Budget minus Total Expenditure \$
Young Leader 2012	15,000	15,000	15,000		0
Young Leader Engagement/Selection At Conference	14,000	14,000	15,300		-1,300
Young Leader engagement	1,000	1,000	1,000		0
Young Leader 2013	15,000	15,000	9,513		5,487
Young Leader selection	14,000	*1,854	2,500		11,500
Engagement	1000	1000	500		500
Program Management Over 2 years	10,000	10,000	7,500		2,500
TOTAL	70,000	*57,854	51,313		18,687

Funds to be returned to HAL = \$18,687

*Milestone 190 has not been drawn: = \$12,146.15 ref invoice 509829

Differential = \$ 6,548

VC in program = 0.286% so share of VC = \$1,870

HAL to invoice NGIA \$6,548 - \$1,870 = \$4,678