

all 25 nurseries, for the average of the largest 8 firms, and for the smallest 8 firms. All firms in the largest group had sales of own plants greater than \$750,000, while all firms in the smallest group had sales less than \$250,000. On charts where lines appear indicating the range of data, the upper line designated "highest rates" represents the average of the highest third of firms (8) for the particular measure, and the lower line designated "lowest rates" is the average for the lowest third (8). Nursery operators received an analysis for their own operation, which contained similar information as used in this report, shortly after submitting data.

DATA AND RESULTS

The key findings of this report appear in the text in the form of charts and graphs. The data from which they were derived may be found in the appendix tables at the end of this report. The appendix tables include notations on calculations involved for those who may wish to examine some figures in further detail, and spaces are provided for entering figures pertaining to your own firm for comparison. Where tables appear in this report, arithmetic inconsistencies from rounding may be noted.

Size of Business

Appendix Table 1 (summarized in Table 1) presents basic information on size of business and scale of production operations. When combined with costs of production in Appendix Table 6, these data provide the basis for developing most of the measures and indicators shown in the other tables and figures in this report.

Sales and Total Value of Production

Annual sales. Sales figures used in this analysis represent only plants produced by the nursery firm itself. In other words, if any plants were purchased for immediate resale, or "brokered," their value was deducted from total sales to give the value of own plants sold. Figure 1 illustrates the differences in the sizes of the industry average, largest, and smallest foliage plant nurseries. Own plant sales averaged \$1,417,627 for all nurseries, \$3,752,542 for the largest nurseries, and \$138,615 for the smallest nurseries (Table 1).

Total value of production during the year adjusted for change in the value of the plant inventory. Plant inventory increased for the average of nurseries by \$17,668, and for the smallest nursery by \$18,455. For the largest firms, plant inventory decreased by \$1,788. Thus, sales plus plant inventory change gives a total value of production \$1,435,295 for all nurseries, \$3,750,754 for largest, and \$157,070 for the smallest (Table 1).

Monthly sales. Figure 2 shows the pattern of monthly sales for all nurseries, largest nurseries, and smallest nurseries. For all nurseries, highest sales occurred during the months of January, March, April, and May. Sales for these months account for 38 percent of the year's total sales. Sales in April, the highest month, averaged \$150,225, which was 45 percent greater than those for November, the lowest month (\$103,378).

