

GREENHOUSE CROP PRODUCTION

Counting The Costs and Making The Costs Count

by John A. Biernbaum and Bridget Behe, Department of Horticulture, Michigan State University

Introduction

How are the cost of production and profitability of a crop calculated? What are variable and fixed costs? What is a square foot week and why is it important? Regardless of the size of the greenhouse or the size of the desired profit, there is a peace of mind that comes with knowing that the difference between the cost of production and the income generated from sales meets your personal goal. A financial prospectus or estimate of potential income is also important if borrowing money to build a greenhouse or start a business.

Crop production and cultural information is becoming more and more available to those in the business and those wanting to enter the business. A key to staying in business will be learning how to make sure the end of the year bottom line provides the necessary and desired income.

Types of Costs:

Structure Costs: Property, structure, environmental control, equipment, property taxes, insurance, etc.

Materials Costs: plant material, growing containers (trays, flats, pots), root media, fertilizer, chemicals, labels.

Labor Costs: management, growers, workers, clerical, delivery (payroll taxes, insurance, benefits).

Energy or Utilities Costs: gas, electric, fuel oil, water, etc.

Marketing (packaging and shipping) Costs: sleeves, pot covers, boxes, trucks, advertising

Classification of Costs:

Variable or Direct Costs: Costs associated with a specific crop and assigned to that crop individually.

Fixed, Indirect or Overhead Costs: General production costs that occur regardless of the crops produced in the greenhouse. These are totaled over the entire production season for the entire production area and then divided equally by the total production time and actual growing area. These costs typically are assigned equally to all crops based on the growing time and area. However, they may be assigned by the season at different rates.

Material costs are typically handled as a variable cost.

Labor, energy, packaging and shipping costs can be either a variable or fixed cost.

Structure costs are typically handled as a fixed cost.

Don't Let Mathematics and Numbers Intimidate You

Getting ready to determine costs of production and profitability of individual crops requires some time and effort put into calculations. Perhaps one of the primary reasons more greenhouse operators do not calculate costs is because many have been intimidated into believing they are not good at math. The phrase "I am not good at math" rates right up there with "I have a black thumb" for

some of the most useless words ever spoken. Perhaps such people exist, but there are very few of them. All it takes is a positive attitude, a willingness to learn, and a good teacher. While calculating costs and profits can become very detailed and difficult, it does not have to be that way. The necessary calculations can be very simple and easy.

Step 1. Start with "Action Plans" and Space Utilization and Planning Schedule

Before the cost estimate is started, a detailed crop schedule or "Action Plan" is developed. The action plan includes what needs to be done, when it needs to be done, and who is going to do it. Start with ordering the plant material and supplies, a list of the schedule and environmental conditions required, and a calculation of either the bench space needed to produce the number of plants needed or the number of plants that can be produced in the given amount of space. For example, if you have 10,000 sq. ft. of greenhouse and you can cover 90% of the floor area with flats, how many flats can you grow if the flats are 11" x 22"? What if the flats are 10" x 20"? If you are already producing, develop a written summary or outline of what is produced when. This can be done by using a greenhouse production area schedule like the one included in this article.

Calculating the growing time and area required per unit.

Once an action plan and schedule are available or completed for the crops to be produced, a good next step is to develop information about the total growing space and time required for that crop. Generally, shorter term crops requiring less space are more profitable than longer term crops requiring more space. In order to compare the production costs and profitability of apples verses oranges, or perhaps poinsettias verses petunias, the production time and area in square foot weeks (sq ft wks) for a crop must be calculated.

A bedding plant flat measuring 11" x 22" will require 242 square inches or 1.7 square feet.

A square foot is 12" by 12" for a total of 144 sq inches so $242 / 144 = 1.7$ sq ft.

With production time of 5 weeks, total production area and time is:

$$1.7 \text{ sq ft} \times 5 \text{ weeks} = 8.5 \text{ sq ft wks (square foot weeks)}$$

If you have 10,000 sq ft of greenhouse bench or usable floor space, and you want to keep the greenhouse in operation for 20 weeks, you have a total of 200,000 sq ft weeks of available production area. Keeping the greenhouse full for the 20 weeks would allow production of 200,000 sq ft wks divided by 8.5 sq ft wks per flat which equals 23,529 flats. If there was a week between finishing and replanting so the turnover time was actually 6 weeks instead of 5, the number of flats that could be produced would be $(200,000 / 10.2)$ or 19,608.

Continued on page 30

Continued from page 29.

A 6" pot mum grown at 14" x 14" spacing
(196 sq in / 144 = 1.36 sq ft) for 10 weeks will require a
total of 13.6 sq ft wks.

A 6" pot mum grown at 7" x 7" spacing
(49 sq in / 144 = 0.34) for 3 weeks, 10" x 10" spacing
(100 sq in / 144 = 0.70) for 4 weeks, and 14 x 14 spacing
(196 sq in / 144 = 1.36 sq ft) for 3 weeks would use a
total of 7.9 sq ft wks.

Given the same 10,000 sq ft for 50 weeks, the pots would change
from (10,000 sq ft x 50 wks) / 13.6 sq ft wks per pot
which equals 36,765 pots
to (10,000 sq ft x 50 wks) / 7.9 sq ft wks per pot which
equals 63,291 pots (75% more).

Remember, it is recommended to first produce a growing area or
space utilization calendar so the amount of greenhouse space used
can be totaled for the year. Calculating sq ft wks to assign cost is not
effective if the cost per sq ft wk is calculated based on the green-
house being full 52 weeks a year but the greenhouse is not kept full.

In a later example, it will be demonstrated that it is important to
know how much of the greenhouse area is actually being used to
grow crops. The house may be 30' x 100' (3000 sq ft) but the aisle
and equipment area may reduce the growing area down to only 65
to 85% of the floor area. (Bench or growing area divided by the

total floor area gives the percent space used.) Growing hanging
baskets overhead can also be used to increase the efficiency of the
growing area. (See table on Page 33).

Step 2. Calculating Variable or Direct Costs

Variable or Direct Costs are defined as costs associated with a spe-
cific crop and assigned to that crop individually. Plant material
(seed, cuttings, etc.), growing container and root media costs typi-
cally account for a large part of the variable costs while fertilizers,
water and chemicals are a relatively small part of the cost. Pack-
aging costs vary significantly by crop. Labor and utilities can be
considered a fixed cost or they can be handled as a variable cost.

When calculating post per unit as shown in the following examples,
the purchase price of bulk material quantities needs to be divided
by the number of units to get the per unit price. This can be done
after the crop is finished from receipts or before the crop is grown
using prices from catalogs or quotes. It is possible to produce the
crop on paper before actually planting to get an idea of costs and
how they can be controlled.

If a case of pots is \$50 for 500, what is the price per pot? \$50
divided by 500 equals \$0.10 per pot.

If media costs \$7.50 per three cubic foot bag, a one cubic foot fills
twenty, six-inch azalea pots, the media cost per pot is \$7.50 di-
vided by 3 cu ft, divided by 20 pots per cu ft which equals \$0.125
per pot. Tables of values for containers filled per cubic foot or
yard or bag are available from media suppliers or greenhouse op-
eration text books.

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Greenhouse Space Utilization Schedule by Calendar Week

Weeks of the Year

House	1	2	3	4	5	6	7	8	9	0	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	5	5	5				
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Crop Codes:

	Color	Crop
1.	x Red	Poinsettias
2.	o Purple	Easter Lilies
3.	+ Green	Geraniums
4.	= Yellow	Hardy Mums
5.	* Orange	Chrysanthemums
6.	@ Blue	Other

Calculating the cost of fertilizer and chemical applications.

(Product costs are examples only and mention of a product does not imply an endorsement or recommendation.)

If the production cost is being determined from actual receipts after the crop has been grown, the purchase cost of supplies like fertilizer or chemicals can be divided by the number of pots produced to determine the price per pot. For example, if 10 bags of fertilizer at \$25 per bag were used to produce 10,000 pots of something, the cost per plant is \$200 (10 bags x \$20) divided by 10,000 equals \$0.02.

Cost estimates can also be made even before the crop is grown. Some basic assumptions about the amount of material to be applied will allow an adequate estimate. Following are some examples:

1. Assume a pinched poinsettia in a six-inch pot is fertilized at every irrigation with 10 fluid ounces of 150 ppm nitrogen from 20-10-20 water soluble fertilizer (\$20/25 lb bag). The crop is grown for 15 weeks (105 days) and fertilized/irrigated every 3 days on average. What is the value of the fertilizer applied per pot?

Suggested steps:

a. How much fertilizer is required per gallon of solution?

$$\frac{(\text{ppm}) \times (\text{stock volume}) \times (\text{stock concentration})}{(\% \text{ N in fertilizer}) \times (1200)} = \frac{(150) \times (1) \times (1)}{(20) \times (1200)} = 0.00625 \text{ lbs per gallon}$$

b. How many gallons of fertilizer solution are applied to the plant?

105 days divided by 3 days = 35 irrigations x 10 ounces each = 350 ounces divided by 128 ounces/gal = 2.75 gallons

c. How much fertilizer is in that many gallons of fertilizer solution? 0.00625 lbs/gal x 2.75 gallons = 0.017 lb

d. What is the cost of 0.017 lb of fertilizer if 25 lbs cost \$20? \$20/25 lbs = \$0.80/lb x 0.017 lb = **\$0.0136 (1.4 cent)**

2. A spray of 1500 ppm Cycocel is applied to the poinsettia. Assume one gallon of spray will cover 200 square feet of bench and there is one plant per square foot. The cost of the Cycocel is \$73/quart and the concentration in the bottle is 11.8% AI (1% = 10,000 ppm).

a. How much Cycocel per gal? From look up table - 1.6 oz per gallon for 1500 ppm

b. Cost of 1.6 ounce CCC? \$73 per qt divided by 16 oz per qt = \$4.56/oz x 1.63 oz = \$7.44 per gal

c. How much per pot? \$7.44 divided by 200 pots = **\$0.037 per pot (3.7 cents)**

3. A drench of Subdue and Cleary's fungicides (mixed in the drench tank) is made to control Pythium and Rhizoctonia root rot fungi. The recommended rate is 0.5 fluid ounce of Subdue per 100 gallons and 8 oz/100 gal for Cleary's. Ten fluid ounces of diluted solution are applied per pot. The concentrated Subdue costs \$293 per gallon and the Cleary's cost \$48 per pound. What is the cost per pot to apply both fungicides?

a. How much does 0.5 fl oz of Subdue cost? \$293/gal divided by 128 oz/gal = \$2.29/oz x 0.5 oz = \$1.14

b. How much does 8 oz of Cleary's cost? \$48/lb divided by 16 oz/lb = \$3/oz x 8 oz = \$24 (\$25.14 total)

c. How many pots can be treated with 100 gallons? (100 gal x 128 oz/gal) divided by 10 oz/pot - 1280 pots

d. How much does it cost to treat 1 pot? \$25.14 divided by 1280 pots = **\$0.0196/pot (1.9 cent)**

4. Assume Marathon is applied to poinsettias at the rate of 1.3 grams per six inch pot. The cost of 5 pounds of Marathon is \$100. What is the cost per pot for the Marathon?

a. How many grams/pound? 454 grams per pound

b. How many grams/5 pounds? 2270

c. What is the cost per gram? \$100 divided by 2270 grams = \$0.044 per gram

d. What is the cost per pot? \$0.044 times 1.3 = **\$0.057 / pot (5.7 cents)**

Labor Costs

Labor costs can be assigned as a variable cost if the production time per unit can be determined (ie, filling the pot with media and planting or transplanting, moving the plant, watering, chemical applications, etc.) and multiplied by the hourly cost of labor. For example, if it takes 5 workers with a total hourly cost per person of \$10 (wages, taxes, insurance or benefits), 10 hours to plant 10,000 pots of poinsettias and move them to the greenhouse, the cost would be 5 times \$10 times 10 hours which equals \$500, divided by 10,000 plants, equals \$0.05 per pot.

In a very limited number of large greenhouses, cost of labor is done by computer by using bar codes for each task and each employee. The code for a particular task, for example, pinching poinsettias is scanned with the employee's ID card when an employee starts and finishes pinching. The computer can add up all the time spent by all employees pinching poinsettias and assign that cost to that crop. It could also add up planting time, watering time, pest control, etc. so the total cost in hours can be determined.

Utility Costs

Utility costs can also be broken down per month or week and assigned depending on what area the crop occupies and when the crop is in the greenhouse. If utility costs are \$20,000 annually and the greenhouse bench or growing space is 10,000 square feet, the costs per square foot is \$20,000 divided by 10,000 sq ft which equals \$2.00/sq ft. If the greenhouse was full 48 weeks, utility costs per sq ft wk would be \$2.00 divided by 48 which equals \$0.042 per week. Utility costs are usually available on a monthly basis and cost per sq ft wk can be estimated by month since there is a large difference in heating costs. It has been suggested that one rate might be used for Dec., Jan., Feb.; a second rate for Oct., Nov., Mar.; a third rate for Sept., Apr., May; and a fourth rate for June, July, August if the greenhouse is in use year round.

Step 3. Calculating Fixed or Overhead Costs:

All other costs that cannot be efficiently assigned to a specific crop are added together and assigned to each crop depending on the area used and the length of time in the greenhouse. Based on the opinions expressed by a variety of growers, fixed costs can either be assigned equally across the year or can be allotted more or less to a particular season or production time. Some growers feel that greenhouse space is worth more in the spring than the fall and that a higher percentage of fixed costs can be assigned in the spring than the fall.

The cost of greenhouse construction, equipment purchased and the amount of money borrowed will have the largest impact on the overhead costs. With typical construction costs ranging from \$5 to \$25/sq ft, the overhead costs can vary dramatically. If the construction is financed with a high interest rate or a short payback period, the cost can increase even more. Clearly cost planning like this is best done before the greenhouse is built. A construction plan with cost estimated can be used to develop a total construction cost so loan and financing information can then be used to determine monthly overhead costs. Rough Brothers greenhouse construction company has a spreadsheet program available to greenhouse operators to help them determine the costs of new construction and expansion.

Examples of Fixed (Overhead) Cost Calculations: (These numbers are only examples, actual costs may be different. There are also many other costs that could be added to this list. For this example, utility and labor costs are included as part of the fixed cost.) Actual numbers are usually provided by an accountant's report.

<u>Item</u>	<u>Cost</u>
Greenhouse and Property Loan Payment	\$41,000 (\$3417/month)
Property Taxes	\$ 6,000
Insurance	\$ 2,000
Electricity	\$ 2,500
Natural Gas	\$ 6,000
Truck Rental and Delivery Costs	\$ 5,000
Production and Shipping Labor	\$75,000
Administrative and Clerical Labor	\$10,000
Office Operating Expenses	\$ 2,500
<u>Total</u>	<u>\$150,000</u>

Total costs divided by the number of square feet and the number of weeks gives \$/sq ft wk

$$\$150,000 / (42,000 \text{ sq ft} * 0.90 \text{ growing space}) / 20 \text{ weeks} = \$0.20 / \text{sq ft wk}$$

Influenced by the number or weeks in production:

$$\$150,000 / 42,000 \text{ sq ft} * 0.90 \text{ growing space} / 40 \text{ weeks} = \$0.10 \text{ sq ft wk} \quad (37,800 \text{ sq ft})$$

Influenced by the efficiency of the growing area:

$$\$150,000 / (42,000 \text{ sq ft} * 0.70 \text{ growing space} / 40 \text{ weeks} = \$0.127 / \text{sq ft wk} \quad (29,400 \text{ sq ft})$$

$$\$150,000 / (42,000 \text{ sq ft} * 1.20 \text{ growing space} / 40 \text{ weeks} = \$0.075 / \text{sq ft wk} \quad (50,400 \text{ sq ft})$$

(> 100% due to hanging baskets)

The fixed cost can range from a few cents per square foot week when the greenhouse is paid for to up to \$0.20 or more for a small greenhouse or when an expensive greenhouse is financed. One frequently cited study completed in 1980 at North Carolina State University by Robin Brumfield and others estimated the overhead cost of greenhouses surveyed was \$0.208, \$0.154, and \$0.148 for small, medium and large firms.

Calculating Total Fixed or Over head Costs using Square foot weeks (sq ft wks) for a crop:

A bedding plant flat measuring 11" x 22" will require 242 square inches or 1.7 square feet and if the production time is 5 weeks, the total production area and time is 1.7 sq ft x 5 weeks = 8.5 sq ft wks. If the cost per square foot week is \$0.10, the fixed cost per flat is \$0.85.

A 6" pot mum grown at 14" x 14" spacing (196 sq in/144 = 1.36 sq ft) for 10 weeks will require 13.6 sq ft wks and would have a fixed cost per pot of \$1.36. A 6" mum grown at 7" x 7", 10" x 10", and 14 x 14 spacing would use a total of 7.9 sq ft wks. The total fixed cost would be \$0.79 at a rate of \$0.10 per sq ft wk. This method does not take into account that there would be a higher labor cost with spacing the plants an additional 2 times.

Remember: It is recommended to first produce a growing area or space utilization calendar so the amount of greenhouse space used can be totaled for the year. Calculating sq ft wks to assign cost is not effective if the cost per sq ft wk is calculated based on the greenhouse being full 52 weeks a year but the greenhouse is not kept full.

Step 4. Totaling all costs and determining Profit or Loss per sq ft wk

The final step is to bring all the costs together. One example of how this can be done is shown below. All of the costs can be added and compared to the selling price. Adjustments made need to be made based on crop losses and the desired profit margin.

Probably one of the most important calculations is to determine the profit or loss per square foot week of production. If the greenhouse rotation was poinsettias, Easter lilies, geraniums and hardy mums, with a few standard mums every week of the year, one way to compare the relative profitability of the crops is to compare the profit per sq ft wk. While this shows the difference between crops, comparing a fall crop with a spring crop does not take into consideration the market potential for a given season. Using the profit per sq ft wk to compare profitability is even more useful if one makes comparisons between crops produced during the same growing season. One example would be comparing different container sizes of the same crop. Another example would be the relative cost effectiveness of putting more cuttings in a hanging basket and shortening the crop time verses using fewer cuttings and lengthening the crop time. In general, crops that require less space and shorter production times can often generate a higher profit, particularly when fixed costs are high.

Crop	Total Weeks	Total sq ft weeks	Cost to Produce	Selling Price	Profit or Loss	Prof/loss /sq ft wk	Gross Income	Net Prof/loss
Pointsettia	15	12.75	\$4.74	\$3.95	-\$0.79	-\$0.062	\$51,192	-\$10,238
Easter Lily	15	7.5	\$3.95	\$4.10	+\$0.15	+\$0.02	\$106,272	+3,888
Geranium	5	0.55	\$0.50	\$0.65	+\$0.15	+0.27	\$ 75,816	+19,829
Hardy Mum	10	8.5	\$2.50	\$2.50	0	0	\$32,400	0
Pot Mum	12	10.26	\$4.54	\$4.25	-\$0.29	-\$0.028	\$42,432	-\$2,895
Totals							\$308,112	+10,583



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Crop Summary: Poinsettia

Variable Cost per Unit:

Item	Description	Purchase Cost (\$)	\$ per unit
1. Plant Material	rooted poinsettia cutting	\$50/100	0.50
2. Growing Container	6" azalea pot	\$50/500 case	0.10
3. Root Medium	bulk peat-lite media (16 pots/cuft)	\$7.50/ 3 cuft bag	0.125
4. Fertilizer	20-10-20, 150 ppm CLF (15 wk/3 days)x 10 oz = 2.75 gallons)	\$20/25 lbs	0.014
5. Chemicals	Cycocel @ 1500 ppm	\$73/qt	0.037
6. Pesticides	Marathon (1.3 gram/pot) Fungicide (3 drenches)	\$100/5lbs	0.057 0.06
7. Labor	(Calculated as fixed cost)		
8. Packaging/shipping	pot cover, sleeve, care tag, box	???	0.35
Total			1.25

Square foot weeks of Production Area and Fuel Costs per Unit:

Week(s) (Stage) A	Temp (D/N) B	Spacing (in x in) C	ft ² (C/144) D	Total Weeks E	ft ² wks (D x E) F	Fuel Cost \$/ft ² wk G	Fuel \$/pot (F x G)
0-5 (I)	70	12 x 12	1	5	5	0.04	0.20
6-10 (II)	65	12 x 12	1	5	5	0.05	0.25
11-15(III)	60	12 x 12	1	5	5	0.05	0.25
Totals				15	15		0.70

Fixed Costs per Unit:

Cost per ft² week: \$ 0.10 Crop time in ft² week: 15 Fixed Cost per Unit: \$1.50
 (Total of column F from previous table) (Cost x sq ft wk)

Summary of Costs:

Variable Cost Per Pot: (*1) \$ 1.25 (36 %)
 Fuel Costs Per Pot: (*2) \$ 0.70 (20 %)
 Fixed Costs Per Pot: (*3) \$ 1.50 (44 %)
 Total Costs Per Pot: \$ 3.45 (100%)

Profit Loss Statement:

Selling Price Per Pot: \$ 4.00
 Total Cost Per Pot: \$ 3.45
 Profit/Loss Per Pot: \$ 0.55
 Profit/Loss Per ft² wk: \$ 0.037 *****

Notice that both poinsettias and lilies took about 15 weeks to produce. The lilies were grown at much smaller spacing (7 x 8 compared to 12 x 12), which reduced the fixed costs per unit and helped make the crop profitable. Another possible example is that both lilies and geraniums had a per unit profit of \$0.15. However, since geraniums require much less space and time, the profit per sq ft wk is over 10 times as much for geraniums. Together with the fact that there was a lot more geraniums produced, this makes geraniums the most profitable crop. Other relevant points include the importance of paying fixed costs with the crops showing losses, so the losses are small.

Accounting for Product not sold:

Not all of the crop will be sold and this needs to be accounted for when estimating true or actual costs of production. Crop losses can range from 2 to 3% up to 10% depending on the crop and the market standards. If income is based on selling 1000 plants at \$5.00 but only 950 plants sett and 50 are discarded, the difference in income is \$5000 verses \$4750 or \$250. To get \$5000 from 950 plants the price would have to be \$5.26. The \$0.26 difference can be important to the bottom line, and the number of plants sold in a competitive market.

Profit Margins


Two different methods, margin of selling price and mark-up of cost. For example, a margin of 25% is equal to a mark-up of 33.3%. (ie, multiply cost by 1.333 for 25% margin.) From the example previously shown, the profit margin would be \$10,583 divided by \$308,112 or (0.034) 3.4%. (Assumption was all costs were met first including salaries.)

Margin % of Selling Price	Mark-up % of cost
5%	5.3%
10%	11.1%
15%	17.7%
20%	25.0%
25%	33.3%
30%	42.9%
35%	53.8%



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Range of Gross Income Values (How much income is possible from a greenhouse?)

Gross income: total number of plants sold times selling price

Net income: profit per plant (selling price minus cost of production) times the number of pots sold.

Low end for part year bedding plant production, high end for year round potted plant production.

Value per square foot: Ranges from \$4 to \$16

Value per acre: Ranges from \$175,000 to \$700,000

The example provided previously was for a 22,800 sq ft greenhouse so the value per square foot was \$308,112 divided by 22,800 sq ft which equals \$13.51 per sq ft. Multiplying by 43,560 sq ft per acre gives a value of \$588,656 per acre. The values are on the high end but are intended to represent a pot plant production greenhouse maintained full most of the time.

Summary

This is a quick review of basic cost accounting methods. While more detailed records will allow more accuracy and confidence in the results, in many cases an estimate of profitability will help provide the necessary financial protection and confidence to help improve the quality of life.

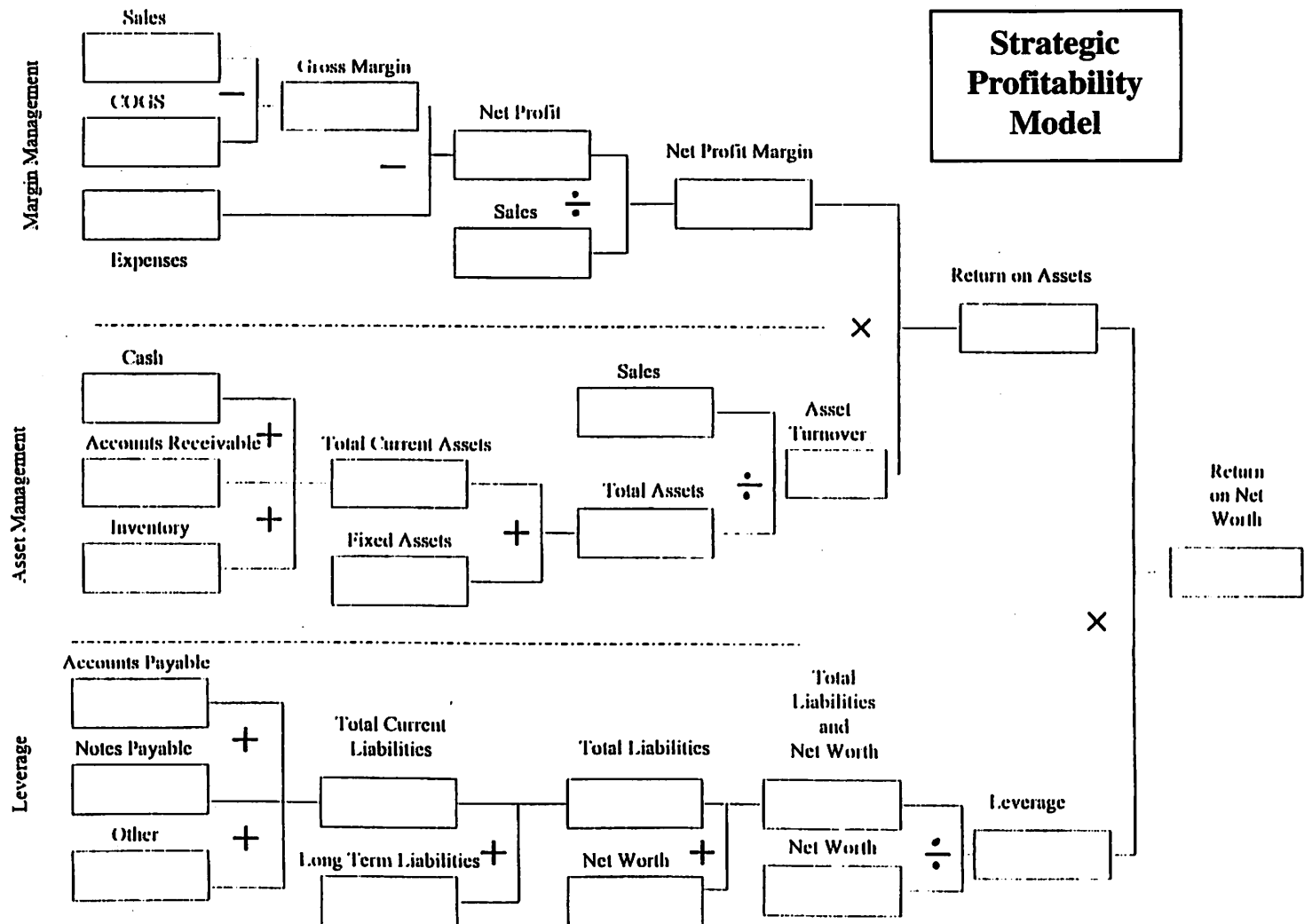
References:

Production Costs chapters in the Tips of Growing Series (Poinsettias, Easter lilies, Chrysanthemums, Hanging Baskets, Bedding Plants) that provide some of the best information.

Chapter 18, Business Management, in Greenhouse Operation and Management by Paul Nelson.

Cost of production chapter in Bedding Plants IV, from Ball Publishing

Reprinted from 1998 Ohio Short Course presentation



Example Crop Cost Calculations Template

Crop: _____

Cultivar: _____

Variable Costs per Unit:

Item	Description	Purchase Cost (\$)	\$ per unit
1. Plant Material			
2. Growing Container			
3. Root Medium			
4. Fertilizer			
5. Chemicals			
6. Pesticides			
7.			
8. Packaging/shipping			
Total			*1

Square Foot Weeks and Possible Fuel Costs per Unit:

Week(s) (Stage) A	Temp (D/N) B	Spacing (in x in) C	ft ² (C/144) D	Total Weeks E	ft ² wks (D x E) F	Fuel Cost \$/ft ² wk G	Fuel \$/pot (FxG)
Totals							*2

Fixed Costs:

Cost per ft² week: \$ _____ Area per unit in ft² week: _____ Fixed Cost per Unit: \$*3 _____
 (Total of column F from previous table) (Cost x sq ft wk)

Summary of Costs:

Variable Cost Per Pot: (*1) \$ _____ (____%)
 Fuel Costs Per Pot: (*2) \$ _____ (____%)
 Fixed Costs Per Pot: (*3) \$ _____ (____%)
 Total Costs Per Pot: \$ _____ (100%)

Profit Loss Statement:

Selling Price Per Pot: \$ _____
 Total Cost Per Pot: \$ _____
 Profit/Loss Per Pot: \$ _____
 Profit/Loss Per ft² wk: \$ _____