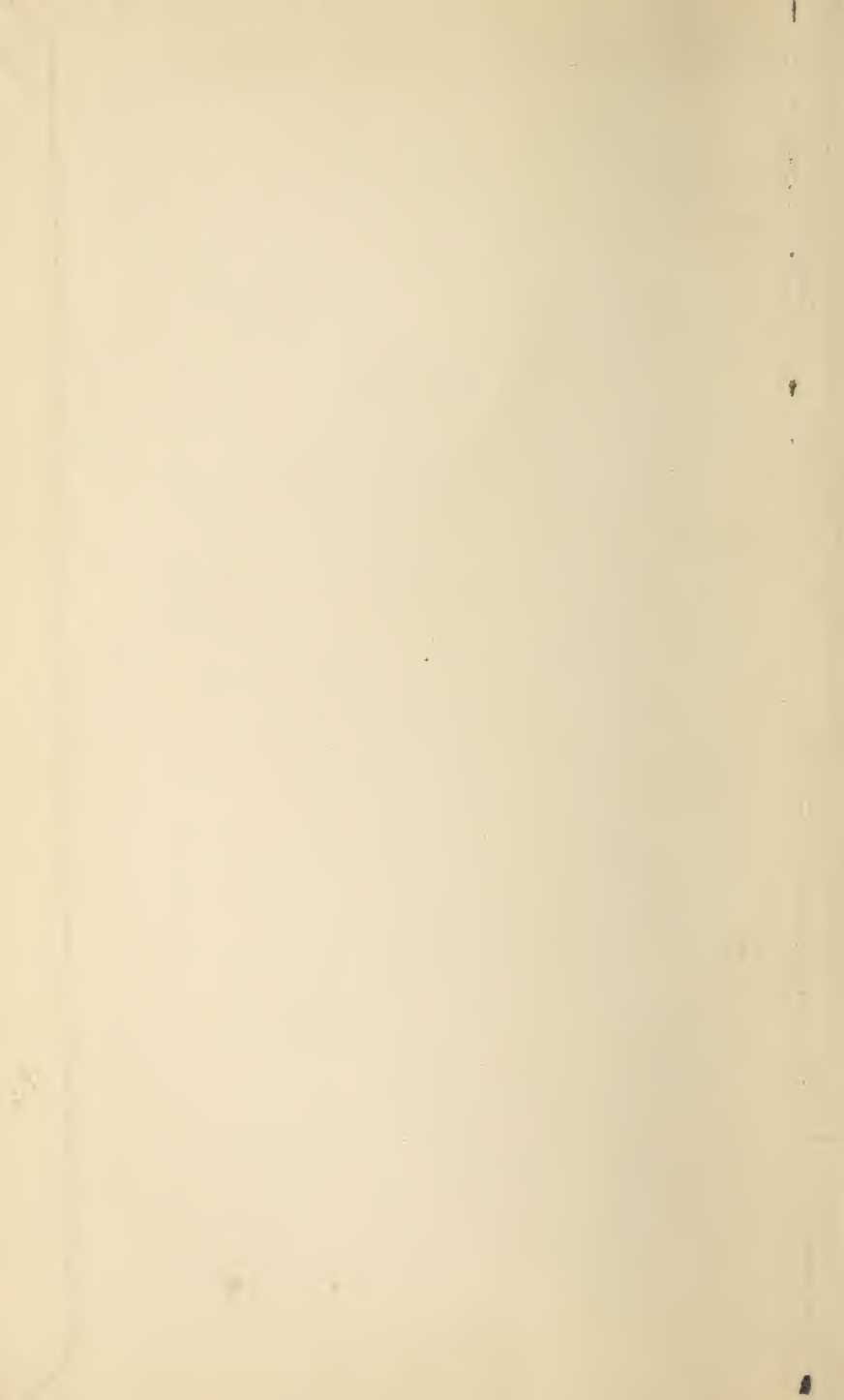




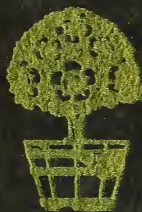
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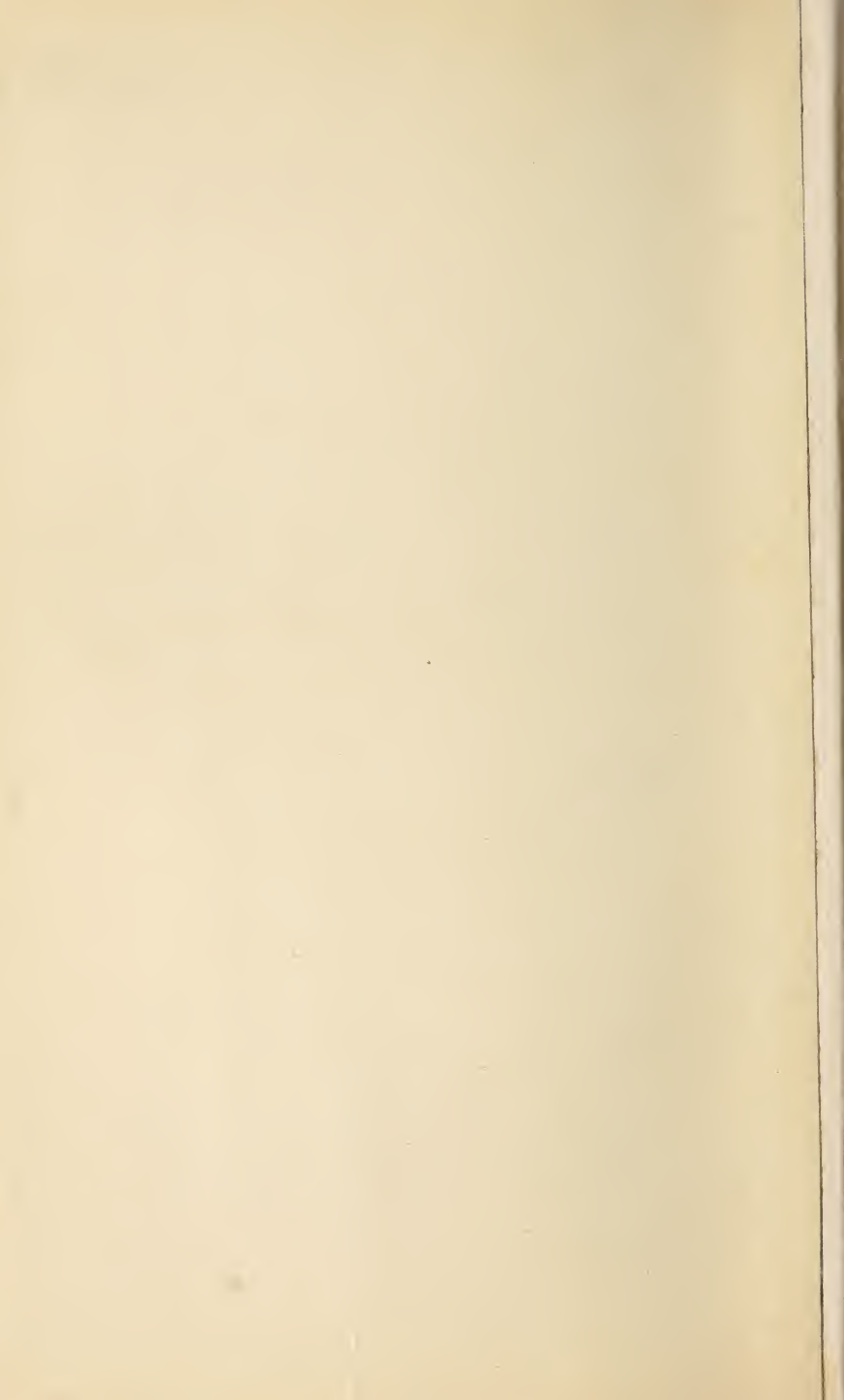
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THE SMALL NURSERY



NELSON COON



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THE
SMALL NURSERY

THE SMALL NURSERY

A DISCUSSION OF FIRST PRINCIPLES
GOVERNING ITS SUCCESSFUL
ESTABLISHMENT

By
NELSON COON



NEW YORK
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PREFACE

WITH the advent of the new nurserymen's slogan,
"IT'S NOT A HOME UNTIL IT'S PLANTED,"

it behooves every florist or would-be nurseryman to realize that the demand for the planting of home grounds has just begun and that he should prepare himself for this demand by starting a landscape department. This book is written with the hope of guiding the footsteps of the novice in the business end of the nursery.

Just as a book on automobiles would undoubtedly fail to tell the reader how to run a garage, so does the average horticultural literature fail to pay much attention to selling methods and business practice. For those who wish to learn about the growing of stock, there is an ample library available; a short list of such books is given in Chapter XIII.

There are, of course, many details that have purposely been omitted from this book (such as the principles of bookkeeping), for such things need a volume to themselves. Rather have I tried to outline a course of action and of study, and I have tried to present the gloomy as well as the rosier side of the business.

I wish to give thanks to the many nurserymen who have contributed to parts of this work and particularly do I wish to thank one who has given many helpful suggestions and who first guided my footsteps over the path of nursery selling—S. Mendelson Meehan of Germantown, Pa.—he to whom this book is dedicated.

NELSON COON.

Rhinebeck, New York
January 1, 1923

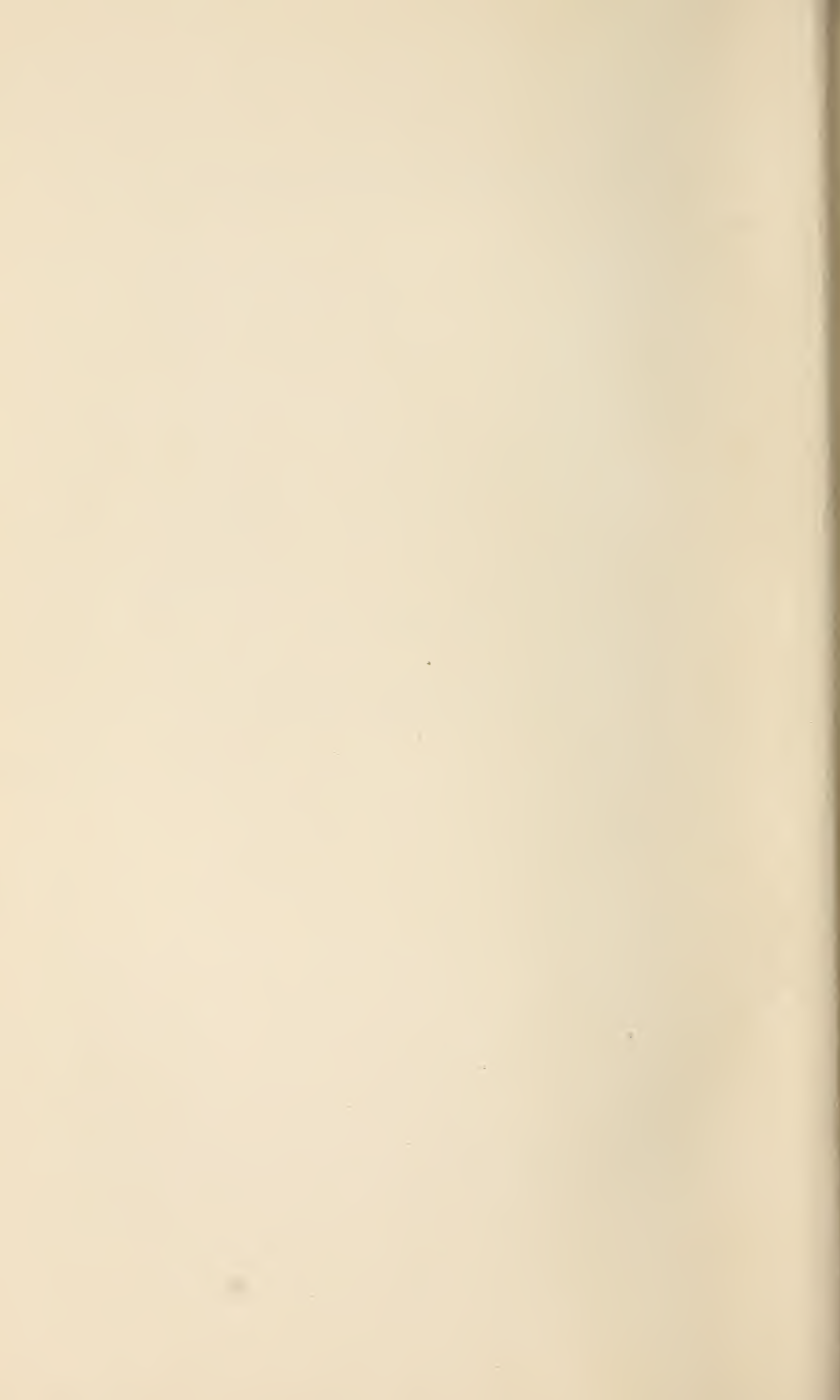
PUBLISHER'S NOTE

THIS book has been written by a nurseryman for other nurserymen, both actual and prospective. This, in itself, is of no little significance, for when an industry such as the nursery business reaches the stage of needing and having its own literature, then it certainly can be said to have won a position of permanent prestige and unquestionable importance among the forces and agencies that are carrying on the world's work.

Much has been written for the general grower about the methods of propagating and growing nursery stock, but this is, so far as we are aware, the first attempt to systematically review the basic principles of business organization and administration that are no less essential to the success of a nursery enterprise than to that of any other industrial or commercial venture. The author has discussed these fundamentals in relation to the "small nursery," partly because it is in that connection that they can be most concisely covered and most easily grasped; partly because it is the type of business with which he is personally familiar; and partly because it is the kind of business with which the greatest number of beginners will naturally be concerned. It is a welcome pioneer in a broad, fertile field that needs and deserves development.

Special attention is called to the Appendix, in which are presented, through the courtesy of *The Florists Exchange and Horticultural Trade World*, an excellent and simple system of cost accounting that has proved its usefulness; and, through the courtesy of the Standardization Committee of the American Association of Nurserymen, the entire text of that Committee's admirable report as approved by the Association in July, 1923, and thereby adopted for the use of all members and ultimately—it is to be hoped—for the use of all progressive nurserymen, everywhere.

PART I
ANTICIPATION



CHAPTER I

"TO BE OR NOT TO BE" A NURSERYMAN

IF the reader of this book is already a nurseryman, or if he is just starting such a business or department, it may seem foolish to ask whether or not one should embark on the venture. But there are certain considerations that it may be well to review.

First, with respect to the florist-nurseryman. One does not expect to find Henry Penn or Max Schling out in the field discussing the merits of *Spiræa Vanhouttei*. Yet it seems perfectly natural to us that the great Rose growers like F. R. Pierson and A. N. Pierson should have nurseries of which they are justly proud. Out in the Middle West is the firm of Holm & Olson which successfully combines the work of retail florist and nurseryman. In the ranks of the seedsmen the name of Vaughan stands out as a well-known example of the successful combination of a nursery with other lines.

From this brief mention of the more familiar names, we can turn to that longer list of country florists who have profitably added a nursery branch to their business. This leads us to the conclusion that the first requisite for a nursery is a location in or near the country, within easy reach of other kinds of work.

A seedsman with a chain of stores recently told the writer he had been selling shrubs for years because "the people demanded it and when they came to the store to buy a shrub, they usually bought a good order of seeds,

and *vice versa*." One cannot very well get away from the fact that if he has the stock there is rarely any trouble in selling it. Although the time will soon come in the nursery business when there will be plenty of stock for all, business can never be done satisfactorily if you have to rely for your stock on some distant wholesaler. There is nothing that a customer likes better than to have you say, "Yes, we have it growing right here. Would you like to select and help dig it?" There is a psychological effect about being able to see nursery stock growing that is hard to discount.

WHY FLORISTS SHOULD RAISE NURSERY STOCK

There are various reasons why florists are adding a nursery to their business. The first, as has been suggested, is the actual demand on the part of the public. It is only natural for customers to expect a florist to sell a shrub or two along with an order for some other plant, because the public does not clearly appreciate the differences between the several lines of our allied trades. We are all horticulturists and as such we should provide everything that the name implies. This demand of the public that the florist should handle shrubs and trees is more pronounced in suburban districts and localities where there is no nursery, and a survey of the situation shows that such places are numberless. Then, too, the demand for ornamental plantings is increasing steadily, in spite of the economic conditions that are disturbing other industries.

Another reason why the florist is called upon to supply nursery stock is that the public has become wary in its dealings with the average "tree peddler" who, all too often, without knowledge of the first principle of landscape requirements, sells a bill of goods and then washes his hands of the entire matter. The purchaser of trees

and shrubs wants someone to fall back on in case of loss, someone whom he can question as to the future care of the stock, etc. Such a one, furthermore, is willing to pay for this accommodation. The better class customers of today with whom we have to deal don't usually mind the cost—what they want is "Service." The established florist, being well known and respected, has an opportunity here that is of inestimable value.

Start out not with the idea of cutting the tree agent's prices, but with the idea of selling "trees plus service" and charging for what you sell. As an actual fact, however, you can usually buy and sell a plant so as to make a neat profit and even then undersell the tree agent by about one-third. The prices these men charge are, as a rule, exorbitant, and necessarily so, since the "agent" sometimes gets 40 per cent, while 10 per cent goes to the man who delivers. (You will always notice that the man who sells never delivers, this arrangement being to prevent argument or cancellation of the order by the customer.) Deducting the 40 per cent, plus the 10 per cent, leaves us 50 per cent, or a fair retail price for the firm handling the transaction. With your business right at home you need only charge one profit, thus saving your customer money and giving him service as well.

The reader will note instantly whether or not these conditions exist in his locality; if they do he can feel that the first element of success is present and may proceed to analyze his territory further with the idea of meeting this demand for nursery stock. A good way to do this is to take a map of the locality and ascertain carefully just what percentage of its population consists of well-to-do prospects; not, necessarily, the number of *wealthy* people, but of that other and better class of prospects—the prosperous home owners. Also let him spend a day

or several evenings driving around to see how many places there are that would be improved by landscape planting. If pleased with the result of his investigations, he should at once lay plans to embark in the nursery business.

Right at this point may be a good time to consider one of the objections that may have come to your mind, especially if you are already doing a large business in potted plants for the Spring trade. That question is as to how far the nursery business will conflict with your floral work. There is no denying that if all the nursery work came in the Spring, there would be some objection on this score. It is an acknowledged fact, however, that Fall planting is as generally satisfactory as Spring planting, and by stressing this point in all of your advertising you can find much to do in the Autumn. Then, too, during the Summer you will have ample opportunity for activity in soliciting business and getting the nursery into shape.

The question of whether or not you should extend your operations into the nursery business depends to a greater or less extent on your equipment. In the sense that the word "equipment" is used here we refer not to such material things as shovels, spades and delivery cars, but rather to "yourself."

The vital power of the nursery business, like that of any other business, is in the breadth of the management, in a thorough knowledge of the profession, and in the ability to sell and to grow. Before you purchase a tree or plant out a shrub you should feel convinced that you are in love with your work and are willing to push it to the limit. Many an enterprise proves a failure because the owner does not have faith enough in it to stand behind it strongly during times of trouble. If you have faith and ambition you stand a big chance of success. As faith

without works is useless, so you must be willing and able to spend some time in intensive study, for the technical knowledge, etc., required in the nursery business is akin to that required by the druggist. It would seem to the writer that the very first requirement of the successful nurseryman is a thorough and growing understanding of horticultural nomenclature.*

HOW TO LEARN PLANT NAMES

This matter of correct names is not as hard as it seems. If you learn to identify a plant or two every day you will soon acquire a good store of knowledge. Do not try to learn a lot of names at once, for "it can't be done," and plants cannot be identified by mere "book learning." Any nurseryman will tell you that. Unless you are able to go to some school, it is conceded by some of the best nurserymen that the following is the best method of learning plant names:

Take the catalog of any reliable wholesale nursery and copy the technical and common names as given, regardless of whether you know them or not. Repeat this process for several weeks, meanwhile identifying as many of the plants as possible. If it is practicable, after this you should visit some nursery and go over all the plants with someone who can tell you their names. You will find that with the name of the plant already in mind, you need but this one introduction in order to remember forever that plant and its names.

The introduction alone is not enough. For instance, you may never have heard the name "Retinispora pisifera aurea" and in walking about with some friend nurseryman, when he points to

*The growing appreciation of the importance of this subject is indicated by the organization, a few years ago, of the Joint Committee on Horticultural Nomenclature, for the purpose of preparing an official, standardized catalog of plant names. This volume, the result of an immense amount of magnificent work, is now available for the use of horticulturists and others.—*Editor*.

a tree and says, "Isn't that a nice Cypress?" you say, "Yes; what's its name?" He then tells you what it is, but the name makes no impression on your mind, because you never have seen it written out or written it yourself. But if you have practiced conscientiously writing out its names, a single identification will fix both the name and the plant firmly in your mind.

The above suggestions for the study of the technical side of the nursery business may seem to involve a laborious plan, but it is true that only by constant application can you hope to attain the greatest success.

A further qualification for success in the nursery business is the matter of proper finances. Unless you have sufficient surplus funds (which very few of us have these days) do not think of entering the nursery business without the help of borrowed capital. In order that the nursery shall be a paying investment, a good stock of plants must constantly be on hand, and growing. It is the profit you can make on your investment on which you should figure rather than the expectation of paying back the full value of the investment the first year. No large concern today is doing business with anything but borrowed capital, and as long as you can maintain the inventory to back it, there is no sin in using borrowed money.

Local conditions will, of course, determine the amount of money you will need to start your venture, but you should figure on being able to borrow anywhere from three to eight thousand dollars to use as a working basis.

The final consideration is a proper and convenient acreage for your nursery. Few florists enjoy the advantage of a large plot of land directly adjoining their shop or greenhouses, and while a nursery so located is greatly to be desired, it is more often necessary to make outside

purchases of land for this purpose. When your nursery is some little distance from your office you can overcome the difficulty with the aid of a good show ground, which is a matter we will discuss in another chapter. The question of just what land you should buy or lease is discussed in Chapter X.

It may seem to the reader that there have been things written in this chapter that are disparaging to the business, but such is not the case. Rather has an effort been made to point out some of the rocks that might lie ahead and to help the man who contemplates entering the business to make an unbiased decision. To that end also the next chapter has been prepared to give, as it does, "straight from the shoulder" advice from men who know.

Remember, however, "nothing ventured, nothing gained."

CHAPTER II

WHAT OTHER NURSERYMEN ADVISE

IT may be interesting as well as instructive for the person who is contemplating the establishment of a nursery to know what the leaders in the nursery field think of the small nursery conducted as an adjunct to the florist business. As many years ago as 1906 the late William Scott, in his "Manual," urged florists to take up nursery work, if only in a small way. And today the optimistic Fritz Bahr keeps hammering away at the same idea in his Week's Work Department of *The Florists Exchange and Horticultural Trade World*.

In quoting the nurserymen who have written to the author on the subject of nursery work it may be well to divide the quotations into logical groups, rather than to quote the letters as a whole. The first chapter of this book was the discussion of the advisability of running a small nursery, and on this subject Jackson & Perkins, Newark, N. Y.—among the greatest of the wholesale nurserymen—write, "We have always thought that local florists were neglecting very profitable fields in not giving more attention to the nursery business."

"The introduction of nursery sales into the florist's business is a great hobby of mine," we are told by Theo. F. Borst of the American Forestry Company, Boston. "What I am recommending is already being done with considerable success and I look to a great enlargement of business for the florists . . . from this source."

H. E. Holden of the American Nursery Company of New York City, points out the necessity of a good location for the nursery when he says, "When properly followed up, it can be made an enormously paying adjunct to any florist business, providing, of course, it is located well and not 'way back in the sticks' where nobody can find it."

ONE WAY TO INSURE SUCCESS

Another line of thought is well expressed in what is said by the F. & F. Nurseries of Springfield, N. J., of which the veteran nurseryman, Carl H. Flemer, is proprietor: "The florist," they say, "can certainly conduct a landscape department with his own business and make a success of it locally. He must not imagine, however, that this business will be a success if he tries to do it at odd times. He must make a regular department of it with someone at the head to run it for him or who can at least take and execute his orders. By pushing this end of his business and properly preparing for it, he will find there will be nice profit in it if it is conducted right."

R. M. Wyman of the well-known Framingham (Mass.) Nurseries writes, in part, "Undoubtedly the nursery business would be a valuable addition to a florist's business, particularly the retail florist's."

The requirements for success in this business are summed up by the D. Hill Nursery Company, Dundee, Ill., when it says, "The florist growers who have sufficient room and are located in the residential sections are best qualified to handle nursery stock as a side line."

Although their viewpoint is that of a nursery company entering the florist business, there is food for thought in the following quotation from the letter of the Elm City Nursery Company of New Haven, Conn.: "It seems to

us that there is a point where a sharp line should be drawn between the nursery and florist business, over which it is not practical for either side to trespass. We have found in our business that if we confine ourselves to nursery stock rather than attempt to sell some florist stocks, we get better results. One must absolutely know his line in these times. We have no time to study up on the various types of bulbs, their colors, their habits, and things of this description, but leave such things to a florist. In regard to bedding plants, we feel the same way. This is a florist proposition and we believe in leaving it to them. We believe that each line is large enough to occupy a man's whole time.

"The florist ought to secure the services of good nurserymen who are familiar with the uses and the habits of nursery material, otherwise they will find they are getting into deep water and will make trouble by recommending plants not suited to certain locations. Perhaps a great number of florists have had enough experience with the average run of plants to know how to use them, but we find that some of them, though eager to do a landscape planting, ball up the job and cause the nurseryman to lose out on what would have been a good proposition."

This viewpoint only stresses what was said in the first chapter—that the florist-nurseryman must be willing to study and know his business, otherwise failure and trouble await him.

Although various factors of management and operations will be discussed in later chapters of this book it will be interesting to point out right here what different ideas these well-known nurserymen have brought to light. First in point of discussion is Management.

"In the large majority of cases, it would probably be advisable to deal in trees and shrubs rather than to grow

them, which requires a considerable outlay of capital as well as men well experienced in the nursery line. The florist in a small town who is fortunate enough to have a vacant lot near him can best take care of this business by purchasing a moderate quantity of stock at the beginning of the season and heeling it in. This will enable him to take care of ordinary orders. Larger orders could be handled by shipping them direct from the nursery to the customer. A man in such a position could take care of a limited number of shade trees as well as evergreens and shrubs.”—R. M. Wyman.

“A sales yard where a stock of these items may be carried through the Spring and Fall shipping seasons seems to fill the bill more fully than any other method we have ever tried. We believe the average florist who can secure a yard within easy reach is wise to carry samples, heeled in in an attractive manner.”—Storrs & Harrison Company.

“Where this is not possible it seems to us that a florist would do well to act as a representative for a nursery, making the sales and ordering material just as it is wanted for each order.”—The Wm. H. Moon Company.

THREE KINDS OF FLORIST-NURSERYMEN

From the above suggestions it may be seen that there are three ways in which a florist can handle nursery stock, each method fitting into his own peculiar circumstances. These are:

1. The city florist with just a shop can be a nursery agent.
2. The florist having greenhouses and space for a show ground can do a good business without growing his own stock by having good connections with a large nursery.

3. The florist with plenty of land nearby can grow at least part of his own stock and thus become a full fledged florist-nurseryman.

If you decide to start in business by first establishing a connection with a large nursery, the following suggestions offered by Mr. Wyman will be of interest:

“I believe that most florists could effect some sort of working arrangement with nearby nurseries so that they would not have to stock up with any particularly large quantity. They could probably arrange so that delivery could be made twice a week, thereby not only keeping up their stock but also having larger orders shipped direct to their customers. The advantage of merely handling stock over trying to grow it is that you do not have to tie up any capital for any length of time. You can get quick turnover. Also you do not have to worry about growing the plants. It is the wisest plan and will probably yield just as large a profit.”

Of course, it must be remembered in this connection that you simply cannot do much business unless you have the goods. This plan would undoubtedly be excellent in the handling of shrubs alone, but in the case of evergreens it is more desirable to have the stock on hand, not only for selling reasons, but on account of the high cost of transporting plants with balls of earth. The cost of packing and expressing a single evergreen would amount on an average to almost seventy-five cents, while the freight charges for the same tree shipped as part of a carload would be only about fifteen cents, and the plant would reach you in better condition.

It is interesting to note that practically every nurseryman who has written to the author has mentioned in some way or other the importance of a good show ground.

Some place near the entrance to your greenhouses, even if only a small bed where you could group one or two of each of the evergreens and, perhaps, some shrubs, is all that you need. The reason for this show ground is best summed by this statement made by the F. & F. Nurseries: "A florist who is to build up a business of this kind must also have a small piece of ground on which he plants out a limited number of all the things he thinks he will have a call for, so as to show his customers what they are like and even enable them to choose from this stock. He can usually demand a better price that way."

As suggested earlier in this book, Capital and Knowledge are the two main requirements for success. This suggestion is corroborated by the following quotations from well-known nurserymen:

"Florists should work for a quick turnover and keep their capital liquid. The growing of fine nursery stock ties up capital for a period of years, so they might far better become agents for reputable and successful growers;" that is, if ample finances are not available.

If finances are available, but if the proprietor does not feel equal to the task of growing the stock himself, then "he will need an experienced plantsman for that work. This man in the slack nursery season can fill in his time in the florist end of the business, or go out and canvass the city or town and its environs. He must be employed in some way during the dull seasons, of course, but should be transplanted if the nursery work (as in our opinion it should be) is confined to the Spring and Fall seasons. He should not attempt to plant at all times; it costs too much to do that."

It is needless, of course, to point out that having plenty of money, plenty of stock, and plenty of knowledge will not sell the stock nor bring profits. The thing needed to

do this is Publicity, as thus ably pointed out by Mr. Holden:

“The matter of building up a business is a pretty deep study. The florist, as a rule, already has a trade to start on, for his flower customers will quickly respond to the advances of the nursery end once they know the florist has the stock to offer. Few florists would find it profitable to send out a complete catalog. This brings us to possible advertising in the local papers, which is usually a good puller. Inexpensive but tasty little booklets of nursery offerings; mailing cards or folders; something in the line of printed work which may be mailed for a cent or even two cents; or, if the territory is not too extensive, handed from door to door—these are always good pullers. *Publicity is the main thing.* Once people know that they can get their stock nearby, they will respond, providing they know that the service and the stock are up to the mark.”

Thus we end the first part of our book and the subject of *Anticipation*. For the man who is already running a nursery there can only be agreement or disagreement with the theories and suggestions contained in these two chapters. But for the man who is contemplating the establishment of a nursery, there has been presented some food for thought that is well worth digesting.

PART II
PREPARATION

CHAPTER III

ESTABLISHING A NURSERY OFFICE

AS this book is written to help, if possible, the man about to enter the nursery business, we will presume that he has now made up his mind to start along one of the lines suggested in the second chapter and is ready to begin operations. It is the honest opinion of the writer that the proper place to start work is the place where all other work originates—the *office*.

It is true that clothes don't make the man, but there is no gainsaying that they go a long way in creating impressions. I have in mind a large nursery which grows good stock and gives real service; yet, if the prospective purchaser were to gain his impressions from its office it is quite likely that he would pass on to the next place. There are doubtless hundreds of ten-acre nurseries with a better office system, and a more impressive front. However, this big concern doesn't get its business *because* of that poor office but *in spite of it*; and because back of it all it has the stock to offer.

In the case of the small nursery where stock is none too plentiful, it is, therefore, of double importance that the methods be up-to-date and that good first impressions be made. How, then, can these good impressions be made? And what are the requirements for an efficient office?

ELEMENTS OF AN EFFICIENT OFFICE

APPEARANCE.—Naturally, a neat, nicely painted building is the first essential of the model nursery office. Buildings of a low rambling bungalow type usually look well, blending much more easily with the surroundings. Rustic effects are good when well executed, but otherwise are glaring. The size of the building will depend entirely upon the circumstances. In planning to build a new one be sure to provide for a drafting table of ample size supplied with light coming from a large north window. Provide also for plenty of storage shelves for stationery and allow for a small private office or consultation room.

Of great importance also is the show ground, which should be planned for when the nursery is laid out and which should be as near the office as possible. This show ground will not only help you to sell more goods, but will help you to sell them more easily by saving trips into the nursery with prospects in tow.

In the interior of the office, neatness is not only attractive, but makes for efficiency as well. Old-fashioned desks, old typewriters, or any other old items of equipment make no difference *if* you have definite places for them and *if* they are found in their places.

OFFICE EQUIPMENT.—Let us see just what the physical equipment of a good office should be. Of first importance are the

Desks. It is generally accepted that flat-top desks are the best for the modern office. Not only are they more sanitary, but accumulations of papers are more noticeable on them and hence they are more likely to be cleared off once in a while. If you expect to employ a stenographer provide for her proper working space, with light

properly arranged to fall on the left side, and a typewriter desk or low table to work on. It is nothing short of criminal to expect anyone to typewrite on a thirty-inch table.

Little need be said of the choice of chairs, except to note that pads should be provided for those who do desk work all day.

Filing Equipment. Just one word is necessary in speaking of filing equipment and that is *standardize*. Steel filing cases are, of course, preferable, but in any event buy some standard make, and a kind to which other sizes and shapes may be added as necessary. You will want to buy more of this sort of thing yearly as your needs increase and it is much easier and better if everything is of one type.

Machinery. With modern machinery to aid her, one stenographer can today perform what it used to take three or four to do. In this connection, reference is made to standard keyboard typewriters, adding machines, cash drawers, duplicating devices, addressing machines, check writers, etc. The manufacturers of these devices claim that they actually pay for themselves in the time and labor they save, and if you have any considerable amount of work to do this is certainly true. These appliances should be bought as investments with your original capital; they will pay big dividends.

Given the above equipment to work with, there are records and forms that must be prepared as soon as possible, and although mention will be made of them later on, it may be well to go over them briefly.

OFFICE RECORDS AND FILES

First in importance among the office records is the *mailing list*. If your list of prospects and customers

contains over 500 names these should go on individual cards; if they number over 2000 you will most likely want them on the cards or plates of an addressing machine. In either case you will find that the following information on the card will be useful.

1. Name of prospect or owner.
2. Complete address.
3. Name of buyer or gardener.
4. Some system of letters or figures to indicate what value you place on the prospect.
5. Blank spaces for recording sales and other data.

If you use an addressing machine, these facts can to a large extent be indicated by the color of the card or the use of index tabs.

The building up of a *good* mailing list is no easy matter, but when you are first starting one you will have to use telephone books, city directories, blue books, and the like. Don't purchase ready-made mailing lists unless you are absolutely certain of their value.

Revision of the mailing list can be accomplished in a number of ways. Every time you see a house that needs planting, find out the name of the owner and add it to your list. Keep watch of the daily papers for notices of new buildings being erected. Once a year send a copy of your list to the postmasters of communities represented on your list and they will check off any persons dead or no longer in their vicinities. This will save you many pennies, and the postmaster only charges sixty cents per hour for his work.

If you are interested in learning more about mailing lists, their preparation, and their many uses, send to the Addressograph Co., 910 West Van Buren Street, Chicago, Ill., for its booklet, "Mailing Lists That Pay," which is well worth reading.

Next in importance to the mailing list is the *stock record*. This must be so constructed as to tell you instantly just how many plants of a given kind you have on hand at any time—even right in the midst of the selling season. The first thing you must do is take or have made an inventory of every plant, tree, and shrub on the place, to include its size and a short description. Whether you put this information on cards or in a book, or have some more elaborate system, the data should be arranged somewhat as follows:

Name	Descrip- tion	Height	Nurs- ery Block	Inven- tory	Price	Book- ings
Berberis Thunbergii.... (Japan Barberry)	xxx	2-3'	14	575	75c.	...
Rosa Rugosa..... (Japan Rose Pink)	poor	18"	12	300	25c.	...

The bookings should be made, of course, every time you make a sale and then you will always know just where you stand; by going over the bookings weekly you can keep in mind just what you are short or long on and order more plants, or push the sale of those you have, as may be necessary.

Never was a nursery run that had everything on hand that every customer wanted, so it is highly desirable that you keep a *catalog file*. Fifty catalogs heaped in a pile on a table don't help much when you have a customer waiting while you find where you can get five plants of *Helleborus niger*. But put those same catalogs in a regular correspondence file drawer and index them, and you will be surprised at the ease with which you can locate any needed plants.

Another great help in any nursery is an adequate *library*. The questions that customers can ask is beyond human comprehension and Bailey's *Cyclopedia* is not the only book that is needed. The list of books given

in the last chapter can serve as a starter, but there are new ones being issued yearly that you will want.

Before trying to tell you what kind of an *order system* to choose, one would have to know every detail of your business, for there are as many different systems and styles of order blanks as there are nurseries. Two fundamental things must be kept in mind as essential to a successful order system:

a. It should keep at least one copy of the order for the office record and provide a good clear copy for the man who digs the order. In addition, a copy of the order makes a good form of acknowledgment for the customer.

b. It should provide space on the order sheet for all necessary information. Personally I think one thing that should not be omitted is the name of the person that took the order. If it is a planting order, there should be a request that the person who is going to deliver and plant it talk with the salesman before doing the work. The salesman can often give little personal facts about the customer, and hints that help to make the customer think everyone is taking a personal interest in his order. I have found that, after all, it's the personal touch that is the big thing about the nursery business. My customers want *me* to plant their orders because it was *my* vision that helped them arrange their place. And however careful I may be in writing an order, I cannot impart to any planter the personality of my work. If your business is so big that you cannot superintend every job you get, at least drop around once in a while and see that everything is going right. As Fred C. Weber, the florist, says, "A sale is not a sale unless it ends in satisfaction." So plan now to make your orders clear.

After your first orders are filled you will find the need for an *accounting system*. (You will note that the

word "accounting" is used in place of the word "book-keeping," which implies simply a method of recording sales, credits and debits, whereas accounting has a broader meaning.) As with your filing equipment, standardize on some one of the better known systems of accounting, selecting, preferably, a loose-leaf system that can give you other facts than the mere story of debits and credits. In these days of heavy competition and small margins there must be a knowledge of costs and profits and an ability to tell vital facts about your business. (For some admirable suggestions as to simple cost accounting for growers, see Appendix A, page 83.)

The *correspondence file* is something that almost every business makes use of. But too often it is confined more strictly than it should be to "correspondence." It should include not only letters, but also records of your conversations when they relate to orders and other business matters of importance. For instance, if a customer calls and you quote him verbally on certain trees, put that fact in writing, date it and file it.

Files should be gone over yearly and combed of useless matter; the semi-important documents may be "retired" to boxes where they can be reached if needed. Around the first of January is a good time to do this.

You will find it very helpful to keep also an *advertising record* in the form of a scrapbook. Every bit of advertising that you do should be pasted in this book, together with a short written record of how much it cost you, how many copies were used, how successful it was, etc. When you come to plan advertising in after years you will find this book useful in determining what things really pay.

After you have all the above-mentioned factors in working order you can pat yourself on the back and con-

sider that you are ready to go after the business through advertising and through personal salesmanship, both of which are touched on in succeeding chapters. Meanwhile, establish in your office a regular itinerary for every paper that comes into your office. Make up this office routine carefully and follow it strictly, but don't make any office rule so strict that there cannot be reasonable exceptions. Differentiate between the mere machine and the personal touch systematized. Begin today to make everything about your office distinctive, systematic, and human, and thus create an atmosphere to which your customer will react favorably.

CHAPTER IV

THE FUNDAMENTALS OF SELLING

IN Italy, not long ago, some groups of factory workmen thought that the management of their factories was taking all the profits without doing any productive work. So, taking things into their own hands, they threw said management out. These men were not below the normal of intelligence, and for a time their efforts at running the factory were successful. Production went along as usual or even better and they were elated.

But soon came a time when they realized that everything was production; that there were no sales and hence no cash with which to pay themselves. Not understanding finances or salesmanship, they could not move the goods they made, and they finally admitted their failure and begged the office force and management to return.

In this story there is a lesson for every business man, which is that "Production is valueless without selling." In times of war or of depleted markets, one's efforts at selling represent merely the function of order taking, but as times of stricter competition draw nigh it is necessary to talk a little more convincingly, advertise a little oftener, and write a little more strongly. Here is the time when a need is found for the real principles that underlie all selling effort.

So in this chapter I shall not attempt to describe specific plans for advertising or selling, but rather shall

outline as simply as possible some of the theories that form the groundwork of these efforts.

As has been suggested, Selling is a broad word and covers the three branches of Advertising, Correspondence, and Personal Salesmanship. In each of these branches the same rules apply and we must follow the same sequence of action to be successful, viz: We must, first, attract attention and interest; second, arouse desire; third, convince the mind; and, fourth, stimulate action. Binding these four together and running through all our effort must be a note that inspires confidence.

Now let us see how these developments are worked out in advertising, correspondence, and salesmanship. Why is it that some nursery catalogs fail to pull as many orders as was anticipated? Perhaps, although the cover of a catalog was attractive and the reading matter interesting, no definite suggestions were made in it and, therefore, sales were lost. Doubtless there is no one who would not admit the necessity for the first principle of attracting attention, and so we find that the covers of catalogs and pamphlets are usually very good. But too often, it seems, catalogs are not written with the reader in mind. If we want to arouse desire we must put ourselves in the place of the recipient of our literature. Unless you were a plumber you would not be interested in reading descriptions of elbows and tees but you would undoubtedly read a pamphlet on Economical Plumbing. The plant fancier will read typical catalog descriptions, but the persons who place large orders will not. This is not to say that a catalog is all wrong—it isn't, but it is a poor sort of advertising with which to arouse interest.

There are but few people who do not like to read interesting articles about flowers and plants, and the sooner the nurserymen make their advertising interesting, that

much sooner will business pick up. If you want an illustration of the difference I am trying to bring out, compare an ordinary standard nursery catalog with those of some of the leading, most progressive firms. In the case of some of these, there are descriptions to be sure, but they are interestingly led up to in such a way as to stimulate action.

Just a word about the form your message should take. As John Watson once said in an address: "The thing now is to keep yourself before the public the year 'round with seasonable offerings. You can't expect people to keep you in mind if they see your name but once a year. Little magazines or bulletins are becoming increasingly popular and pay big dividends over long periods."

THE GENTLE ART OF LETTER WRITING

A form of advertising that is too often neglected is the so-called "gentle art of letter writing." Some writers make a classification into "sales letters" and "form letters," but this is not a true division, for after all, form letters are simply sales letters in quantity. The reason that so many form letters fail to pull is based on just that fact—the writer fails to apply to them the same care that he would to a single sales letter. Let us study a couple of simple letters as examples:

Mr. JOHN JONES,
Nurseryville, N. Y.

My dear Mr. Jones:

We have for sale a lot of fine Lombardy Poplars at the special price of \$1 each. We want to urge you to write us at once and order a number of these. They would certainly make a fine avenue on your place and their quality of quick growth makes them especially desirable.

Hoping you will want to buy some sometime, we are,

Very truly,

ANY NURSERY COMPANY.

Rewriting this to conform to the proper principles of selling, we would get a result like this:

MR. JOHN JONES,
Nurseryville, N. Y.

You certainly have a most attractive place, Mr. Jones, but as we were passing the other day we noticed what an improvement could be made by planting a row of tall, graceful Lombardy Poplars up each side of the avenue leading to the house.

These trees, as you know, are quick growing, require little care, and are comparatively inexpensive. The Spring is the right time to plant them and we are prepared to make delivery at once, at the special price of \$1 for good strong trees.

We urge you to order soon before it is too late.

Very truly,

ANY NURSERY COMPANY.

You will note that there have been made the following changes which illustrate the four developments of all selling effort as mentioned before:

In the second letter we first *attract* the reader's *attention* by offering a compliment and addressing him in a sort of familiar way which is pleasing to read.

Next we *arouse his desire* by careful description.

In the second paragraph we aim to clinch the argument and *convince his mind* by showing the ease with which he can gain the effect described.

Finally, we *stimulate action* by a definite suggestion in the form of a special price and an offer of prompt delivery. Also the letter is ended without the use of a participle form, which is now considered to be in poor taste.

The first letter has the same intent as the second, but it does everything backward, trying to stimulate action before attention has been arrested; it is generally weak all through.

While it may be true that the first example is an over-drawn illustration, the writer has seen many letters that were just as poor, and no writer can hope to do differently until he understands the principles enunciated above.

The human mind works largely in set grooves and reacts to certain set stimuli, and when we can inject these stimuli into our work, then we will be more largely successful.

Beside these fundamental principles, there are certain other things that need correction in the average letter. There is a great need for *originality* and *man-to-man* conversation. Would you step up to a man and say, "Thank you for your valued order received this inst. which will be referred to the proper department." Of course you wouldn't! You'd say, "Thank you for the order. We are going to make an effort to see that it is shipped Monday." In other words, cut out the "bunk" and be specific.

Another thing—and its value is emphasized by army practices—is the habit of brevity and system in correspondence. Useless verbiage annoys the reader, has no real purpose, and makes extra work for the writer. There are cases, such as letters to farmers, when verbiage may be all right, but these cases are few.

This brings up the subject of adapting your message to your audience. Don't expect that you can write a form letter that is going to sell equally well to farmers, wealthy ladies, and busy business men. It can't be done. Every time you sit down to write a letter stop and think of the kind of audience you are going to have, then fit your language to that class. Compliments, Latin words, etc., can go to the wealthy and leisured; crisp, snappy suggestions must be provided for the man with little time to spare, etc. As a rule, we in the nursery business must take care to use only dignified phraseology. Even the cigarette advertisers are careful to suggest the ultimate of refinement; then how much more should we? Such terms as "A classy lot of trees," "A bargain you should snap up," etc., are in bad taste.

And finally, in letter writing don't think that you have to get in every one of the progressions that have been mentioned. A letter may be written with only one point in mind—that of arousing interest—with the idea that it will be followed by another designed to get action, etc. In any event, *think before you write*.

POINTS ON PERSONAL SALESMANSHIP

Having advertised, and written letters to your prospect, it often becomes necessary to resort to personal salesmanship to conclude your deal, and here the same rules for action hold as have been used in the other phases of the work. You wouldn't for a minute think of stepping up to your prospect and starting off with the assertion that "\$500 worth of shrubbery would beautify this place." No, common sense dictates a certain amount of logical argument first, although there are many salesmen who try to catch the eye with a bargain offer when they ought to be arousing interest.

Not that your selling talk should be of the "canned" variety. If you don't feel free to talk at random and with originality you had better not try to sell, for any acute customer can detect the "office-made" arguments. Someone has summed up the outline for a salesman's talk somewhat as follows:

1. *He must determine the conditions favorable to securing his customer's attention.* Example: You would want to catch your men customers when they are at leisure in their homes, not in their offices.
2. *He must analyze the customer's attitude.* Example: Without directly questioning, the salesman must sense whether his man is a careful thinker, a man willing to listen to argument, one who is influenced by what his wife may want; or, perhaps, one who

can be joked into buying. There are dozens of these different types.

3. *He must keep the "I am working for you" attitude.* Example: He must make the customer feel constantly that the planting to be done is for *his* benefit, to *his* profit, etc. Constant mention of what the nursery company will do represents a poor way of trying to sell.
4. *He must attract attention to his goods.* Example: Some customers like to talk about the weather, their garden, their work and everything but what you want them to. A good salesman must skillfully guide the conversation into the proper channels and keep it there.
5. *He must meet objections and even anticipate them.* Example: Anticipating objections is the best way to meet them, but the good salesman always has an answer ready, even for unforeseen ones. This is what proves his knowledge of his subject.
6. *He must mention price diplomatically.* Example: There is a certain moment in every sale when the prospect is in just the right frame of mind to receive the price. The salesman must sense that moment and come out with the price in a straightforward manner and in such a way as to imply that that price is final.
7. *He must close the sale quickly.* Example: Many a good sale has been lost because the salesman has allowed his prospect to start a conversation along other lines, where he is likely to cool off toward the original proposition. After prices are quoted the deal should be closed *at once*.

But, you say, this is all a lot of fine theory but it is hard to apply. Naturally, to be able to do these things

properly one must study; one must work on some things besides practical nursery problems. For the success of the nursery, as measured by its sales and its service, is dependent on your knowledge of these broader principles.

In this chapter an attempt has been made to bring out the real fundamentals of selling practice. You would do well to memorize—even though you forget all else—these four steps of a sales transaction, these to be applied whenever you design an advertisement, write a letter, or sell a shrub, tree or other plant.

1. *Attract attention.*
2. *Arouse desire.*
3. *Convince the mind.*
4. *Stimulate action.*

CHAPTER V

THE PRACTICE OF PUBLICITY

IN the last chapter the principles of selling were pointed out; in the next two chapters, some of their practical applications will be illustrated and miscellaneous suggestions made which we hope will be of value.

Before you can consider what kind of advertising you are going to do or who is going to do it for you, you should make a yet more important decision as to the *advertising budget*. Our government is now run on a budget; many households have adopted this system of controlling expenditures; and the Florists' Telegraph Delivery Association has a committee at work determining the proper amount to lay out as an advertising budget. A decision in this matter makes much easier work for the balance of the year and definitely limits the expenditure, besides guaranteeing the accomplishment of just so much.

To go here into a discussion of the various ways of arriving at a decision in this matter, or to arbitrarily say that you should spend so much on this or that would be treading dangerous ground. Suffice it to say that between three and four per cent of gross sales is considered a fair amount for an average business to expend for advertising. Whether that three or four per cent is to be based on past or expected sales is also a matter for you to decide. But after you have decided on the amount you will spend record that amount on your books, *and then spend it*. It is a good idea at the outset to apportion certain sums

for certain types of advertising or for use at certain seasons of the year. Thus you can avoid an over-expenditure at any one time.

Now, having settled upon the amount of money you will spend during the year, you will do well to make an outline of how that money is to be spent in order that some one piece of advertising may not eat up the entire sum. Your best efforts should be put forth, of course, in January, February and March and in July, August and September; but always provide for a few dollars to be spent in the other months so as to keep your name constantly before the public and push the sale of left-over or special stock.

After it has been determined how much money is to be spent, and when, the next factor in a logical sequence is the particular method of spending it so as to produce the best results. As no two sets of circumstances are exactly alike, no rules can be laid down here. You will have to make your own decisions after seeing what is the most appropriate form. And if the writer's own experience is any criterion, it is likely that you will try many forms of advertising before you find the type best suited to your particular needs (or, to put it differently, the "ad that pulls best.")

DIRECT PUBLICITY AND THE PERSONAL TOUCH

The nursery business is one of personal contact and in all of our publicity we must aim to reach most cheaply the best prospects. To that end, it is usually considered that *direct advertising* is the most effective. *Indirect advertising*, as you know, includes such forms as newspaper ads, billboards, and magazine advertising.

Unless you are running a nursery that caters to a national trade, we can drop magazine advertising as non-

essential. While billboards may be a good form of local advertising, and inexpensive considering the number reached, I think you will agree that it is inconsistent with the aims of a landscape architect or gardener to blot the landscape with billboards, however attractive they may be.

Newspaper advertising is, then, the only sort of indirect advertising which the nurseryman may use. When it is used, care should be taken to make a strong feature of some special offer or inducement to visit the nursery; also the advertisement should be put in that paper (or those papers) reaching only the best class of readers.

If *indirect advertising* has so little value for the nurserymen, what then are the great values and forms of the *direct kind*?

Undoubtedly the greatest value of this latter type is in the *personal touch* which it gives. Rare indeed is that person who does not delight in reading his morning mail, however inconsequential it may be. The direct appeal, therefore, usually fulfills its mission to the extent of being read; its pulling power depends, then, on its attractiveness and the wording of its message.

Secondly, direct advertising is timely. Given a good mailing list of your prospects and a well written circular, and you can reach your man on that first Spring morning when he is all primed with the garden instinct.

Also in a message of this kind there is a certain intimacy that can be secured in no other way. You can deliver your message without interruption and sometimes (which is often more important) without having it duplicated by your competitor. Enjoying the advantages of no interruptions and no competition, the advertiser is enabled to present his arguments in a forceful manner. In fact, the power of the message is limited only by the writer's ability.

Finally—and this is a big consideration—direct advertising is inexpensive. Every piece of literature goes to the person for whom it is intended. With newspaper advertising one shot is directed at many with the hope of hitting a few.

In a few succeeding paragraphs each particular type of appeal will be dealt with, but there are some rules which apply to any and all types.

First.—The objectives laid down in the preceding chapter can be applied here. You remember they were: 1. Attract attention; 2. Arouse desire; 3. Convince the mind; 4. Stimulate action.

Second.—Good quality in paper and printing should be the only thing allowed. Nothing is gained by cheap printing—it is too expensive in results. It is always well to allow your printer latitude in the matter of make-up and corrections, that the finished piece of work may have the best possible appearance. Many an otherwise good piece of printing has been spoiled by the writer insisting that the work be done *his* way. If you want to be sure that your work is going to look just right, probably none can do the work better than one of the firms of horticultural printers, for they *know* how cuts should look and Latin plant names to them don't look like Russian.

Third.—Be concise. Conciseness does not always mean briefness, but it does mean cutting out superfluous words and descriptions.

Fourth.—The time of making the approach is a very important matter, as is also the accompanying weather. Of course you will mail certain suggestive advertisements early in the season, but do your mailing so that your matter reaches your customer on definite days. Housewives on Monday morning are not interested in much but

cleaning, nor is the average business man in a proper mood to read your message on Saturday morning. Any big advertiser will tell you, also, that a Spring planting folder wouldn't pull an order if mailed during a March drizzle. Watch your weather reports and if you sight a stretch of sunny weather, get out every bit of advertising you can and then watch it pull.

FROM SALESLETTER TO CATALOG

The most effective form of Direct Advertising is the salesletter, for it can combine the personal touch with brevity and is so simple and inexpensive that there is no excuse for failure to make it a success. But because so much must be said in a little space, it is all the more important that strict attention be paid to all the rules which have been laid down.

There are several uses to which form letters may be put. One of the most frequent is to stimulate requests to call. A good letter should usually be sent to introduce other literature to new prospects; special sales can be profitably put over by means of letters; and many other uses will suggest themselves when one is engaged in business.

Whenever possible, the letters, even though of a set form, should be individually typewritten; this is, of course, impracticable when large numbers are used. Do not, however, try to combine the two types. A filled-in address heading on a mimeographed letter fools no one these days and it is quite likely that your letter will be read more often if it poses as nothing but what it is—a form letter. Whatever the sort of letter, always send it first class.

Another kind of letter that is finding increasing favor is the illustrated letter. In its simplest form this includes

but one picture of a specialty on a page; a more elaborate form is a four-page folder in which page one is used for the letter, interesting printing occupying the other pages.

This, as you see, is but a step from the folder or pamphlet, which is one of the most universally used pieces of literature. In designing a folder, particular attention should be paid to making the cover page inviting and attention-arresting; much reliance should also be placed on clean-cut photographs as a means of conveying the message. The illustration material should be prepared so that the reader could grasp the message completely without reading a word except, perhaps, a few bold headlines.

It is not within the province of this book to discuss type faces and other ramifications of typography, but if the reader is going to design his own advertising he will do well to study some simple text on this subject. There are a number of good works for the layman, among the newest and best of which is "Making Advertisements and Making Them Pay," by Roy A. Durskine (Scribner's). Important to keep in mind is the great value of white space in displaying type, and the corresponding lack of value of heavy type faces. Fancy type is usually hard to read and should be avoided. For best attention value the important message should always appear just above the center of the page in slightly larger type than the rest. Peculiar shapes of pages should be avoided, such as a square page or one made up of a multiple of squares. Your printer, if a good one, will tell you about these things.

For cumulative results over a period of time, one of the cheapest, and what is being recognized as one of the best, forms of direct advertising is the monthly bulletin or magazine. It can be made not only of great pulling power, but of educational value as well. It is a plan

strongly advocated by John Watson, who is a recognized authority on nursery advertising. Don't, of course, expect to find people flocking to your nursery immediately after your first issue of a bulletin appears; but, just as continual dripping wears away the stone, so will your repeated editions bring the customers to your door.

The mention of the catalog as nursery advertising has purposely been left till last in this discussion, as it really does not come under the head of advertising; at least, not the average nursery catalog. There are, to be sure, notable examples of catalogs that really sell, but the average catalog is simply an encyclopedia of plants and does little to actually sell to any but the experienced plant buyer.

The reason for this is plain. The catalog has too long been written from the nurseryman's point of view. What do the manufacturers of motor cars give us in their ads and their literature—lists containing quantities of cars that they have on hand, and the number of bolts of a certain size in their cars? They do not. They appeal to us along the lines of comfort, security, power, etc. The garage man is interested in those other features, to be sure, just as a landscape gardener would be interested in the stock you carry. Following this line of thought, it must be obvious that in appealing to our prospects we must proceed along the lines of the value of planting, and the beauty and satisfaction it affords, instead of sending out lists of the bolts and nuts of our trade.

Do not think from this that the catalog has no value. It has. Prospects often wish to have the descriptions and pictures of the shrubs that you suggest, and prices must be made known. But surely the catalog, unless built along constructive lines, is not the piece of literature with which to head an advertising campaign.

When you write your catalog, try and write your own descriptions, and use good illustrations. If you quote prices on a separate sheet you will be able to use your descriptive catalog over a period of years. This is an important financial consideration, as catalogs cost money.

If you would know more of the practice of advertising, study the methods of your successful competitors; and study books on the subject. If you are in love with your business you will find it a fascinating game to see what ad produces the best results, and then try to better your work.

What has been written here is not a comprehensive plan for any one nursery. None could be presented because *your* business is individual, peculiar. Don't you think so?

CHAPTER VI

THE PRACTICE OF SALESMANSHIP

PUBLICITY is an essential of the nursery business. With some businesses it is the whole thing. But the average person does not place his order for \$300 worth of nursery stock merely as the result of reading a circular. He must be sold. It is to the end of inducing folks to get you to call on them that a large part of nursery advertising is directed. That is why advertising has been discussed first.

This plan is the usual one, although there should be no hard and fast rules on the subject. To say that no prospective customer should be visited until he has first been written to would be a mistake, for as a well-known advertising authority has said, "It discounts the value of personality." Some individuals best express their personality by letter, and others in person. Some purchasers won't buy a thing by letter; others won't buy from callers. Don't lay down a rule. Adopt *both* ways if necessary or whichever may best fit the case and opportunity.

Just a suggestion about getting these call orders: Mail a form letter (individually typed, if possible) to all the new home owners that you can get record of, telling of your landscape service and suggesting that you would be glad to help and advise with them in beautifying their homes with plants. Make a special point of the fact that you give your advice without charge. Enclose a stamped return postcard for each to fill out and sign, giving a

date when it would be convenient for him or her to see you. Every one of these cards returned means an interested prospect and money in your pocket if you are a good salesman.

If you are in the midst of a busy season you will want to use some discrimination in making these calls. If you are able to judge, take your best prospects first and as you have time call on those people with the smaller buying power, without, however, slighting these people in the least. If you are going to be delayed for some time, drop them a note and say so.

We will now suppose that you are on the customer's property and already, in your conversation and by your advertising, have worked him up to that stage in the progress of the sale mentioned in Chapter IV as "Attracting attention to the goods." You are asked to give an estimate as to what plants are needed and how much they will cost.

In a casual way you have walked about the residence, advising a shrub here, an evergreen there, or perhaps a whole flower garden. Now you must actually estimate the cost of supplying and planting these things. It is on your ability to give these estimates quickly and accurately that your success as a nursery salesman depends. If you estimate without careful thought, you are likely to either make the figure too high and lose the order, or set it too low and lose the profit. It is on such catchy little things as the hauling away of rubbish or the sodding of a little path that many profits have been missed.

To help you keep all these details in mind I would suggest that you carry a sheet made up somewhat as follows, leaving ample room for figures and notes:

SALESMAN'S REPORT OF CALL

THE NURSERY COMPANY, NEW YORK, N. Y.

Salesman.....Date of request to call.....

Name of Prospect.....

Address.....

Date of call.....

Saw Mr.....

(In a space here, which should be ample, will go the report of your conversation, together with lists of plants advised and their location. On the back of this sheet could go a simple, rough sketch.)

Gave following estimate:	Amount
Grading and preliminary work	\$.....
Shrubs at
Evergreens at
Trees at
Perennials at
Sod, extra, at .. cts. per sq. foot
Pruning work
Cleaning up and hauling rubbish
Labor of planting, at .. cts. per hour
Labor of superintending, at .. cts. per hour
Travel time, at .. cts. per mile
Fertilizer, at .. cts. per bushel
Miscellaneous charges
Total estimate	\$.....

In explaining the various phases of the work and in attempting to show how to estimate on them, the above will be used as an outline. Therefore the first matter for discussion is

GRADING

In the Good Book reference is made to the resemblance of certain people to "whited sepulchres" and this same comparison is often brought to my mind when I see grading work under way. At first, tin cans, rubbish, paper, etc., and then, six months later, a beautiful green sward.

To such a green sward you will often be called and, unless you are wary, you will accept an order to plant something in the camouflaged dump. Then, unless you do the job right and fill in each hole with good soil (which will cost money), you will be doing a job that will be to the credit of no one, for plants cannot thrive under such conditions.

Mention is made of this matter under the head of grading because the rough grading is usually finished when the landscaper is called in and it is up to you to probe around and see how much of this "brick-bat" filling has been used, before you can intelligently estimate.

Perhaps you feel that you can't undertake the matter of grading and putting grounds in shape. All right, then, don't take any order for planting at that place. For no planting can succeed in such conditions.

If grading must be done, go into all conditions carefully and make no estimates unless you have consulted some teamster and arrived at an agreement as to the cost of good soil.

LAWN MAKING

Don't make the mistake of thinking that your estimate on grading covers the cost of making the lawn, not unless the soil you grade with is super-excellent. Ample allowance should be made for fertilizers and seed and for the labor of spading, raking, rolling and for sodding if necessary. Don't use sod except on terraces and similar places. The cost of sodding is determined by finding the number of square feet of sod required, and multiplying it by the cost per square foot, which varies with conditions, but generally runs around five cents per foot. So much for estimating suggestions on lawn-making. If you would know more about the mechanics of the work, write to

the Department of Agriculture at Washington for free bulletins on the subject. From them you will get facts really worth while.

SUPPLYING THE STOCK

Here you are dealing with known quantities and should not go wrong in estimating. If you have made up a list of stock needed in going around the place, you need only price it up at your regular prices. If the job is quite large and the selection of the stock is going to be left to you, you can arrive at a rough and comparatively safe estimate by figuring the approximate number of trees, shrubs, etc., and multiplying by the following:

Shrubs.....	\$0.60
Trees.....	3.50
Assorted evergreens for foundations.....	7.00
Evergreens (large).....	10.00
Perennials, per 100.....	20.00

You can see at once that these are not the actual prices of *your* stock, and you may want to change them. But whether you change them or not it will be well to memorize a table of this type in order to give estimates rapidly and safely. Getting an order often depends on being able to submit an estimate right on the grounds, and if you must laboriously look up the price of every plant it means that there will be an irritating delay.

AT PLANTING TIME

After you have done a bit of estimating you will become expert in judging the amount of time required to plant a given number of plants. But if you are just starting out as a landscape salesman you may find the following table of assistance. It is a table revised from one prepared by a lifelong nursery salesman, and may be of help to those who are not willing to trust to snap judgment.

TABLE OF TIME ESTIMATED FOR PLANTING

Type of Plant	Total time of 2 men (minutes)	Total time of 3 men (minutes)
Small tree.....	60	60
Medium tree.....	60	60
Large tree.....	—	270
Small evergreen.....	30	45
Medium evergreen.....	40	45
Large evergreen.....	—	135
Shrub.....	30	30
Large shrub.....	30	45
Vines.....	20	30
Roses.....	20	30
Rhododendrons.....	30	45
Bulbs.....	12	18
Perennials.....	20	15
Medium hedge (per ft.).....	6	9
Extra large hedge (per ft.).....	12	18
Double row hedge (per ft.).....	20	23
Evergreen hedge (per ft.).....	12	18
Sodding (per sq. ft.).....	6	9
Seeding (per sq. ft.).....	6	9
Mulching (medium plants, each)...	12	18
Mulching (trees, each).....	20	30
Hedge shearing (per 3 sq. ft., 1 man)	1	—

After estimating from this table the cost of the labor required for doing the planting, you should add a sum which you feel will cover your personal expense in handling the job and the time needed for superintending it. This should surely be figured on the basis of from \$10 to \$15 a day.

Perhaps this table may seem a little elaborate and not sufficiently simple. For those who wish something quicker, here is a set of index figures based on the above table. You can, with impunity, use these figures in the presence of your customer and feel that you are playing safe.

	Index		Index
Small trees (less than 10 ft.)..	75	Extra large shrubs.....	50
Medium tree (1½-4 in. caliper)	100	Vines.....	25
Large tree (4 in. and up)....	400	Roses.....	30
Small evergreen (up to 3 ft.)..	75	Rhododendrons.....	75
Medium evergreen (3 to 6 ft.)	100	Bulbs, per 100.....	300
Large evergreen (8 ft. and up)	300	Perennials.....	06
Shrub (average size),.....	30	Hedging (Privet, Barberry, etc.)	
		estimate per running foot...	10

Example: Suppose you have 4 trees to plant at Smithville, which is 15 miles from your nursery. Multiply 4 by the index number after trees, which is 100, and then add to that the number of miles multiplied by 10. Point off two places on the total and you have the correct charge for doing that job.

$$\begin{array}{r}
 4 \times 100 = 400 \\
 15 \times 10 = 150 \\
 \hline
 \text{--- } \$5.50 \text{ correct charge.}
 \end{array}$$

Example: To plant 4 miles distant.

2 x 100 —	200.....	2 trees, medium.
50 x 30 —	1500.....	50 shrubs.
100 x 06 —	600.....	100 perennials.
4 x 75 —	300.....	4 small evergreens.
3 x 35 —	105.....	3 Roses.
4 x 10 —	40.....	4 miles distant.
	2745 or \$27.45	

Common sense will, of course, tell you how nearly these figures are right and where the estimate runs to \$25 or more you can usually lop off a little with safety. Due allowance must be made for the condition of the soil, as work in rocky ground will cost twice that done in sandy soil.

TREE CLEANING, PRUNING, ETC.

Although you may have no desire to go into tree surgery or any type of tree work as a profession, still there are times when in the course of other work it is desirable to do a certain amount of tree thinning and pruning. Until you have actually seen your own men doing this sort of work, it is very hard to form any accurate idea of the time required. Hence you must do more or less guessing. If it is merely thinning that is required, one man should be able in the course of a day to thin between two and three trees nine to twelve inches in diameter. Old, large street trees would require a full day apiece, at least, depending on conditions. Don't estimate on doing any cavity work in trees unless you are somewhat acquainted with the

operations, for nothing is more deceptive to calculate than the time required to clean and treat a tree cavity.

CLEANING UP

It would undoubtedly be a safe statement to say that many, many times has estimate work failed to show a profit because the salesman forgot to take into consideration the matter of clearing up, and no job is complete until it *is* cleared up. So keep this matter in mind.

FERTILIZER

It is the practice—and a good one, too—of some firms never to send out anything to be planted unless a supply of manure is sent with it. Certain it is that there is small use in planting a shrub if you give it nothing to feed on.

In determining how much manure to send to a job and charge for, the following schedule may be of help:

Shrubs.....	One bushel is enough for 16 to 20
Small trees.....	One bushel is enough for 8 to 12
Large trees.....	One bushel is enough for 2 to 5
Perennials, Roses, etc.....	One bushel is enough for 40 to 50

How much to charge for fertilizer and for carting it is another thing that local conditions will govern. Not less than seventy-five cents a bushel or \$6.00 per single horse load, is a fair charge. In figuring, it is well to keep in mind that from ten to fifteen bushels make a one-horse load.

TRAVEL TIME

In doing work either in large cities or in the country, the time of traveling to and from the job is often an important factor and should be taken into full consideration. Ordinarily, it would not be wise to charge for distances less than five miles, but beyond this you will have to figure in your estimate something like five minutes per mile for each man. In other words, if the distance were five miles

each way and you expected two men to be used on the job for five days, you would want to charge for eight hours travel time at your usual rates.

PROFIT

Just how to figure, in an estimate of this kind, the profit that you should derive is not easy to say. It is not generally considered good form, however, to set down in an estimate any such item as "Profit," else if the customer demand an itemized account he might think this arbitrary amount too large.

In fact, if you have allowed liberally all the way through your estimate, you should find sufficient profit from labor and stock and, in general, from doing the work more expeditiously than was figured. Theoretically, you should be able to show a profit on every job you do, but, actually, you will find that on some jobs you will make much more than was anticipated, while on others you may be lucky to come out even. Making every job come out right is the result only of long experience.

In doing landscape work there is a method which does insure a fair profit to yourself as well as a square deal to your customer, and that is the doing of the work on a percentage basis. Ordinarily, however, this is not a satisfactory plan, as your client may say that the men are too slow or raise various other objections. The only time when the percentage method is advisable is where the type of work to be done is obviously such as cannot be estimated on, and where you know that your customer is a fair-minded person who will allow you to continue and be satisfied when the job is done. The percentage charged will usually depend entirely on the size of the work and the amount of actual superintendence needed.

The smaller the contract the larger the percentage should be.

Lastly, whatever contract you enter into, have everything definitely understood. Put your estimate in writing and give actual details, especially as regards sizes of trees, etc. And always get the customer's confirmation in writing. Some clients are so nice and suave when placing the order, and so sure that you are going to do right, etc., that you feel it hardly necessary to ask them to sign an agreement. But that same type of person can be, oh, so mean and exacting if everything is not according to their taste.

As regards guarantees, etc., the matter is discussed in Chapter VIII.

When the writer was first starting in to solicit nursery and planting orders his good employer always stressed one point upon which too much emphasis cannot be put. It was: *Put everything down on paper. Whatever promise you make the customer, no matter how trivial, write it in your notes.*

The failure to do this often means the difference between service and satisfactory service and between prompt payment and litigation.

PART III
REALIZATION

CHAPTER VII

SOME THOUGHTS ON LANDSCAPING

IN the confines of a book of this nature one cannot attempt to go into any great detail regarding Landscape Gardening. But I am prompted to mention a few points on this subject before passing to other phases of the business for, after all, the success of the nursery business depends largely on the ability to advise and plant correctly. It is well to note here that in speaking of the nurseryman we have in mind one who is willing to do planting as well as to sell the stock, for in these days very few customers either care to or are willing to do their own planting.

As has been said, we shall not go into detail in this connection, for the subject is so well cared for by many writers, of particular value being the very readable book by Robert Cridland, "Landscape Gardening." However, there seems to be one point that is mentioned by but few writers which is, after all, a matter of prime importance, and that is the planting of small grounds or portions of them. Doubtless the rules for landscaping large properties are generally known, but the opportunity for doing this class of work does not present itself as frequently as the chance to do a little foundation planting. When one drives about the country and sees so many porch plantings consisting of tall growing Norway Spruces or White Pines one cannot help but feel that both the landscaper and the public need education.

For purposes of differentiation, then, we shall divide landscaping into two different parts: (1) Comprehensive and complete landscaping; (2) piecemeal landscaping, which latter is usually the job given the florist-nurseryman.

When giving advice or soliciting business, the nurseryman must be ever on the alert for the possibilities of developing small properties; estimates for such work may usually be divided into the different sections and each part considered separately. In considering any property the following points must be looked for: Does it need (1) a foundation planting; (2) a screen of shrubs or a boundary plantation; (3) shade trees; (4) specimens for the lawn; (5) hardy borders or gardens?

FOUNDATION PLANTINGS

It is usually not difficult to see what effect is desired around the foundation of the average property, but all too often the plants used fail to accomplish the desired result. If an evergreen planting is to be used to soften the severe lines and angles of the building, one must remember that the choice should lie among those varieties which submit to shearing and which are slow growing. While there is no gainsaying the fact that the *Retinisporas* and *Junipers* will eventually attain inspiring heights, it must be borne in mind that they are more suitable for foundation work than *Spruces*, *Firs* and *Pines*.

Beware of planting in straight rows! Mass your plants at the corners and angles. Many attractive combinations of color and form in evergreens will suggest themselves as one becomes more thoroughly familiar with their possibilities. It is a good rule, too, not to place two colored forms side by side. Rather put a green form in between to create a greater contrast.

Too often one sees a wrong selection of evergreens with regards to climatic or shade conditions. The number of evergreens that will stand shade more than one season is very limited, and a careful study should be made of this point as it is a noticeable fact that about sixty per cent of all houses to be planted are either shaded by trees or are on the south or shady side of the street.

With the necessarily higher cost of evergreens these days, one must often turn to the less expensive but beautiful deciduous shrubbery for foundation planting. Here, indeed, is a large variety to choose from, but care must be taken, as in the case of evergreens, not to use the more vigorous growing sorts. Even the highest of high porches may be spoiled by the use of Lilacs, Mock Oranges, Forsythias, etc. For variation in foliage effect there are such things as Golden Privet and variegated Weigelas.

SCREEN PLANTINGS

In almost as great demand as foundation plantings are those designed as screens and to give seclusion. It would be safe to venture the statement that there is not a home ground in the country but what would be improved by a planting made to screen some ugly view. Hence the nurseryman must be well prepared with suggestions along this line. Here one may use a variety of plants, depending on the height of the screen or border desired. If shrubs are used, at least two rows will be necessary, the one in front consisting of the lower growing plants. Evergreens such as *Arborvitæ* are very effective for this purpose, for they possess the added advantage of blocking the view the whole year round. Sometimes, where a tall and quick-growing screen is desired, the Lombardy Poplar gives the best results, but it is well to plant some

slower growing evergreens in between as Poplars soon outlive their usefulness.

Although the windbreak is a subject that we often fail to consider in the planting of a place, it is one that can well be borne in mind. Windbreaks not only break the cold sweep of the Winter wind, but also prevent snow from drifting and, in general, form a background for the buildings. The most satisfactory windbreaks are made of evergreens, such as the Norway Spruce which combines dense foliage with a rapid growth.

HEDGES

Under ordinary conditions there is nothing more beautiful than a clear, unbroken sweep of lawn from the street to the house. But where the house is on a much used street, or where children are apt to wear away the grass, hedges are usually needed. It is not necessary to go into a description of suitable hedge materials, but an important thing to remember is that all hedges have a purpose. When advising in this connection the customer's viewpoint and needs must be kept clearly in mind. Here is where the "professional" landscape architect differs from the "landscaper." With all due respect to the correct viewpoint which the professional always has, it is often the better part of wisdom to do as the customer desires rather than to make too vigorous an attempt to hold to correct theories.

SHADE

After the necessary foundation and screen plantings have been properly located, it is well to see what can be done in the matter of proper shade. Nothing adds more to the dignity and impressiveness of any grounds than fine, well-formed shade trees. Before advising the location of such trees, study well the location of the house,

and place the trees where they are most needed to block out the rays of the afternoon sun.

SPECIMENS

Besides these various plantings there is usually a need for specimen shrubs, vines, or Roses about the house, and plants for special purposes, such as to attract birds or add Winter color. These are matters which will usually be suggested by the home owner, for in many cases they are often a hobby; every effort should be made to please the customer, especially in regard to these special plants.

THE GARDEN

Last but not least in the consideration of the home ground plantings is the opportunity for making a little flower garden or hardy border. With the assurance of quick results and an abundance of bloom, it is an easy matter to convince the prospective purchaser of the great desirability of being able to grow his own flowers without replacement each year. Not only are these gardens and borders easy to sell, but they are profitable to plant. They should be one of the most important parts of any estimate.

What we have been trying to do in this chapter is not to attempt to tell the reader how to design and plant these various materials, but simply to point out the elementary possibilities existing on very small properties. It should show you that there is an unlimited field for the landscaper and nurseryman.

The work of the American Association of Nurserymen in pushing the new slogan, "It's not a home until it's planted," is going to make an ever-increasing demand for just this sort of work and you should be prepared to give real service along these lines.

CHAPTER VIII

YOUR RELATIONS WITH THE CUSTOMER

MUCH of the nursery's success depends, as does that of any other business, upon right relations with the customer. The usual rules of honesty apply in the nursery business as in any other, but there are some phases in which this business is different from others.

REPLACEMENT

When mention is made of replacement of stock we are treading on disputed and dangerous ground, for there are nearly as many opinions regarding replacement as there are nurseries. But the policy in this respect is one which must be clearly defined, and it should be known by the customer at the beginning of the transaction.

There are, as we have said, many policies of replacement, ranging all the way from "no replacement" to "absolute replacement." The policy of no replacement enables one to sell at a close margin of profit, but in the writer's opinion it is not always likely to engender friendship; while absolute, free replacement is expensive to the nursery and too often tends to make the purchaser careless in the handling of the plants. It would seem, then, that some scheme falling in between these two would be fairest to nursery and customer. Thus we find many of the most reliable nurseries offering to replace plants at fifty per cent of the original cost or, in some cases, to

replace the plants free, the customer paying for transportation, replanting, etc. Regardless of the policy adopted, every case should be weighed on its own merits and the nursery cannot go too far in assuming a reasonable attitude, providing the customer is in a like frame of mind.

SPECIFICATIONS

It matters not what replacement policy you adopt or what other terms you make, these things should be clearly understood before the job is under way. There should be a clear and written understanding of just what you will plant and where you will plant it, together with sizes and prices of all stock bought.

As an instance of the necessity of a clear and written understanding between the nurseryman and the customer the following is of interest: A nursery company advised a client that for a certain location an evergreen tree six feet high was large enough to move and that the job would cost a given amount. At the time the estimate was given this height seemed satisfactory to the client and the trees were duly planted. But the location for planting was two hundred feet distant from the house and down a hill, so the trees appeared much smaller than they actually were. The customer claimed that the trees were not up to specifications, but reference to the written agreement proved the nurseryman's point. Without being able to produce this written proof the nurseryman would have been obliged to replace the trees with larger ones.

Having the specifications fixed, the next important requirement is to live rigidly up to them. When you cannot go yourself to do the planting work, send men on whom you can depend, and give them written instructions that there may be no misunderstanding. However, do not depend too much on writing, but go yourself when

you start a landscape job and make sure that your foreman has the right idea. If a salesman took the order have him start the work. Personal attention pays.

In all your dealings with your customer, try to prove that you are honest and are trying to work for his satisfaction. It is an unfortunate circumstance that in many ways the nurseryman has a bad reputation to live down. There are, about the country, too many "nursery agents" who have little or no knowledge of what they sell and who are entirely unscrupulous in their dealings. Put your prices high enough and give full value. If you have to replace, do so willingly under the terms of your agreement. Having done all these things and having reasonable people for your patrons, you will have no trouble in your relations with them. If you are unfortunate enough to have to deal with unreasonable people, as you sometimes will be, the only advice is to see your lawyer at once, for all kind offers of replacement and adjustment are likely to prove unavailing.

CHAPTER IX

THE NURSERYMAN AND THE LAW

NEARLY every state publishes a pamphlet containing the context of laws governing the sale of nursery stock in that particular state and in reference to interstate shipments.* It is useless to mention any such regulations in this book, as they are changing constantly. Moreover, you should by all means keep in touch with these matters, as "ignorance of the law is no excuse." Not only is it desirable to be well read in regard to these laws controlling sales transactions, but also it is well to become acquainted with general laws relating to your responsibility in contracts, your duty to your employees, etc.

Don't try to buck existing laws. Rather use your force to have offensive laws erased from the books. Courtesy to the inspectors who come to see you will go a long way in removing obstacles. And always when in doubt, look before you leap.

*The S. A. F. and O. H. Annual for 1922-23, issued by the Society of American Florists (and obtainable through its secretary, John Young, 247 Park Avenue, New York, or the publishers at 448 West 37th Street, New York) contains a summary of quarantine and licensing regulations, both federal and state, that control shipping activities of nurserymen. The Bureau of Plant Industry of the Department of Agriculture at Washington, in cooperation with the American Association of Nurserymen, has also compiled charts of the interstate nursery quarantine regulations for distribution by the state nursery inspectors.

CHAPTER X

PLANNING FOR PLANTING

THE problem of making plans for the nursery end of the florist business involves the question of which to start first—business activities or nursery work? The solution is somewhat like the answer to the question, “Which came first, the egg or the chicken?” For it is purely a matter of preference. There are several sides to this question, however, which come to mind and which should be given consideration in deciding what to do.

The one big advantage of having a nursery established is that you can show customers the stock actually growing on your place; this creates greater incentive to buy. It is a big advertisement, too, in many other ways. But of course it takes time to get nursery stock looking salable and the time lost in this preparatory work might perhaps have brought more results employed in selling. This leads us to the big advantage of starting sales work first, which is that for the first season or so you can simply order the stock for which you have a sale and thus make direct profits, beside getting a good gauge on the type of stock demanded by your neighborhood.

Actual experience in the matter, however, has shown that a combination of these two plans is the best one to pursue. For example, plant a little assortment of the more standard kinds of stock and go out and sell on the strength of it; for the larger orders you can easily purchase the extra stock needed. An assortment of 1,000 shrubs (forty

each of twenty-five kinds) will give a good working basis of this material, while fifty well chosen trees will be ample for the start of your nursery. In specimen evergreens you should at the outset make a careful purchase of good salable stock only, meanwhile buying smaller plants to grow on. To meet the demand for perennials you should have fifty different sorts at least, and nothing less than twenty-five of any one variety. But this is only a suggestion and elsewhere (Chapter XI) we have discussed more fully just what to plant and how to buy. As our first essential in the nursery is the soil on which to grow our trees, it is important to consider this next.

SELECTING A NURSERY SITE

As pointed out previously, great care should be taken to select proper land. The nursery plot should, as far as possible, be level and naturally or artificially drained to a depth of three feet. If there is such natural drainage it will often follow that there is a good, deep, rich subsoil, which is a most important consideration in the growing of deep rooted trees and shrubs. The shallower parts of the land might be used for perennials, etc. Authorities differ somewhat as to the exact texture of the soil needed, but all agree that in nursery soils a percentage of sand is valuable for the purpose of keeping the ground loose. It also prevents puddling and cracking and makes working easy.

In selecting your nursery site you will do well if you can get land which has once been the bed of a stream. But whatever land you purchase be sure that you know just what its condition is. Some larger nurseries make a practice of renting or leasing land for their purposes, which is an idea worthy of the thought of the smaller nurseryman. A twenty-year lease on land with an option

to buy would be a desirable arrangement and a good way in which to secure nursery lands.

If you are in a fruit growing section you will undoubtedly want to have a stock of fruit trees. You will find that the Spring is the best time to handle them and also to purchase stocks of them. Don't figure too strongly on growing your own stock—rather leave this sort of thing to the expert, at least until you feel that you are in that class. I mention the matter of fruits here in connection with soil, for you must remember that in the growing of fruits there is a recognized rotation of crops. A discussion of this subject will be found in any of the numerous books on fruit growing.

Another factor to be looked into in planting your nursery is the matter of the Winter protection of the more tender subjects. A good hedge of evergreen trees makes an ideal protection against the cutting north winds, but a group of buildings or greenhouses has much the same effect. A fruit orchard on the windward side will also afford some protection.

It is generally agreed by many, however, that one of the best places for tender subjects is the north slope of a hill. This statement may seem odd until explained; the reason is the same that holds true in the matter of evergreens planted on the north of a house, which are more likely to live than those on the south side. This is so because in sunny exposed places the sun on a warm Winter day will often heat a plant enough to cause an imperceptible growth which the next good zero day will promptly kill. This is a little and a simple matter, but one which should be borne in mind both in planting the nursery and in selling your plants to your customers. Repeated freezing followed by thawing is the worst enemy of flowering, broad-leaved evergreens.

More valuable, however, than the various artificial devices for protecting plants is the natural covering of snow which protects all of them in direct ratio to its depth.

As was said in a previous chapter, it is hard to suggest the size of the nursery plot. This must be determined largely by the plants which you grow, as shrubs and evergreens take up much more room per plant. It is said that one acre of fruit trees will number from 5,000 to 8,000. There is no doubt but that many beginners in the nursery business often make the mistake of attempting to handle too large a tract at the start.

If the land which you are to use for nursery purposes has not been under continuous cultivation, it will be best to postpone any extensive planting until Spring, as the ground will need some preparation. It is just as true of nursery stock as of indoor plants that they will not grow as they should without well-fertilized and well-worked soil. The best way of making these preparations is to apply a good coat of barnyard manure late in the Fall, plowing it under to a depth of eight or nine inches. If the subsoil is inclined to be hard, it would be well to use a subsoil plow first. After this plowing the ground should be thoroughly harrowed and then, after lying all Winter, it will be ready for early Spring planting.

LAYING OUT THE NURSERY

When all these preliminary matters have had attention you are ready to make plans for the actual laying out of the nursery. If your plot is much over an acre it will be well to use the "block system." Nursery blocks may be of any size, but as before suggested, rows of one to three hundred feet in length are more convenient to work than longer or shorter ones. A block could consist of any number of such rows as might be convenient. The

object to be kept in mind is the ease of finding stock, and the less varieties there are in a given block, the easier it will be to find any one of them. If the stock is much varied with few plants of a variety, more blocks will be required. Whatever way you work out your plan, it is wise to make a map to keep in the office.

One other consideration that will largely determine the prices of your finished product is how close you will plant your stock in the row. If your land is fairly reasonable in price there is no question but that the best manner of planting is by the square method. That is, plant the shrubs the same distance apart in the rows as the rows are apart. This is certainly the ideal way. The writer has seen such a common shrub as Japanese Barberry grown according to this system, and every single plant was a specimen and able to command a topnotch price. If your territory is one that will want high-class stock, by all means plant every shrub and tree under this system; it will pay you big dividends. Not only does the stock grow much finer, but you can cultivate more easily and keep things looking better. And, too, with the square system you do not have to have your rows as far apart as you otherwise would. Planting three feet apart will answer well for most stock.

Having determined on the blocks, planting systems, etc., your next job is to prepare the little sketch or map of your nursery and letter or otherwise indicate each section. Then when you plant out your *Hydrangea* p. g. you will simply indicate on the stock book the letter or number of the block where it is to be found. Be sure and provide yourself with good large painted labels, which are not easily broken in cultivating or lost in the weeds; a good size is one by two and a half inches by two feet. Besides putting the botanical plant names in black paint

on the stakes, the writer is using a system of numbers to indicate the rows. Every stake has a number, such as "B23" and in the stock book the number shows the name of the plant. As "B" indicates the block, any kind of plant is easily found. Where the employes are not thoroughly familiar with plant names (and few employes are), all you have to do is to say, "John, go and dig two plants of No. 23 in block B." This little system of numbering will save you many extra and unnecessary trips into the nursery when digging time comes.

Soil preparation, protection, careful planning—all these things are essential to your success in the nursery business, and so we have offered these few suggestions to help you in the preliminary work.

CHAPTER XI

BUYING FOR PLANTING

IF I were a florist about to start a nursery department and hardly knew one shrub from another, I should indeed be at a loss to know what to buy. *Wouldn't you?* In writing this little book I started to ask myself what I was going to advise the florists to buy, and realized that, although I had certain definite idea, the plants which I would advise might not be suitable for other florists. With this in mind I sent a letter to eighteen of the most prominent nurserymen from New England to Illinois, asking them what they would advise a florist to purchase.

The list of plants given in this chapter is, therefore, a fair one from which to make your purchases, being the result of the combined judgment of fifteen nurserymen. Of course, it doesn't include all the best things, nor all those that I would call staple plants, the "bread and butter" sorts of trees and shrubs.

HINTS ON THE BUYING OF NURSERY STOCK

Now a few words about buying nursery stock. Even though you have fairly made up your mind to buy of such and such a nursery, you should send out a want list to the other nurserymen in your territory and get some comparative prices. The best way would be to duplicate your list on the typewriter and mail copies to the nurseries with a request for prices. Don't be surprised

if no one nursery is able to make quotations on all the kinds of stock, for many nurseries are short of many items. Most likely you will have to shop around to get everything you want. Sending out a want list will therefore save you time when you place your orders.

In making out the list be sure to give the exact number of plants you want and the size. State also whether you wish the stock to come by express, freight, or carload freight. While I am on the subject of freight, let me make a suggestion based on experience, viz, if you are placing any order of fair size with one firm have the stock come by *carload freight*, because:

1. It saves packing charges.
2. The stock is not crowded into small boxes and consequently comes through in better shape.
3. It saves time in unpacking.
4. The cost of the car is no more than that of the freight alone.
5. Carload freight is almost as fast as express.

And lastly, in buying nursery stock don't buy on a basis of price alone, but rather choose quality regardless of a few cents difference in cost. It is true that when you buy from a catalog you must buy blindly, but every nursery has some kind of a reputation, and if you "keep your ear to the ground" it won't take you long to know what to expect.

Now for the list of shrubs, etc., already referred to. I have given the botanical name first and then the common name. If I have erred in any of these names I would ask to be pardoned, for until the Joint Committee completes and publishes its "Official Catalog of Plant Names" there is no one who can be sure.

SUGGESTED LIST OF STOCK FOR A FLORIST-NURSERYMAN
TO HANDLE

DECIDUOUS SHRUBS

<i>Botanical name</i>	<i>Common name</i>
<i>Althæa</i> (in variety).....	Rose of Sharon.
<i>Berberis Thunbergii</i>	Japanese Barberry.
<i>Calycanthus lævigatus</i>	Strawberry Shrub.
<i>Cornus sibirica</i>	Red-twiggèd Dogwood.
<i>Deutzia candidissima</i>	White Deutzia.
<i>Deutzia</i> , Pride of Rochester.....	Tall Deutzia.
<i>Deutzia gracilis</i>	Dwarf White Deutzia.
<i>Forsythia suspensa</i>	Drooping Golden Bell.
<i>Forsythia viridissima</i>	Upright Golden Bell.
<i>Hydrangea arborescens</i>	Hydrangea, Hills of Snow.
<i>Hydrangea paniculata grandiflora</i> ..	Fall Blooming Hydrangea.
<i>Ligustrum ovalifolium</i>	California Privet.
<i>Ligustrum Ibotæ</i>	Hardy Ibotæ Privet.
<i>Ligustrum Ibotæ Regelianum</i>	Regel's Graceful Privet.
<i>Lonicera tatarica</i>	Tartarian Honeysuckle.
<i>Philadelphus coronarius</i>	Fragrant Syringa.
<i>Philadelphus</i> (hybrids).....	Lemoine's Hybrids.
<i>Rosa rugosa</i>	Japanese Rose.
<i>Sambucus nigra aurea</i>	Golden Elder.
<i>Spiræa Vanhouttei</i>	Tall White Spiræa.
<i>Spiræa Anthony Waterer</i>	Dwarf Pink Spiræa.
<i>Spiræa callosa alba</i>	Dwarf White Spiræa.
<i>Spiræa Thunbergii</i>	Feathery Spiræa.
<i>Spiræa Billardii</i>	Tall Pink Spiræa.
<i>Symphoricarpos racemosus</i>	Snowberry.
<i>Syringa vulgaris</i>	Common Purple Lilac.
<i>Syringa vulgaris alba</i>	Common White Lilac.
<i>Syringa</i> (French Hybrids).....	Assortment of the best.
<i>Viburnum tomentosum</i>	Flat-headed Snowball.
<i>Viburnum plicatum</i>	Japanese Snowball.
<i>Weigela candidissima</i>	White Weigela.
<i>Weigela Eva Rathke</i>	Crimson Weigela.

DECIDUOUS TREES

<i>Acer platanoides</i>	Norway Maple.
<i>Betula alba laciniata</i>	Cut-leaved Weeping Birch.
<i>Catalpa Bungei</i>	Umbrella Tree.
<i>Platanus orientalis</i>	Oriental Plane.
<i>Populus fastigiata</i>	Lombardy Poplar.
<i>Quercus palustris</i>	Pin Oak.
<i>Salix babylonica</i>	Weeping Willow.
<i>Sorbus aucuparia</i>	Mountain Ash.
<i>Tilia</i> (your choice).....	European Linden.
<i>Ulmus americana</i>	American Elm.

DECIDUOUS VINES

<i>Botanical name</i>	<i>Common name</i>
Ampelopsis Veitchii.....	Boston Ivy.
Aristolochia Siphocampylodes.....	Dutchman's Pipe.
Clematis paniculata.....	Virgin's Bower.
Clematis Jackmannii.....	Large Purple Clematis.
Lonicera Halliana.....	Japanese Honeysuckle.
Wistaria (any good sort).....	Purple Wistaria.

EVERGREEN TREES AND SHRUBS

<i>Botanical name</i>	<i>Common name</i>	<i>The best selling size is</i>
Abies Nordmanniana.....	Crimean Fir.....	5'
Azalea Hinodigri.....	Pink Japanese Azalea...	18"
Buxus sempervirens.....	Bush Box.....	2'
Ilex crenata.....	Japanese Holly.....	2'
Juniperus chinensis.....	Chinese Juniper.....	5'
Juniperus Pfitzeriana.....	Pfitzer's Juniper.....	2½'
Juniperus virginiana glauca...	Blue Native Cedar.....	5'
Kalmia latifolia.....	Mountain Laurel.....	2½'
Picea excelsa.....	Norway Spruce.....	5'
Picea pungens (Koster's).....	Koster's Blue Spruce...	3'
Pinus Strobus.....	White Pine.....	5'
Pinus Mughus.....	Dwarf Mountain Pine...	2'
Retinispora filifera.....	Thread-leaved Cypress..	4'
Retinispora filifera aurea....	Gold-leaved Cypress....	4'
Retinispora obtusa.....	Japan Tree Cypress....	4'
Retinispora obtusa compacta..	Dwf. Japan Tree Cypress	1'
Retinispora pisifera.....	Pea-fruited Cypress.....	3'
Retinispora pisifera aurea....	Gold-fruited Cypress....	3'
Retinispora plumosa.....	Japanese Plumed Cedar.	3-5'
Retinispora plumosa aurea....	Golden Plumed Cedar...	2-5'
Retinispora squarrosa.....	Blue Japanese Cedar...	2-4'
Taxus cuspidata.....	Japanese Yew.....	2'
Taxus cuspidata brevifolia (all other forms are good).....	Dwarf Japanese Yew....	1'
Rhododendron maximum.....	Native Rhododendron...	2-3'
Thuya occidentalis.....	American Arborvitæ....	3-6'
Thuya George Peabody.....	Golden Arborvitæ.....	2-5'
Thuya, pyramidalis.....	Pyramidal Arborvitæ....	4-8'
Thuya globosa.....	Globe Arborvitæ.....	1'
Thuya Biotæ.....	Chinese Arborvitæ.....	4'
Tsuga canadensis.....	Native Hemlock.....	3-7'

Naturally, all of the evergreens are finer in larger sizes than those mentioned, but if you purchase anything much smaller you will be apt to find the plants not "finished."

In the questionnaire sent to the nurserymen a question was asked as to the best sizes of trees and shrubs to handle. Although the opinion was somewhat divided, the general consensus was that of the ordinary growing shrubs the 3 to 4 ft. sizes were the most satisfactory. In the dwarf sorts the 18 to 24 in. is the best size. The size trees to purchase depends somewhat on what your market requires, but you should specify nothing under 1½-in. caliper. (This caliper measurement is supposed to be taken at the base of the tree, six inches from the ground.) Some nurseries grade trees by their height in feet, but this is not a satisfactory way to buy them, because a tree grown close to others may easily attain a height of twelve feet with but a spindly trunk. Also in buying trees, especially Norway Maples, specify that you want straight specimens, personally selected. However reputable a nursery may be it cannot dig every order from the office and a workman is more apt than not to take trees just as they come in the row, which is far from a satisfactory method.

ROSES

In the matter of Roses few nurserymen were willing to commit themselves to the extent of advising about varieties, but I was favored with a fine informational letter from one of those in the best position to know, namely, the Jackson & Perkins Company. This firm has been selling to florists for years and knows what are the sellers as well as what are the most satisfactory kinds. So I feel that I can do no better than to quote that part of the letter dealing with Roses:

“Of course, no flower garden is complete without Rose bushes. In the climbing varieties, the Wichuriana hybrids are very easily handled and sure to grow. Of them,

Dorothy Perkins is the best known and most popular. There are also available in ample supply, Excelsa (Red Dorothy Perkins) and a white form named White Dorothy Perkins. Of the other desirable climbing varieties we would mention Aviateur Bleriot (saffron yellow), Climbing American Beauty (red), Hiawatha (single crimson), Silver Moon (white), Source d'Or (a very pretty, hardy yellowish Rose), Tausendschön, and so forth.

"Of the dwarf polyantha or 'Baby' type, the original Baby Rambler, Mme. Norbert Levavasseur, is still in demand and valuable. Along with it may be sold Ellen Poulsen (dark pink), Erna Teschendorff (carmine red), Orleans (red), and Yvonne Rabier (white).

"Of the hybrid teas and everblooming Roses, there is a wide assortment of varieties and one can select only a few without too greatly increasing the list. We would particularly recommend:

Frau Karl Druschki—white.	Killarney—pink.
General McArthur—scarlet red.	Los Angeles — flame-pink, toned with coral.
George Ahrends—the best pink Druschki.	Mme. Caroline Testout—pink.
Gruss an Teplitz—scarlet	Maman Cochet—pink.
Hoosier Beauty—crimson.	Radiance—pink.
Kaiserin Augusta Victoria—white (where the Winters are not very severe).	White Cochet—snow white.
	White Killarney—waxy white.

"In naming hybrid perpetual varieties also, we are embarrassed to know which to choose. There are many good ones, among them:

Baron de Bonstetten.	Magna Charta.
Captain Hayward.	M. P. Wilder.
Clio.	Maragaret Dickson.
General Jacqueminot (old but still good).	Mrs. John Laing.
J. B. Clark.	Paul Neyron.
Mme. Gabriel Luizet.	Ulrich Brunner.

"The new race of hybrid Rugosa Roses should not be overlooked, particularly for localities where the Winters

are very severe. Of this class Conrad F. Meyer is worthy to be planted anywhere, because the flowers and foliage are extremely attractive. Other varieties of this class which can be recommended are Amelie Gravereaux, Blanc Double de Coubert, Mme. L. Villiminot, Nova Zembla, New Century and Sir T. Lipton. These are all varieties of exceptional hardihood and they have to a considerable extent the clean healthy foliage and vigorous habit of growth of the type Rugosas."

HERBACEOUS PLANTS

The growing and selling of perennials is a branch of the nursery business in which many florists have already found a good profit. As the commoner sorts of perennials are so well known to every one, I will not go into too great detail in giving lists of them. Fritz Bahr, in his "Week's Work" in *The Florists' Exchange* and in his "Commercial Floriculture," has repeatedly called attention to the value of many of these as cut flowers for Summer, while every year more and more varieties are being forced. To complete my lists of stock I am therefore giving a list of just the "bare necessities." As your business grows you will want to enlarge this list to at least 75 or 100 varieties.

Achillea.
 Aquilegia.
 Bleeding Heart.
 Campanula.
 Chrysanthemum.
 Coreopsis.
 Delphinium.
 Foxglove.
 Gaillardia.
 Gypsophila.
 Hemerocallis.
 Hollyhock.

Iris (German).
 Iris (Japanese).
 Lupines.
 Mallow Marvels.
 Pachysandra.
 Peonies.
 Phlox.
 Purple Coneflower.
 Pyrethrum.
 Sweet William.
 Veronica.
 Yucca.

PRICING

More important than all the talk about varieties is that about prices, for on them hang all the profits and success. Be sure and get enough for the stock you sell to cover any losses you may have, as well as your selling costs. Unless you are in a position to know these costs, it is best to set a fairly reasonable figure and let it go at that. That "fairly reasonable figure" may be arrived at in the following manner:

Trees and evergreens: Each price should be two to three and a half times cost price.

Shrubs, perennials, etc.: Each price should be three and a half times cost price.

The "ten" rate is usually about ten per cent lower, while hundred lots of plants are usually priced according to circumstances.

"The other fellow's catalog" will be a help to you in this task of setting prices.

After you have once established your price hold to it. It is especially true of nursery stock that once you indicate to your customers the instability of a price, they will quickly take advantage of it and expect reductions and discounts on everything they need.

And now, finally, about *quantities*. Here is where neither I nor the experienced nurseryman can advise. Forty plants of each kind mentioned would surely be a start for the average place, but you must judge for yourself. The main thing is to have the stock on hand. As H. E. Holden of the American Nursery Company says, "The florist as a rule has a trade to start with, for his flower customers will quickly respond to the nursery end of it once they know their florist has the stock to offer."

CHAPTER XII

CARE IN PLANTING

IN this final chapter an attempt will be made to suggest some methods and thoughts in regard to handling the plants in the nursery, with particular reference to planting, pruning, cultivating, etc. It is hardly likely that any florist-nurseryman will be interested in budding, grafting, and the other intricate details connected with propagation. For those who may be desirous of studying these details there are any number of excellent works on the subject. "Commercial Plant Propagation" contains detailed instruction for the propagation of almost every plant sold in everyday trade.

I will assume for the time being that you have purchased the trees and shrubs which you desire to have in your nursery (the choosing of which has already been discussed) and that the ground has been prepared in accordance with the suggestions given in a previous chapter. If the shrubbery has arrived early in the planting season, it will be best to heel the plants in carefully. If, in heeling in, you use as much care as if you were actually planting, no loss will result from this method of handling. Whenever you sell a shrub be sure to again carefully cover the roots of those remaining; also make certain that you have not taken the only plant in the bunch with the label on. If you are new to the game, the loss of a label means practically the loss of the whole bundle of plants.

The actual planting out of the shrubbery in the nursery

should be done at the first possible moment after the rush of selling is over, or whenever it is evident that the stock is leafing out. Neglect to plant at this time will often cause a heavy loss, especially of the more tender sorts. Of course, in the case of small stock for planting out, the work should be done as soon as the shipment arrives.

If the ground has been thoroughly prepared for planting, there will be no need to fertilize the rows. To save needless labor, the men digging the trench should know what is to go into it that they may make the trench of the right depth and width, for most kinds of shrubs have entirely different root systems. After the trench has been prepared, lay the plants in the trench the proper distance apart. There should be at least two men to do this work, one to hold the shrub straight in the row and the other to shovel in enough soil to make the plant stand erect. Each shrub should next be shaken a bit to get the soil around the roots, and then the ground should be packed firmly with the feet. After this the remainder of the soil should be thrown loosely in about the plant.

THE IMPORTANCE OF PRUNING

The most essential act in planting is that of pruning, for it is the method of pruning which determines the future quality of the plant. In the case of most nursery stock purchased from large nurseries, the stock has been trained in the way it should go, but it can be greatly assisted at each transplanting by a little thoughtful pruning. It is my opinion that the best rule for pruning is the exercise of common sense. In planting out for growing on, most shrubbery could be headed in severely and thus caused to grow much more stocky. This also applies to ornamental trees. If you buy, as most dealers do, the two-year-old fruit trees for your retail trade, you will want to

handle them carefully in order to have them in good condition for the following season's sales. It is rarely necessary to prune the roots of shrubs, but broken roots on fruit and ornamental trees should be cut off smoothly.

To insure a vigorous and healthy growth, nursery stock should be cultivated as freely as a field of Carnations. Not only does it then produce a more vigorous growth, but the tillage is an insurance against drought. In the little nursery with which the writer is connected there were two adjacent blocks of shrubs, one of which had been under constant cultivation, while the other had been neglected. A long drought brought the importance of cultivation forcibly to mind, for the Lilacs in the uncultivated block withered and almost died, while the other stock remained healthy. Don't attempt to do all the work by hand, and if you haven't a horse, buy one of the inexpensive power cultivators now on the market.

Proper planting, cultivation, and pruning—these three elements are essential to the growth of good stock; but good stock in the nursery does not satisfy the customer. As no chain is stronger than its weakest link, so often the weakest link in the chain between the grower and consumer is the digger. Thousands of good customers and good shrubs have been ruined by careless digging. When you want a shrub or evergreen dug properly send two men to do it and equip them with sturdy spades and emphatic instructions to get *all the roots*. Mechanical tree diggers are all right, perhaps, for the big wholesale nurseries, but individual digging is the method by which to insure satisfaction.

Evergreens, of course, should be balled and bur-lapped. Always make certain that the ground is moist enough to cling to the roots, then dig deep on all sides of the tree and lift it out with spades. *Don't attempt to pull*

out an evergreen (or shrub) if it sticks. Dig till you can lift it out with spades. You can spoil a five-dollar evergreen in five seconds by trying to pull it out.

And after you dig your plants, protect them well from wind and sun. A shaded packing shed and wet straw will make it easy to give such protection. One large nurseryman suggests that florists handle only such stock as can be carried away by the purchaser. If that is the type of business which you contemplate doing you should provide good heavy wrapping paper (waterproofed is best) and wet shavings or straw to put around the roots.

In this connection an excellent scheme is being investigated whereby shrubs are planted out in wire baskets; this permits of their being moved at any time during the season. These baskets should be of particular value in planting such things as Japanese Maples, Golden Privet, and other attractively colored stocks that must be seen by the customer to be appreciated and bought.

As it will be necessary to ship but little of the stock you grow, I will not go into detail regarding the packing and shipping of nursery stock. If you want good advice on how to pack, just unpack carefully a few cases secured from any good nursery. Thus you can learn many details necessary for your guidance. The same rules in packing apply to shrubs as to cut flowers: that is, pack fairly tight and brace both the box and plants.

And don't forget that *you cannot ship stock by either express or post without an inspection certificate.* If you have bought a lot of stock from some nursery and want to reship some of it, use one of the tags which came on the original shipment, unless, of course, you have already had your nursery inspected. This is a matter which should have your attention as soon as you get your stock planted.

CHAPTER XIII

A BIBLIOGRAPHY OF THE NURSERY

THERE are many, many books of value for the business man to read, and it is hard to make a selection of the most useful. Certainly, I would want to include a list of strictly "business" books, for the most successful nurserymen are those who have the ability to effectively merchandise their product.

Next in importance to business books I would place the trade papers and a good generous supply of catalogs. The trade papers supply information in easily digested quantities which come before us at frequent intervals, so the constant reader soon becomes a well-informed individual.

Catalogs not only keep one up to date in the matter of varieties of stock but often, in the case of those published by leading firms, offer useful advice as to the growing and planting of stock.

For those who do not feel that they have large sums to invest in books, there are numerous valuable bulletins issued by state colleges and the Federal Department of Agriculture at Washington. "The Home Grounds"—Bulletin 361 of Cornell University, Ithaca, N. Y., is a good example of the former, and "Tree Surgery," by J. F. Collins, and "Lawn Soils and Lawns," are specimens of the latter. Your Congressman will send you a complete list of Government bulletins from which you

can take your pick, while your State Experiment Station also can furnish a list which might interest you.

Finally, in a list of things to read, there are the regular horticultural books, of which but a few can be mentioned here, as follows:

“Landscape Gardening,” by Frank A. Waugh.

“The Nursery Manual,” by L. H. Bailey.

“Little Book of Perennials,” by Alfred C. Hottes.

“Plant Culture,” by Oliver and Hottes.

➤ “Practical Plant Propagation,” by Alfred C. Hottes.

“Principles and Practice of Pruning,” by M. G. Kains.

“Practical Landscape Gardening,” by Robert Cridland.

“Trees, Shrubs, Vines and Perennials,” by Kirkegaard, *et al.*

“The Garden Guide,” by various authorities.

“Standard Cyclopedia of Horticulture,” by L. H. Bailey.

“Commercial Floriculture,” by Fritz Bahr.

“Landscape Design,” by Hubbard and Kimball.

Any of these books may be obtained through the publishers of this volume. The book by Fritz Bahr, although written for florists, contains much for the nurseryman. The last named book is a bit deep for the novice but gives a good insight into the real principles and theories of landscaping.

APPENDIX A

THE following article, by Drue Allman, proprietor of The Allman Nurseries, Holmesburg, Pa., appeared in *The Florists Exchange* of January 27, 1923, under the title of "Cost-Finding for the Florist." Although it is addressed to the grower of flowers and discusses his problems and activities, it is equally applicable, in principle, to any nursery enterprise—and especially to the small nursery. Merely substitute nursery crops, nursery operations and nursery expense items for those given, and the suggestions and recommendations made will hold good, whatever your interests or products.

This method of cost finding is simple, practical and adapted (or adaptable) to any set of conditions; it is based on actual experiences and experiments rather than theory; it emphasizes economy of time and effort without sacrificing accuracy; and it brings to light just those facts and data that the grower wants to know—or should know—in order to be able to appraise his success, determine his position and his progress, and direct his future course. It can serve the nurseryman well.—THE AUTHOR.

A PRACTICAL SYSTEM OF COST-FINDING

COST-FINDING, as applied to the florist grower or retail grower, seeks to determine the actual cost of producing and marketing crops, in order that the business may be conducted in the most efficient and profitable manner.

When read at one sitting, the methods herein described may appear tedious and complicated; but they are not. Any person with an eighth-grade education and an average head for figures will find the actual work involved simple, interesting, and increasingly profitable as he progresses. In cost-finding, unlike plain bookkeeping, the recorder often makes his own estimates. Cost-finding is not exact, nor is there need for absolute accuracy. Moreover, there are few hard and fast rules.

Only a very small percentage of growers (4.5 out of every 100, according to the writer's survey in 1920) can tell even roughly the comparative costs of growing different crops. This is a regrettable condition, the more so since no one suffers more from it than the grower himself.

Talk cost-finding to the average florist, and he will run from you. He "hasn't time" or "cannot see the need of it." Many growers confuse *high* yield with *profitable* yield, whereas there is a distinct difference. Simply because the returns from a crop are high does not imply that the space has been used most profitably. Perhaps the cost of producing the crop has been so great that, in

the final analysis, it would have been better to have grown a lower-priced crop, or a succession of low-priced crops at a much lower cost of production, so as to have secured a larger *net* profit.

OUR METHOD OF KEEPING TRACK OF COSTS

For the past few years we have attempted to find the major costs of growing some eight or ten cut flower crops under about 40,000 square feet of glass. I do not claim that these records are accurate to the dollar, nor do I believe that our method can be adopted by others without some modification. But I *do* know that we have discovered many invaluable and even astounding facts which we never could have obtained by the all-too-popular snap-judgment method.

Here, for example, are samples of the sort of questions that our records have answered:

1. Are Sweet Peas and Violets best grown separately or as companion crops ?
2. Is "Laddie" Carnation a profitable variety for us ?
3. Which plan is best (a) Snapdragons the entire season, or (b) Snapdragons to follow 'Mums ?
4. What is the best paying method of handling Stevia ? Calendula ?
5. How much *net* profit (or loss) per square foot did we realize on each of the several important crops in 1920 ? 1921 ? 1922 ? Chief reasons.
6. How much retail business shall we encourage ?
7. Do Pansies "pay" as Winter cut flowers ?
8. What proportion of our 'Mums should consist of Pompon types ?

9. What is the net profit from a 40-deg. house as compared with that from a 50-deg. house? Should we make a change in some houses?

How can correct answers to such questions be given unless one knows, in each case, the costs involved?

EQUIPMENT FOR COST-FINDING

The stationery needed for the records are essentially a good ledger and a sharp pencil. Additional materials, such as cards, a desk adding machine, etc., may be used for convenience.

The time required for entries (please note this, Mr. Busy Grower) is about *five minutes per day*. Every now and then the books are gone over, usually some evening, and summaries and deductions are made.

We run an account (double column) with each of the following, those marked (*) being especially important in our particular line of work:

Real Estate (land and buildings)*	Manures (includes fertilizers)
Labor*	Interest
Heat*	Miscellaneous supplies*
Auto truck	Office expense
Horse	General expense*
House (personal)	Crop accounts (here omitted)*
Tools and equipment*	Minor crops (one account)

A work report or record of how time is spent (as described farther on) is also kept.

Such external accounts as Capital, Notes Receivable, Notes Payable, Accounts with Customers, etc., belong to bookkeeping proper, and will not be treated in this article. There is no harm in keeping everything that I shall discuss in one large book, if one so desires. We do not keep a cash account; we do not usually make double entries; we do not stay up until 2 a.m. endeavoring to locate "that 13c. excess on the debit side." Our books do not

balance to the penny, *but* they give us the information we are after.

MAKING ENTRIES

Insofar as is practicable we try to distribute all expenses and receipts as they occur to the accounts wherein they finally belong, thus:

We buy a hammer—charge Tools Account.

We sell an old boiler—credit Heat.

We sell a bouquet, chiefly Carnations and Stevia—credit Carnations and Stevia with rough estimate of the value of each.

We buy package stamps—charge the bulkiest crop shipped at that period.

We buy greenhouse hose—charge Miscellaneous Supplies.

We buy laths for Carnation supports—charge Carnations, since they alone receive the benefit.

We design a landscape—credit Labor, when payment is received.

We haul two loads of manure from barn for 'Mums—credit Horse and charge 'Mums. This is a double entry. Money does not pass, but value does.

We pay salaries—charge Labor. Include operators' salaries.

If we know the ultimate destination of an expense or receipt, we enter it there at once. For example, if we buy two barrels of paint to paint greenhouses, we charge Real Estate, *not* Supplies. Later on we use one-fourth barrel (approximately) to paint the dwelling. Then we credit Real Estate and charge House with the value of amount used. If, on the other hand, we purchase a cheap paint for general use, we charge its cost to Supplies, as we do not then know its ultimate use. If, later

on, we use it to paint the barn, we credit Supplies and charge Real Estate, or whatever we call the account which includes the barn.

About 10 per cent of all entries are double entries as just cited. We have tables of weights and measures and a good scales in the potting shed. Knowing the rough weight of a 3-gallon pail of bonemeal, it is a simple matter to count the number of buckets used in topdressing Carnations, and to promptly charge Carnations and credit Manures with their value. Naturally, we are not too particular in all this, but the values lost sight of are relatively slight.

A good rule for making entries is as follows:

When value *leaves* an account, *credit* it.

When value *enters* an account, *charge* it.

This may be stated another way, thus:

Credit an account when it *waives* responsibility for something.

Charge an account when it *assumes* responsibility for something.

To illustrate: if we sell 100 Carnations for \$12, we credit Carnations, since value (Carnations are valuable) leaves their account. If we buy a hammer we charge Tools, since value (a hammer has value) is assumed by the account called Tools. A little practice will render the making of such entries almost automatic. A mistake is bound to show up here and there, but it can easily be rectified when the books are reviewed.

Every item of income and outgo must sooner or later be transferred to the several crop accounts, since everything in the business exists and takes place for their welfare. Accordingly, we endeavor to make the maximum number of entries in the crop accounts and the minimum

number in other accounts. To explain, if we buy 60 pounds of string (of which we use a great deal to tie up Sweet Peas and Carnations) rather than charge Supplies, and later transfer the charge as the string is used, we then and there charge Sweet Peas and Carnations each with its (estimated) share of the cost, including express charges.

WHEN AND HOW TO OPEN ACCOUNTS

The best time to begin a set of cost records is when the greenhouses are most nearly empty of plants, or when the amount of stock in dormant condition is largest. In our case, this is June 1, but for others it may be any month in the year. However, if you contemplate starting a set of records next July, begin *now* to keep track of things. Your present records will serve you in good stead, and you will have had quite a little experience by that time.

The first step in opening any account is to charge it with the inventory, based upon your fairest judgment of its value. Last year the autotruck account opened thus:

Dr.	Autotruck	Cr.	Autotruck
1922		1922	
June 1	Inventory:		
	One Ford car		
	car valued.	450.00	
	G a r a g e		
	equipment,		
	valued.....	56.00	
	Extra tires,		
	valued.....	12.50	
	½ license for		
	1922 and		
	fee.....	5.50	
June 5	5-gal. gas.....	1.35	
5	Radiator re-		
	paired.....	4.50	
		July 1	Sold old tires
			for rubber....
			0.65
		Aug. 8	Refund on 10-
			gal. oil can...
			.25
		Sept. 5	Received for
			use of car by
			H.W. Thom-
			as, ½ day. . .
			5.00

We opened the Carnation account as follows:

Dr. Carnations 1922-23		Cr. Carnations 1922-23			
1922 June 1	Inventory: 16700 plants in field at \$7 per hundred..	1169.00	1922 July 7	200 Matchless from fields John C. Ed- wards at 8c..	16.00
	Wire and lath on hand...	48.00	Oct. 3	2 doz. Ward, retail..... (etc.)	1.50
	Old sand for cuttings on hand.....	16.50			

At the end of your fiscal year, take another inventory and this time *credit* the several accounts. In the case of Carnations, this would mean adding to that account the value of all the young stock and of the old stock, too, if it is still producing well. The average of the two inventories represents, as a rule, the average amount of money tied up. It is only fair to charge the account with 6 per cent of this average as interest, before closing the books.

The taking of a complete inventory once every year requires one morning, and I do not believe we spend a morning to better advantage.

THE WORK REPORT

By far the most expensive item of crop production is labor, and it is this very expense that the average grower knows least about. A serious effort should be made to keep track of the labor performed upon each of the important enterprises. The record need not be elaborate, but it should be as fair and consistent as possible. Of the various time-keeping systems used in the industries we have come to regard the following as the best and simplest for our purposes. I submit it for what it is worth.

The manager (in this case the writer) carries with him a pocket memorandum book, of which each sheet is ruled off into columns. A column is provided for each important enterprise (including each of the major crops) upon which labor is expended. The inside cover is marked off to correspond with the rulings upon the sheets and to carry the column headings, thus saving the trouble of relisting these headings on each new page.

If the manager is to be absent for long, the work of timekeeping is assigned to the foreman or man in charge. At first, your employes may smile at your endeavors; but after the novelty wears off you will find an increased efficiency all around. All workmen instinctively respect efficient business methods. A good manager should know what his men are doing. By making the rounds every hour or so, it soon becomes easy to keep track of the time spent on each kind of work.

(Cover of note-book)	Carnations	Sweet Peas	Violets	Snaps	'Mums	(etc.)	Misce'l. Work
(Sheet of note-book)	2x3.5 2.3	3x2.5		3x0.5		(etc.)	Repaired wagon 2x2 Hauling coal 6.0

Taking the accompanying fragment of a typical work record page for one day, the column marked Carnations shows that two men spent about 3.5 hours each stringing, while one man disbudded for about $2\frac{1}{2}$ hours. Later, we put three men at suckering Snapdragons for about one-half hour prior to quitting time.

We keep no daily record of routine work, such as firing, watering, ventilating, etc., as these items easily

can be estimated and recorded (after a little observation) at the end of each week. If, for instance, four men work 57 hours each (or 228 hours) in a week, and the time sheets account for 146 hours, the difference—82 hours—represents routine work, and is distributed according to estimates based upon observation or previous records.

Toward the rear of the ledger some pages are ruled off into as many columns as are needed, where the totals of the time sheets are entered, say once every week. Thus, from the above record, we would mark down 9.3 hours in the Carnation's column, 4 hours in the Tools' column, 6 hours in the Heat column, etc. This record can be made more valuable by occasionally noting the nature of the work performed. I have before me our 1921 work report and find, as a result of such memoranda, that we sowed our first Snapdragons on June 28, and began lifting our Violets from the field Oct. 19.

At the end of the fiscal year the information contained in the work report is summarized and the labor charged to the crop and other accounts in the ledger at a calculated rate per hour in the form shown on the next page.

If I had to give up either the accounts in the ledger or the work report, I should give up the former, as I regard a knowledge of how time is spent as of paramount value to the florist.

RULES FOR CLOSING ACCOUNTS

Let us assume that the year is up, and that we wish to close the accounts and, if possible, see how the business can be improved. We proceed, then, to do the following things in the order given:

1. Enter all moneys, etc., not yet recorded.
2. Credit the Personal (or, in our case, House) account and charge the Labor account with the value of all unpaid labor furnished by the family.

	CARNATIONS Matchless	CARNATIONS C. Ward	(etc.)
Total area.....	11,500 sq. ft.	8,850 sq. ft.	
Total yield.....	176,000 fls.	115,935 fls.	
Yield per unit area.....	15.3 fls.	13.1 fls.	
Total value of crop.....	(etc.)	(etc.)	
Value per unit area.....			
Total cost.....			
Cost per unit area.....			
Cost per unit measure.....			
Number of plants (if possible)			
Profit.....			
Profit per unit area.....			
Profit per unit measure.....			
Profit per plant (if possible).			
Total man hours.....			
Profit per man hour.....			
Total horse hours.....			
Profit per horse hour.....			
No. of man hours to raise one unit measure of crop...			
No. of horse hours to raise one unit measure of crop...			
Date or dates propagated...			
Time, propagation to set- ting in beds or benches...			
Time, setting to first harvest			
Time, first to last harvest...			
Total life of crop.....			
Period of greatest yield.....			
Times fumigated.....			
Times cultivated.....			
Times thinned.....			
Times fertilizers applied.....			
Weather conditions, average.			
Market conditions, average..			
Use of by-products.....			
Value of by-products.....			
Remarks and suggestions for improvement.....			

Suggested method of tabulating the main facts about crops. The best place for such information is at the end of the account in the ledger.

3. Charge and credit the proper accounts with everything not yet recorded. Thus, credit Auto Truck and charge Personal (at an estimated rate per hour) for the approximated personal use of the machine by the owner and his family.

4. Calculate the net cost of man labor from the labor account. Determine the average rate per man hour, using the totals of the work report, including routine work. Credit Labor and charge each account with the total number of man hours spent upon it multiplied by the rate per hour just found.

(Example: From the work report we find a total of 2,432 man hours expended on Carnations. From the labor account we calculate a rate of 39.2c. per man hour. Consequently, we credit Labor and charge Carnations with the product, or \$961.34.)

5. Enter the horse inventory under Horses (on the credit side). Credit Interest and charge Horses with 6 per cent of the average of the two inventories.

6. Distribute the cost of horse labor in the same way that man labor was distributed. Note: If horse labor constitutes an important part of the yearly work, a more detailed record of such work should be kept, similar to that of man labor.

7. Credit each account with its inventory at the end of the fiscal year at a fair market value. (In many accounts there will be no inventory to record at this time.) Charge each account with 6 per cent of the average amount of money invested during the year, crediting Interest in each case.

8. Credit Real Estate and charge all other accounts with a nominal rent for the use of land, buildings, etc. Base these charges upon a study of the real estate ac-

counts (one or several). Rough estimates will suffice. When complete, the two sides of the real estate account should nearly balance.

9. Calculate and distribute the total cost of heat, manures, tools, supplies, etc., crediting these accounts and charging the different crops in proportion to the estimated use by each of each of the above items. When complete, the heat, manure, etc., accounts should about balance. A study of the books will enable this distribution of share of costs to be made more easily. If a rough plan of how much space each crop occupies is made several times a year, these sketches will make for greater accuracy. But estimate where necessary.

10. Total the debit (or charge) side and then the credit side of each crop account. The difference, in each case, is the *net* profit (or loss) on said crop for the year. Tabulate all these results and find net business gain (or loss) for the year.

11. Condense all information and study each account; and then, finally, the business as a whole. Determine from this how you can improve the business.

12. Do not attempt to memorize these rules, but keep them handy.

A set of accounts should be chosen with the same care that a skilled mechanic uses in selecting his tools. There should be just as many as are actually needed to accomplish the purpose in view, *and no more*. Also they should be designed to help secure the desired results with the least expenditure of time and effort.

In conclusion, I would earnestly urge the wider use of cost keeping by members of all branches of the "trade." The outcome will certainly have a beneficial effect all around, resulting in a better living, less leakage, less worry and greater prosperity for all.

APPENDIX B

HORTICULTURAL STANDARDS

Report prepared by the Committee on Standardization of Horticultural Trade Practice, American Association of Nurserymen, and adopted at the Annual Convention June 28, 1923.

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F. L. ATKINS, Rutherford, N. J.

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PAUL LINDLEY, President

CHARLES SIZEMORE, Secretary

1. NEED FOR STANDARDIZATION

Business organizations are fast coming to realize that loose and widely varying methods of business practice are injurious to buyer and seller alike.

The imperative need for standardized rules and practice among nurserymen is obvious and admitted by all progressive nurserymen. In adopting these standards the hearty cooperation of every member of the American Association of Nurserymen is expected, and this will inevitably result in incalculable benefit to nurserymen and American horticulture at large. Changes and additions that experience shows to be wise will no doubt be made from time to time, but until such changes occur, this code of standards shall be the basis for transactions by and between members of the American Association of Nurserymen.

2. REASONS FOR STANDARDS

Committees of the American Association of Nurserymen for several past years have made recommendations for standards of grading, but these have failed of adoption, usually because of minor disagreements, and so today nursery practice is not uniform, but in a deplorably

chaotic state. The task of standardizing nursery business practice is peculiarly difficult, for it involves working out rules that are technical to some extent and at the same time practicable. It is obvious that to serve the desired ends HORTICULTURAL STANDARDS must be *adopted and practiced* by the trade at large.

Past difficulties among nurserymen in reaching agreements as to grading and other standards clearly indicate the needs in horticultural lines. Everyone now agrees how desirable would be accepted standards in growing, digging, grading, storing, packing, shipping, advertising, catalog making, nomenclature, terms and abbreviations used by shippers and others, and fixed terms of sale among nurserymen or between them and their varied list of customers. Growing, buying and selling have been largely guesswork and based on the personal equation rather than on fair, square, open and accepted business standards.

This has worked against the fair customer and the honest tradesman and to the advantage of the crooked customer and careless or mendacious grower; while the agents of both buyer and seller have often thrived on graft exacted from one or both.

Some of the specific advantages in standardizing horticultural trade practice are as follows:

1. **FILING.** Where lists of plants are kept with card catalogs, it is indispensable to have a good system of word terms with abbreviations and definitions.

2. **CATALOG MAKING.** If trade terms (words) are standardized with abbreviations it is possible to use a large number in making up catalogs, saving space and making the descriptions much clearer. The seller knows how to correctly describe his wares and business methods, while his customers can easily and intelligently use his printed matter, knowing fairly well what the results will be when he places an order—which is far from the situation today.

3. **CORRESPONDENCE.** In making quotations, trade terms and abbreviations should be well understood, thus saving time and expense, and insuring accuracy.

4. TELEGRAPHING. It is almost needless to mention how important a standardized list of sizes, grading tables and abbreviated trade terms, etc., will be in telegraphing. Expense will be saved, accuracy assured and sales promoted. The American Nurserymen's Standard Telegraph Code (see page 117) should be used by members, particularly in their transactions with other members.

5. LANDSCAPE ARCHITECT IN MAKING PLANS AND SPECIFICATIONS. Here it is almost imperative that a system of standardized terms and abbreviations be in effect. Much additional information can be put on plans and in planting lists, thus promoting satisfactory business relations between landscape architect, contractor and nurseryman.

6. BUSINESS RELATIONS BETWEEN BUYER AND SELLER. Standardized trade terms and uniform business practice will enable customers to know what is being offered or advertised and just what they will get or at least justly expect. This means increased business all along the line. Today few nurserymen caliper trees alike, and descriptions of quality and grade of stock as well as the trade terms used are so lacking in uniformity that catalogs today leave the buyer in the dark as to what he may expect.

7. LAW SUITS. With standardized terms (words) and trade practice, the honest nurseryman, florist or dealer is *protected* as he is not today. Thus it means protection for the legitimate tradesman who is doing a straight business and in time the weeding out of dishonest or slovenly nursery practice, which is very detrimental to the business in general. STANDARDS will aid in arbitration, which is usually preferable to law suits.

8. SHIPPING, IMPORTING, ETC. Many trading terms (words) are already used quite extensively and their abbreviations as used are supposed to be standardized. The meaning of some, however, is not always clear and this is remedied in HORTICULTURAL STANDARDS. (See page 104.)

9. **HORTICULTURAL AND GARDEN PUBLICATIONS.** The horticultural writer will be greatly helped, and intelligent publicity thereby promoted by use of this code of standardized horticultural rules, terms and abbreviations.

3. STANDARD RULES AND TABLES FOR GROWING AND GRADING ORNAMENTAL AND FRUIT NURSERY STOCK

DEFINITIONS AND EXPLANATIONS

1. **Measurements in Height and Diameter** to be stated in inches up to 24 inches; all over 24 inches to be stated in feet. Examples: 2-4 inches; 3-6 inches; 12-18 inches; 18-24 inches; either the dash (-) or the word "to" may be used between figures; where a size includes feet only, the measurement should be stated in feet; example, 2-3 feet. The abbreviations in. for inches and ft. for feet may be used.

2. **Caliper (Clpr.).** Trees are only to be calipered, and there is no objection to calipering any size; calipering shall be uniform in method and corresponding minimum heights of fruit trees and ornamentals shall be given as shown in grading tables.

3. **Clumps (Cl.)** are undivided herbaceous perennials, shrubs and sometimes trees, with several or many stems, or in the case of herbaceous perennials, with several buds or crowns.

4. **Transplanted (Tr.).** It is usually very important to indicate when stock was last transplanted, as follows: **Tr. 1 yr., Tr. 2 yr., etc.** It is often important also to state the number of times stock has been transplanted, as follows: **Tr. 2 T.; Tr. 3 T.**

5. **Averaging Sizes.** In digging and shipping, all stock shall be graded so as to maintain an average of values in sizes or otherwise; 100 plants 12 to 18 inches must include enough over 15 inches to make the average 15 inches; 2-3 ft. must average 30 inches. The same rule applies in calipering.

6. **Balling and Burlaping (B & B).** Where it is intended to ball and burlap, this fact should always be given by using the abbreviation "B & B" in a suitable position.

7. **Cold Storage Stock (C. Stor.).** When stock is shipped from cold storage, this fact should be clearly stated, and the abbreviation "C. Stor." may be used. Otherwise, it is understood that all stock is freshly dug from the open nursery.

8. **Specimens (Spec.).** This may be stated to indicate unusually well-shaped trees or plants; but does not relieve of the necessity of giving other standard information as noted in preceding paragraphs.

9. **Seedling (Sdl.). Cutting (Cut.). Division (Div.).** State age in years, followed by abbreviations for propagation method; examples: *Berberis thunbergi*, 1 yr. Sdl., 6-9 in.; *Thuja occidentalis*, Cut. Tr. 1 T.; *Anemone japonica*, 2 yr. Div.

10. Quality or Grade. Unless otherwise stated, all stock offered, advertised or cataloged is understood to be of first class, salable and plantable quality of each kind and grade. **Heavier grades** state as follows: **X**-(heavy); **XX**-(very heavy); **XXX**-(very heavy perfect specimens). **Lighter grades** suitable only for lining out or growing on should be so declared and the following abbreviation may be used, **LG**.

11. Abbreviations (Abr.). Where abbreviations are used in transactions the standard abbreviations of terms given in this code of standards shall be used by members.

RULES AND DEFINITIONS FOR GRADING

DECIDUOUS TREES.

Height shall be given in single feet up to 6 ft.; example: **5-6 ft.** Over 6 ft., give in double feet; examples: **6-8 ft., 12-14 ft.**

Caliper shall be taken 6 in. above the collar. Calipering begins at 1 in.

Clumps shall be trees with three or more stems from the ground.

Diameter of top may be stated in feet.

STREET TREES.

Unless otherwise specified, street trees are to be free of branches up to 7 feet, with a single leader, well branched, and with reasonably straight stems.

EVERGREEN TREES.

Height state in 3 inch series up to 12 inches; then in 6 inch series up to 24 inches; then in either 6 inch or foot series up to 6 feet; then in 2 foot series up. **Exception:** Many small evergreen seedlings or 1 and 2 yr. cuttings may require a closer grading, as follows: **2-4 in.; 4-6 in.; 6-8 in.; 8-10 in.**

Diameter or spread at base, if given, state in 3 inch series up to 24 inches; in half foot series up to 4 feet, then in foot series.

DECIDUOUS SHRUBS.

All shrubs shall be well furnished. **Height.** Dwarf shrubs state in inches up to 24 inches; usually in 3 inch series; examples: **3-6 in.; 6-9 in.; 12-15 in.,** etc. Strong, growing shrubs to be graded in 6 inch series up to 24 inches; example: *Ligustrum ovalifolium*, **12-18 in.,** over 24 inches by single feet up to 6 feet, then in double feet up; example: **8-10 ft.**

Diameter state in feet when desirable.

Clumps indicate 8 or more stems or "canes" from the ground.

EVERGREEN SHRUBS.

Height same as deciduous.

Diameter, if given, state in 3 inch series up to 18 inches, then in half feet up to 3 feet, then in feet.

Clumps indicate 6 or more stems from the ground.

VINES.

Age, state in years from date of propagation. Example: Clematis paniculata, 2 yr. Tr. 1 T. 2-3 ft.

Size, in inches up to 24 in., then in foot series up to 4 feet, then in 2 ft. series.

Quality or Grade. Average number of stems should be given.

HERBACEOUS PERENNIALS.

State method of propagation.

Age. State age from date of propagation in months or years.

Quality or Grade. State number of buds, eyes or crowns, also general rule (see above under Definitions, page 98).

Clumps shall have not less than 6 buds, eyes or crowns.

Field Grown (F. Gr.) means grown in open field.

Pots means grown in pots.

Frames (Fr.) means grown in coldframes.

Greenhouse (GH.) means grown in greenhouse, hothouse or propagation house.

FRUIT TREES.

Tying. 11-16 and 9-16 grades shall be tied in bundles of ten. 7-16 and 5-16 grades shall be tied in bundles of twenty. Each bundle shall be plainly marked with two wired labels and tied twice.

All grades shall be of fair shape, branched and well rooted.

Measurements:

Caliper shall be taken 2 inches above the collar or bud.

Height shall be taken from the collar or bud.

Caliper shall control, and where minimum heights are less than given in the Grading Table, special mention shall be made of such fact.

SMALL FRUITS.

Age shall be stated in years, with methods of propagation. Height and number of stems should be given where necessary, as in Currants and Gooseberries.

Quality or Grade, per general rules as they apply.

GRADING TABLE—DECIDUOUS TREES

Caliper shall be taken 6 inches above the collar

Caliper	Minimum heights
1 to 1¼ in.	8 to 10 ft.
1¼ to 1½ in.	8 to 10 ft.
1½ to 1¾ in.	10 to 12 ft.
1¾ to 2 in.	10 to 12 ft.
2 to 2½ in.	12 to 14 ft.
2½ to 3 in.	12 to 14 ft.
3 to 3½ in.	14 to 16 ft.
3½ to 4 in.	14 to 16 ft.
4 to 5 in.	16 ft. and up
5 to 6 in.	16 ft. and up

GRADING TABLE—FRUIT TREES

Caliper shall be taken 2 inches above the collar or bud. Give age, as 1 yr., 2 yr., etc.

	Caliper	Minimum heights
Apple Standard	11-16 to 1 in.....	5 ft. and up
	9-16 to 11-16.....	4 ft. and up
	7-16 to 9-16.....	3½ ft. and up
	5-16 to 7-16.....	2½ ft. and up
Apple Dwarf	5-8 and up.....	Give
	1-2 to 5-8.....	“
	3-8 to 1-2.....	“
Apricot	11-16 and up.....	4 ft. and up
	9-16 to 11-16.....	3 ft. and up
	7-16 to 9-16.....	2½ ft. and up
	5-16 to 7-16.....	2 ft. and up
Cherry	11-16 and up.....	2 yr. minimum, 4 ft. and up
	9-16 to 11-16.....	3½ ft. and up
	7-16 to 9-16.....	2½ ft. and up.
	5-16 to 7-16.....	2 ft. and up
Peach	11-16 and up.....	5 ft. and up
	9-16 to 11-16.....	4 ft. and up
	7-16 to 9-16.....	3 ft. and up
	5-16 to 7-16.....	2 ft. and up
Pear Standard	11-16 and up.....	5 ft. and up
	9-16 to 11-16.....	4 ft. and up
	7-16 to 9-16.....	3½ ft. and up
	5-16 to 7-16.....	2½ ft. and up
Pear Dwarf	5-8 and up.....	Give
	1-2 to 5-8.....	“
	3-8 to 1-2.....	“
Plum	11-16 and up.....	5 ft. and up
	9-16 to 11-16.....	4 ft. and up
	7-16 to 9-16.....	3½ ft. and up
	5-16 to 7-16.....	2½ ft. and up
Quince	5-8 and up.....	Give
	1-2 to 5-8.....	“
	3-8 to 1-2.....	“

4. HISTORY OF HORTICULTURAL STANDARDIZATION

At the 1911 Summer Meeting of the Ornamental Growers Association, a resolution was adopted as follows: "That the standard of grading all ornamental deciduous trees be by caliper rule in all grades of $1\frac{1}{4}$ inches and over; that the measurements be made 6 inches above ground, and that in all published lists this standard be declared and in practice maintained."

This grading was supposed to be used by all members, but reports and discussions at subsequent meetings prove that such was not the case and widely varying practices continued.

At a later meeting of the O. G. A., August 6-8, 1913, in Philadelphia, a Committee on Nomenclature and Revision of Sizes was appointed. This Committee prepared a report on nomenclature and grading, and submitted it at the Winter meeting of this organization, January, 1914. This report, *which was the first attempt in America to standardize plant names in horticultural use*, was adopted with minor changes and subsequent stock reports changed to comply with it.

In 1916 a separate Special Committee was appointed by the Ornamental Growers Association on "Standardization of Grading, Trade Terms and Abbreviations," as follows: Harlan P. Kelsey, Chairman; F. L. Atkins and Ernest F. Coe; but one of the most important features of standardization, namely, the subject of "Nomenclature," was referred to a Special Committee, which joined with other horticultural organizations in forming the American Joint Committee on Horticultural Nomenclature. Therefore Standardized Nomenclature is not included in this publication.

The Standardization Committee reported January 3, 1918, at the Winter meeting of the O. G. A. in New York. It was decided to refer the whole subject to the American Association of Nurserymen, and therefore this association's Committee on Standardization has continued the work.

The August 3, 1911 report made to the Ornamental Growers Association by its "Committee on Grading Ornamental Stock," and a still earlier one on January 8, 1908, of its "Classification Committee" were educative and provoked rather violent discussions, but all important specific recommendations up to 1923 failed of adoption.

In June, 1922, at the annual meeting of the A. A. N. in Detroit, the Standardization Committee submitted a printed report with specific recommendations in considerable detail. This report was accepted and the Committee instructed to continue their labors and present a full report at the annual meeting to be held June, 1923, in Chicago. "HORTICULTURAL STANDARDS" (*this publication*) is the result and constitutes the first systematic code of rules or procedure of its kind to be adopted by any horticultural group in America. Its adoption and use by other horticultural groups and organizations is hoped for.

5. STANDARDIZED NOMENCLATURE

STANDARDIZED PLANT NAMES, 1923, published by the American Joint Committee on Horticultural Nomenclature (of which the American Association of Nurserymen is a constituent member) is hereby adopted.

It is expected that members of this Association will loyally carry out in spirit and letter the rules of nomenclature laid down in the Official Catalog and use the standardized names in catalog work, writings and in the field.

6. COLOR STANDARDS

The American Association of Nurserymen hereby adopts the RIDGEWAY COLOR STANDARDS AND NOMENCLATURE as its official color standard to be used in color and word descriptions in catalogs, advertising, and writings.

7. HORTICULTURAL TERMS (WORDS OR EXPRESSIONS) USED IN NURSERY PRACTICE WITH ABBREVIATIONS

Trade terms and expressions and their meanings are important. These are often abbreviated in printed matter and in correspondence. The list of abbreviations that

follows is adopted tentatively by the American Association of Nurserymen and it is expected that the list will be completed and perfected.

RULES FOR ABBREVIATIONS.

1. **3-letter system** is standard, using first 3 letters of a word. This is the best system to avoid duplication and make meaning obvious. Example: Exp. = Express.

2. **Two letters** may be used where meaning is clear without use of third letter. Example: Am. = American.

3. **One letter** may often be used where the meaning is clear, by use of context. Example: E. East.

4. **Context.** Abbreviations are usually made clear by keeping in mind the context, or position in which they are found, as in Rose lists, botanical names, etc.

5. **Arbitrary** abbreviations are of little value except where universal use has made their meaning understood, as lb. = pound; cwt. = hundred weight; bbl. = barrel.

6. **Fonetic** abbreviations are useful where the first two or three letters do not convey meaning or where first letters are used for other words, as wgt. = weight; colr. color; bskt. = basket; bshy. = bushy.

7. **Exceptions** are often necessary, as where four letters are necessary to make abbreviations distinctive and meaning clear. Example: intr. = introduced.

8. **Plant Name** abbreviations. Here again the system of first 3 letters is the standard so that the abbreviation itself usually conveys its own meaning. Besides, this system gives almost unlimited combinations without duplication.

9. **Gender** is not ordinarily considered; for example: aur. = aurea, aureum and also auratum; context and knowledge of names must supply the proper termination.

10. **Exceptions** to standard practice as above may be made when clearness with brevity may be promoted.

A. SHIPPING AND TRADING TERMS OR EXPRESSIONS

@—At

a/c—Account

Arr.—Arrive

B&B—Balled and burlaped

Bbl.—Barrel

Bskt.—Basket

B/L—Bill of Lading

Bxd.—Boxed

Bu.—Bushel

Bur.—Burlap

%—Care of

C. L.—Carload

C. W. D.—Cash without discount

Cm.—Centimeter

C.O.D.—Collect on delivery

Coll.—Collection

Com.—Commission

SHIPPING AND TRADING TERMS—Continued

- | | |
|---|--------------------------------|
| ¹ C. I. F.—Cost, insurance and freight | Mm.—Millimeters (25 to 1 in.) |
| Dys.—Days | M. O.—Money order |
| D-D—Days after date | Mos./D—Months after date |
| D-S—Days after sight | Oz.—Ounce |
| Del.—Delivery | Pkg.—Package, Packing |
| Dom.—Domestic | Pkd.—Packed |
| Ex.—From | Pkt.—Packet |
| Exc.—Exchange | Pd.—Paid |
| Exp.—Express | PP.—Parcel post |
| For.—Foreign | P. C. or ‰—Per cent |
| ² F. A. S.—Free alongside steamer | P. O.—Post-office |
| F. O. B.—Free on board | Prep.—Prepay |
| ³ F. P. A.—Free of particular average | Pr.—Prices |
| Frt.—Freight | R.R.—Railroad |
| G. S.—General Special | Ry.—Railway |
| Guar.—Guaranteed | Rcpt.—Receipt |
| C.—Hundred (100) | ⁴ Rel.—Released |
| Cwt.—Hundredweight | R. F. D.—Rural free delivery |
| Imp.—Imported | Shpd.—Shipped |
| Ins.—Insurance | Str.—Steamer |
| Lb.—Pound | Telg.—Telegraph |
| L. C.—Letter of credit | Telf.—Telephone |
| Mdse.—Merchandise | M.—Thousand (1,000) |
| Met.—Meter, Metric | Wgt.—Weight |
| | Wrts.—Wireless |
| | ⁵ W.A.—With average |

DEFINITIONS

1. C. I. F. means that the seller furnishes the goods, pays the freight and insurance to point of delivery; all other risks while goods are in transit are for account of the buyer.
2. F. A. S. means that the seller is to deliver the goods alongside steamer in proper shipping condition; all subsequent risks and expenses are for account of the buyer.
3. F. P. A. means free of particular average unless the steamer be stranded, sunk, burned, on fire, or in collision.
4. Rel. means the declaration of a certain value made on a shipping receipt when goods are delivered to any transportation company.
5. W. A. means that within the terms of the policy the company will be responsible for loss, excluded by the F. P. A. clause.

B. RAILROAD SHIPPING TERMS TAKEN FROM THE LATEST CLASSIFICATION

(Note: It is necessary to bear in mind that many abbreviations are chiefly useful when used strictly in connection with their accompanying subject matter. This is especially so with many Shipping and Railroad terms or expressions.)

- | | | |
|--------------------|-------|-------------------------------|
| L. C. L..... | means | Less than Carload. |
| C. L..... | “ | Carload |
| Lbs..... | “ | Pounds |
| Min. Wt..... | “ | Minimum Weight |
| N. O. I. B. N..... | “ | Not otherwise indexed by name |
| S. U..... | “ | Set up |

RAILROAD SHIPPING TERMS—Continued

K. D.	means	Knocked down
1.	"	First class
2.	"	Second class
R25.	"	Rule 25 class
3.	"	Third class
R26.	"	Rule 26 class
4.	"	Fourth class
5.	"	Fifth class
6.	"	Sixth class
1 $\frac{1}{4}$	"	One and one-fourth times 1st class
1 $\frac{1}{2}$	"	One and one-half times 1st class
D1.	"	Double 1st class
2 $\frac{1}{2}$ t1.	"	Two and one-half times 1st class
3t1.	"	Three times 1st class
3 $\frac{1}{2}$ t1.	"	Three and one-half times 1st class
4t1.	"	Four times 1st class
A.	"	Class A
B.	"	Class B
C.	"	Class C
D.	"	Class D
E.	"	Class E

C. GENERAL TERMS OR EXPRESSIONS

A. A. N.—American Assn. of Nurserymen	Desc.—Description
Abr.—Abbreviation	Dir.—Director, Directory
Adv.—Adventive, Advertise	Dist.—Distribution
Ag.—U. S. Dept. of Agriculture	F.—Fall
Agr.—Agriculture	Fer.—Fertilizer
AJC.—American Joint Committee on Horticultural Nomenclature	Fig.—Figure (line drawing)
O. K.—All correct	Flor., or F.—Florist
Ar.—Arnold Arboretum	Ex.—From
Asst.—Assistant	Fr. Gr.—Fruit grower
Assn., or A.—Association	Gar.—Garden
Asstd.—Assorted	Gdnr.—Gardener (private)
Aut.—Authority, Author	Gen.—General
Bot.—Botanical	Gr. or G.—Grower
Bot. G.—Botanical garden	Ills.—Illustration, Illustrated
Bro.—Brother	Inc.—Incorporated
Cem.—Cemetery	Incl.—Including
Colr.—Colored, Color	Intr.—Introduced by
Comp.—Comparative	L. A.—Landscape architect
Com.—Committee	L. G.—Landscape gardener
Cy.—Bailey's Cyclopedic of Horticulture	Ltd.—Limited
Dlr.—Dealer	Mgr.—Manager
Dept.—Department	Ms.—Manuscript
	M. G.—Market gardener
	Mic.—Microscopic
	Nom.—Nomenclature
	N. G.—Not good

GENERAL TERMS—Continued

N. S. D.—National Standard	Sdm. (S)—Seedsman
Dispensatory	Soc.—Society
Nur.—Nursery	Spg.—Spring
Nur. or N.—Nurseryman	Sum.—Summer
Ord.—Order	Syn.—Synonym
Orig.—Origin	True—True to name
Pom.—Pomology, American	U. S. P.—United States Pharma-
Pomological Society	copœa
Pr. 1.—Price list	V. G.—Very good
Prop.—Propagated, Propagation	W.—Wholesale
Ref.—Reference, Refer	W. Fl.—Wholesale florist
R.—Retail	Wint.—Winter
R. Gr.—Rose grower	FF.—Worthless
Sci.—Scientific, Science	Yr.—Year

D. PLANT AND DESCRIPTIVE TERMS

Alp.—Alpine	Dia.—Diameter
Ann.—Annual	Div.—Division
Arb.—Arboretum	Dorm.—Dormant
B & B.—Ball and Burlap	Dbl.—Double
Ber.—Berries	Db.—Dried berries
Bi.—Biennial	Dwf.—Dwarf
Bog.—Bog plant	Ey.—Early
Br.—Branched	Evgr.—Evergreens
Brd.—Broad	Ev. Flg. Shr.—Evergreen Flow-
Bud.—Budded	ing Shrubs
Buds.—Budded plants	Ext.—Extra strong (see rule)
Blb.—Bulb	Fam.—Family
Bsh.—Bush	F. Gr.—Field Grown
Bshy.—Bushy	Fr.—Frames
Cac.—Cactus	Ft.—Feet
Clpr.—Caliper, Calipering	A 1.—First grade
Cns.—Canes	Flr.—Flower
Chf.—Chaff	Flwd.—Flowered
Cio.—Cions	Fol.—Foliage
Cln.—Clean	Fru.—Fruit
Clg.—Climbing	Gnr.—Genera
Clip.—Clipped	Gen.—Genus
Cl.—Clumps	Gft.—Grafted
CF.—Coldframe	G. H.—Greenhouse
Col.—Collected, Collection	Gro.—Grown, Grower
Conf.—Conifers	Hab.—Habitat
Cor.—Corolla	H. Clg.—Half climbing
C. Stor.—Cold Storage	Hh.—Half hardy
Cult.—Cultivated, Cultivation	Hstd.—Half standard
Cut.—Cuttings	Hwd.—Hard wood
Cufl.—Cutleaved	H.—Hardy
Cutl. Wpg.—Cutleaved weeping	Hvy.—Heavy
Dec.—Deciduous	Hrb.—Herbaceous

PLANT TERMS—Continued

Ht.—Height, High	Pois.—Poisonous
Hort.—Horticulture, Horticultural	Pol.—Pollarded
Htb.—Hotbed	P. Gr.—Pot- $\frac{1}{2}$ -grown
Hyb.—Hybrid	Pyr.—Pyramids
In. or (")—Inches	Rky.—Rockery
Insct.—Insectivorous	Rt.—Root
Lf.—Leaf	S.—Seed, Seedling
Lft.—Leaflet	Sdl.—Seedlings (not Tr.)
Lfts.—Leaflets	Shrd.—Sheared
Lvd.—Leaved	Shr.—Shrubs
Lvs.—Leaves	Sgl.—Single
L. G.—Light grade	Sp.—Species
Lg. O.—Lining out	Spec.—Specimen
Max.—Maximum	Sprd.—Spread'
Mdc.—Medicinal	Std.—Standard
Med.—Medium	Stm.—Stem
Min.—Minimum	Strt.—Stratified
Mxd.—Mixed	Stg.—Strong
Mor.—Moraine	Sym.—Symmetrical
Mtn.—Mountain	Tpw.—Top-worked
Nh.—Not hardy	Tr.—Transplanted
N. Gr.—Nursery-grown	T.—Trees, Time
O. R.—On own roots	Tub.—Tubers
Opp.—Opposite	Var.—Varieties, Variegated
Orc.—Orchid	Veg.—Vegetable, Vegetation
Ord.—Order	Wat.—Water
Pend.—Pendula	Wpg.—Weeping
Per.—Perennial	Wh.—Whip (not branched)
Plt.—Plant	X.—Heavy (grade)
Pods—Seeds in Pods	XX.—Very heavy
	XXX.—Very heavy specimens

E. COLOR ABBREVIATIONS

Bla.....	Black	Mar.....	Maroon
Blu.....	Blue	Mau.....	Mauve
Brn.....	Brown	Ora.....	Orange
Card.....	Cardinal	Pnk.....	Pink
Carm.....	Carmine	Pur.....	Purple
Cit.....	Citron	Red.....	Red
Colr.....	Color	Ros.....	Rose
Cre.....	Cream	Sal.....	Salmon
Cri.....	Crimson	Scar.....	Scarlet
Gra.....	Gray	Sul.....	Sulphur
Gre.....	Green	U-Mar.....	Ultramarine
Lav.....	Lavender	Ver.....	Vermilion
Lem.....	Lemon	Vio.....	Violet
Lil.....	Lilac	Whi.....	White
Mag.....	Magenta	Yel.....	Yellow

8. PLANT GROUP NAMES WITH ABBREVIATIONS

Standard grouping and abbreviations adopted by American Joint Committee on Horticultural Nomenclature in "Official Catalog of Standardized Plant Names," 1923 Edition, to be used with Special Groups of Trees and Plants. The A. A. N. hereby adopts these standards. *It must be observed that many of these terms are useful only in conjunction with relevant context.*

AZALEA:

Alb.—Albicans (*occidentalis* x *mollis* and other species.)

Am.—*Amœna*

Gand.—*Gandavensis* (hybrids of *pontica*, *lutea*, and other species)

Ind.—Indian Azalea of commerce, apparently not derived from *A. indica*, but mostly from *A. simsi*

Kur.—Kurume (sub-group of *obtusa*)

Led.—*Ledifolia*

Mix.—A group of double-flowered Azaleas, hybrids between Ghent Azalea and *A. mollis* and *A. japonica*, known in the trade as *A. rustica flore pleno* and designated in the Arnold Arboretum Monograph as *Rhododendron mixtum*

Mol.—*Mollis* (this group consists of derivatives of *A. mollis*, *A. japonica*, and hybrids of these species)

Obt.—*Obtusa*

Pho.—*Phœnicea*

San.—*Sander* (form of *simsi* and *obtusa*)

CHRYSANTHEMUM:

An.—*Anemone*

Ast.—*Aster*

But.—*Button*

Dec.—*Decorative*

Hairy—*Hairy*

Inc.—*Incurved*

Jap.—*Japanese*

Jap. An.—*Japanese Anemone*

Jap. Inc.—*Japanese Incurved*

Lrg. An.—*Large Anemone*

Lrg. Fl.—*Large Flowered*

Lrg. Sin.—*Large Single*

Pom.—*Pompon*

Pom. An.—*Pompon Anemone*

Ref.—*Reflexed*

Sin.—*Single*

Sm. Fl.—*Small Flowered*

Sm. Sin.—*Small Single*

DAHLIA:

An. Fl.—*Anemone Flowered*

Cac.—*Cactus*

Col.—*Collarette*

Dec.—*Decorative*

Dup.—*Duplex*

Dw.—*Dwarf*

HC.—*Hybrid Cactus*

HPFL.—*Hybrid Peony Flowered*

Pom.—*Pompon*

PF.—*Peony Flowered*

Sin.—*Single*

Sh.—*Show*

FRUIT:**CHERRY, Prunus:**

S.—*Sour*

Sw.—*Sweet*

D.—*Duke*

CHESTNUT, Castanea:

Jap.—*Japanese*

Jap-N.—*Japanese-native*

EN.—*European-native*

CN.—*Chinkapin-native Chestnut hybrid*

CURRENT, Ribes:

- Red—Red
- Bl.—Black
- Wh.—White

FILBERT, Corylus:

- Eliminate abbreviations

GOOSEBERRY, Ribes:

- Am.—American
- Eng.—English

GRAPE, Vitis:

- Vin.—Vinifera
- Mus.—Muscadine

ORANGE:

- Tang.—Tangerine, Mandarin
or "kid glove" type
- Sat.—Satsuma type

PERSIMMON, Diospyros:

- Am.—American
- Jap.—Japanese

PLUM, Prunus:

- Am.—American
- Eu.—European
- Jap.—Japanese
- Jap.N.—Hybrid between native and Japanese
- HH.—Hardy hybrid. Hybrid between native forms of Prunus or others developed especially to gain extreme hardiness
- MH.—Hybrids of mixed parentage
- Pr.—Prune

RASPBERRY, Rubus:

- Red—Red
- Bl.—Black
- Pur.—Purple

WALNUT, Juglans:

- Bl.—Black
- Jap.—Japan
- Per.—Persian (English)

GLADIOLUS:

- Prim.—Primulinus varieties

IRIS:

- Cal.—California
- DB.—Dwarf Bearded
- Dut.—Xiphium hybridum (Dutch)
- Eng.—Xiphoides (English)
- Ev.—Evansia
- Hex.—Hexagona
- IB.—Intermediate Bearded
- Jap.—Kaempferi
- Jun.—Juno
- Laev.—Laevigata
- Long.—Longipetala
- MB.—Miscellaneous Bearded
- Onc.—Oncocyclus
- RC.—Regelio-cyclus
- Reg.—Regelia
- Ret.—Reticulata
- Sib.—Sibirica
- Span.—Xiphium (Spanish)
- Spur.—Spuria
- TB.—Tall Bearded
- Ver.—Versicolor

PHLOX:

- Drum.—Drummondii
- Sub.—Subulata
- Suf.—Glaberrima suffruticosa

RHODODENDRON:

- Arb.—Arboreum
- Cat.—Catawbiense
- Cauc.—Caucasicum
- Jav.—Javanese
- Max.—Maximum
- Pont.—Ponticum
- Prae.—Praecox

ROSES:

- AB.—Austrian Briar
- Alp.—Alpine
- Ayr.—Ayrshire
- BC.—Bourbon-China
- Ben.—Bengal
- Bour.—Bourbon
- Brac.—Bracteata
- Cl. Ben.—Climbing Bengal
- Cl. Bour.—Climbing Bourbon
- Cl.HP.—Climbing Hybrid Perpetual

ROSES—Continued

Cl. HT.—Climbing Hybrid Tea
 Cl. M.—Climbing Moss
 Cl. Nois.—Climbing Noisette
 Cl. T.—Climbing Tea
 D. Pol.—Dwarf Polyantha
 HG.—Hybrid Gigantea
 H. Mac.—Hybrid Macrocarpa
 H. Mos.—Hybrid Moschata
 HP.—Hybrid Perpetual
 H. Pol.—Hybrid Polyantha
 H. Pol-Ayr.—Hybrid Polyantha-Ayrshire
 H. Pol-Rug.—Hybrid Polyantha-Rugosa

H. Rug.—Hybrid Rugosa
 H. SB.—Hybrid Sweetbriar
 HT.—Hybrid Tea
 HW.—Hybrid Wichuraiana
 M.—Moss
 Mult.—Multiflora
 Nois.—Noisette
 Per.—Pernetiana
 Per-HT.—Pernetiana-Hybrid Tea
 Prov.—Provence
 Semp.—Sempervirens
 Set.—Setigera
 Spin.—Spinossissima (Scotch)
 T.—Tea

9. BUSINESS ETHICS: UNFAIR COMPETITION, BRIBERY AND GRAFT

Graft giving and receiving exist in the nursery business just as they do in most, if not all, other businesses. Many States have drastic legislation against it, and in some the giving or taking of a bribe is a felony. The nature of the felony is such, however, that it has been extremely difficult to secure convictions, *both parties to the transaction being equally guilty*.

A new law, prepared by the Commercial Standards Council, which grants immunity to the party giving evidence, has recently been passed by New Jersey, making it now possible to secure convictions. This same law has been filed with the Legislatures of seven States and it is hoped will be adopted in substantial uniformity by these and all other States in the near future.

The giving of gratuities to employees is done to induce them to buy or overbuy or accept inferior products, etc., and is perhaps the most dishonest and contemptible form of unfair competition. The honest retail nurseryman and seedsman is most seriously handicapped by his unfair competitor, and it is quite time a higher standard of honesty should be compelled by nurserymen as an organization.

There are many kinds of unfair competition practiced, as in advertising, descriptions, etc., and we believe the time has come for nurserymen to take a definite stand on this subject.

On June 1, 1922, H. R. 10159, "A Bill to further protect interstate and foreign commerce against bribery and other corrupt trade practices," was passed unanimously by the House of Representatives, but died in the Senate for lack of time. The evidence submitted by the proponents of this bill is a terrible indictment of business practices in America. It is to be reintroduced at the next session of Congress.

This Bill is being backed by the Unfair Competition Bureau of the Paint and Varnish Industries and the Commercial Standards Council with which the American Association of Nurserymen is cooperating, and its passage is being urged by over two hundred leading national business organizations, including advertising, paper and pulp, ship, service, surgical, furniture, insecticide, leather belting, music, paint, roofing, hardwood lumber, wholesale grocery, textile, machinery, and many other leading industries in America.

BY-LAW AGAINST COMMERCIAL BRIBERY

The American Association Nurserymen adopts the following By-Law:

Any member of this Association who shall be found guilty of secretly giving or offering commissions, fees, emoluments either in money or in other goods to gardeners of private estates, superintendents of parks or cemeteries or any other agent or purchasing agent as an inducement to buy or as a reward for buying goods from said member, shall be expelled from membership in this Association.

It shall be the duty of every member to report any and all such cases that may come to his notice to the Vigilance Committee. The Vigilance Committee shall receive and investigate all such information and submit their evidence to the Executive Committee. If the Executive Committee finds probable guilt it shall summon the reported member to appear before the Executive Committee and defend himself against the charges as shall be preferred against him. The Executive Committee shall hear the case and shall have power to render a verdict which shall be considered as final.

All verdicts of guilty shall be followed by expulsion of the convicted member, and the Executive Committee shall report its evidence to the proper authorities for prosecution in the proper courts of law.

It shall further be the duty of the President and Executive Committee to extend all possible aid in such prosecution by entering formal complaint in the name of this Association by the employment of legal counsel, or in such other manner as shall best secure conviction in the courts of law.

10. TRADE RELATIONS AGREEMENT BETWEEN AMERICAN ASSOCIATION OF NURSERYMEN AND AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS

The following agreement on Trade Relations between the American Association of Nurserymen and the American Society of Landscape Architects through their respective committees on Trade Relations is hereby ratified:

Obligations Which are Normally Implied by the Placing and Acceptance of an Order for Nursery Stock, in the Absence of Specific Stipulations to Some Other Effect

A. On the part of the Nurserymen.

1. That the stock shipped shall be true to name. (The Standard names are those published in Standardized Plant Names, 1923 Edition of the American Joint Committee on Horticultural Nomenclature. The Plants corresponding to these names are to a large extent those described in Bailey's Cyclopedia, as per references in the Standardized Plant Names.)

2. That the stock shipped shall be of the size and quality represented by the nurseryman, of standards complying with those in "Horticultural Standards."

3. That all reasonable care and skill shall be exercised in digging, handling and packing the stock, having due regard to the species, size and character of the plants, to the climatic conditions at the time and place of the digging, of transit and of delivery, and to the normal time consumed in transit and method of handling in transit by the transportation agencies selected, and that all precautions which are customary in good trade practice shall be taken to ensure that the plants will arrive in good condition for successful growth unless culpably delayed or mishandled while in charge of the transportation agencies.

4. That notice of shipment is to be sent in due season to the person placing order and to consignee, stating time and method of shipment, number and kind of containers (boxes, bundles, carloads, etc.), name of transportation agency, name and address of consignee, and whether transportation charges are prepaid or collect.

B. Upon the part of the person placing the order, or of others acting upon his instructions.

1. That arrangements shall be made for the prompt receipt of the consignment upon notice from the transportation agency that it is ready for delivery at point of destination.

2. That if at the time of delivery there is evidence of damage during transit, or if there has been serious delay in delivery, the way-bills shall be signed "under protest."

3. That a notice of the receipt of stock shall be sent to the shipper within two days of their receipt from the transportation agency,

stating whether way-bill was signed "under protest" and whether goods have been unpacked and inspected; and that failure to send such notice within two days of the receipt of the stock shall be *prima facie* evidence of its acceptance.

4. That all reasonable care, skill and despatch shall be used in the unpacking and inspection of the stock.

5. That if the stock shall appear, at the time of inspection on delivery, to be defective from any cause other than the fault of the transportation agency, a complaint to that effect shall be sent to the shipper, either with the notice of receipt of goods specified under No. 3 above, or within one week thereafter. Said complaint should specify explicitly the nature of the defect or defects.

6. That in case a complaint of defective stock is thus made to the nurseryman, the stock in question shall be heeled in or otherwise properly protected from deterioration, and shall not be destroyed or otherwise disposed of until the nurseryman shall have had reasonable time to state whether he wishes to have the stock jointly inspected or what action he proposes to take concerning the complaint.

7. That if the stock shall appear at the time of inspection upon delivery to be defective, partly or wholly because of delay or mishandling while in transit, the consignee or the person placing the order shall be responsible for making the proper claim upon the transportation agency, the shipper being under obligation to assist by furnishing any information needful in establishing the claim against the transportation agency.

C. Payments.

In the absence of special agreements to some other effect, payments for nursery stock are expected to be made within 30 days after delivery both of consignment and bill for same.

1. The practice of many landscape architects of withholding nurserymen's bills from recommendation for payment until they have verified the bills from several different nurserymen for all plants shipped on their orders to a given client throughout a whole planting season, when taken in connection with the fact that the clients often delay payment after receiving the bills with the landscape architect's recommendation for payment, sometimes works serious financial hardship on the nurserymen and ought to be kept within close limits. Where the bills from individual nurserymen are small it may be reasonable to hold some of them as long as thirty days for the sake of sending in a group of bills at one time to a client for the latter's convenience; but in no case is it good practice to hold any bill in this manner for more than a month after the receipt of goods and bill.

2. Landscape architects ordering plants from nurserymen for clients are recommended by the American Society of Landscape Architects to follow the practice (unless negotiations are pending with the nurseryman with regard to a counter claim) of issuing as soon as practicable and in any case within 60 days after the receipt of both bill and goods from the nurseryman, a certificate of

payment due, as in the case of certificates of payment due contractors, sending copies both to the client and to the nurseryman. In any case, the landscape architect should notify the nurseryman promptly by some means, as soon as he has verified the bill and recommended the client to make payment. In the opinion of the American Society of Landscape Architects, there is no reason why the nurseryman, after the receipt of such notice and after informing the landscape architect of his intention and giving opportunity for reply in case there is special ground for objection, should not address himself directly to the client with regard to payment of the account. Furthermore, if the landscape architect should delay sending such notice to the nurseryman for more than sixty days after the receipt of both bill and stock from the nurseryman (unless in the interval he shall have requested the nurseryman to agree to an adjustment of the bill on account of error in the bill or defect in the shipment) the American Society of Landscape Architects recognizes that the nurseryman may properly notify the client direct, after notifying the landscape architect of his intention and giving reasonable time for reply, that the bill has been sent the landscape architect for verification and that payment is overdue.

3. For the protection both of the Landscape Architect and the nurseryman, from possible misunderstanding on the part of the client, the American Society of Landscape Architects recognizes it is entirely proper that a nurseryman, when accepting a large order from a Landscape Architect on account of a client, should send a copy of the acceptance direct to the client so as to put the latter on notice.

11. DUTIES OF COMMITTEE ON STANDARDIZATION OF TRADE PRACTICE

It shall be the duty of the Committee on Standardization to consider all foregoing matters in this report to the end of revising and perfecting them; and further to investigate and submit to this Association reports and recommendations on the following matters, excepting those which may be specifically assigned to other standing or special committees:

1. FURTHER RULES AND AGREEMENTS for the Standardizing of Nursery Trade Practice; consider and define controversial matters and methods of adjudication where possible; replacement of stock and liability of nurseryman to customer for stock delivered untrue to name, or for any other cause; publication of legal precedents; arbitration procedure, etc.

2. UNIFORM COMMERCIAL BRIBERY LEGISLATION; Work for the introduction and passage of adequate uniform State laws against Commercial Bribery in any form and particularly as it relates to the nursery business; and for similar adequate Federal legislation.

3. THE ADOPTION OF A CODE FOR NAMING of horticultural varieties for guidance of nurserymen, plant breeders and others introducing plants.

4. A CODE OF RULES AND PROCEDURE for the REGISTRATION of names of new horticultural varieties.

5. Formation of an "AMERICAN HORTICULTURAL COUNCIL" or "AMERICAN HORTICULTURAL CHAMBER OF COMMERCE" with representatives from all horticultural interests, amateur and professional, to consider horticultural practice along the above lines with suitable subcommittees. Such a National Council or Chamber should represent ALL AMERICAN HORTICULTURAL INTERESTS COLLECTIVELY in matters of legislation, transportation, etc.

(Note: One of the greatest difficulties in carrying out uniform trade practice in the horticultural world is the fact that different horticultural groups, such as nurserymen, florists, seedsmen, market gardeners, fruit growers, landscape architects, horticultural writers, plant breeders, private gardeners, park officials and many others, have been working thoughtlessly or selfishly along their own particular lines, and mutual interests even when comprehended have been ignored.)

6. STANDARD RULES FOR GRADING ROSES, BULBS AND SEEDS.

7. PACKING, SHIPPING AND MATERIAL STANDARDS with Rules and Decisions.

8. METRIC OR DECIMAL SYSTEM OF MEASUREMENTS as applicable to the Nursery Industry and in horticultural practice.

9. A NATIONAL BOTANIC GARDEN OR GARDENS that will adequately represent the great and rapidly increasing horticultural interests of this country.

10. THE ESTABLISHMENT OF NATIONAL OR OTHER EXPERIMENT GARDENS, ARBORETUMS, BOTANIC GARDENS AND HERBARIUMS, where complete collections of all plants in American horticulture will be represented by living or botanical specimens or both; to the end that authentic

and exact IDENTITY OF PLANT MATERIAL may be made possible at all times.

11. STANDARD INTERSTATE INSPECTION AND QUARANTINE REGULATIONS and more uniform State laws.

12. ABBREVIATIONS OF PLANT NAMES, to be based on the Standardized Plant Names, 1923, published by the American Joint Committee on Horticultural Nomenclature.

13. PATENT, COPYRIGHT or other effective National legislation for the fair and just protection of producers or introducers of new plant material, similar in intent and effect to present patent and copyright laws on inventions in other fields of endeavor. *Horticultural piracy* is and always has been one of the greatest deterrents to horticultural progress.

14. A CODE OF ETHICS AND BUSINESS RULES for Trade Relations between nurserymen. This should be arranged under specific paragraphs and include all obligations which are normally implied in the placing or acceptance of orders for nursery stock or other material, in the absence of specific stipulations to some other effect.

Standard "terms of payment," acceptance or refusal of shipments, responsibility for damages of whatever nature, responsibility and penalties for incorrect naming or undergrade or diseased stock, arbitration of differences, etc., are all items of the first importance that should be covered.

12. NURSERYMEN'S TELEGRAPH CODE, 1923

ADOPTED AND PUBLISHED BY THE

AMERICAN ASSOCIATION OF NURSERYMEN, INC.

INSTRUCTIONS

In order to prevent mistakes by telegraph operators, it is best in writing messages to begin each cipher-word with a capital letter, and to leave a little space between each two words.

When it is desired to write part of a message in ordinary language, and there is fear of its being misunderstood, begin that part of the message which it is desired should be read literally with the cipher-word "Crocus."

Where periods are necessary to keep the meaning clear, use the word "Stop."

Words to fill blanks in sentences must be placed in the order in which they should be read, immediately *following* the code-word for that sentence.

In telegraphing orders, it is to be understood that the terms of payment and other conditions, recited in the price list from which the order is made, are to be considered a part of the contract, unless stipulations are made to the contrary.

Members of the A. A. N. can secure additional copies of this Telegraph Code printed as "separates" by ordering from the Secretary of the Association at 10 cents each, \$2.00 per 100, \$10.00 per 1000. These codes may be distributed by members to their customers and correspondents either free or otherwise as they deem best.

NUMERALS.

To be used in giving the number of trees and plants. See "Dollars and Cents" for quotation of prices.

When it is desired to use the word *each* in connection with the numerals, add the syllable *ing* to the cipher-word.

Abate.....1	Acquit.....35	Allot.....300	Assault....4,500
Abhor.....2	Addle.....40	Allow.....350	Assay.....5,000
Abide.....3	Address.....45	Allude.....400	Assert....6,000
Abjure.....4	Adduce.....50	Amass.....450	Astonish...6,500
Abolish.....5	Adhere.....55	Amble.....500	Attain....7,000
Abound.....6	Adjourn.....60	Ambush...550	Attend...7,500
Abrade.....7	Adjust.....65	Amuse.....600	Attempt...8,000
Abridge.....8	Admire.....70	Animate...650	Attest....8,500
Abstract....9	Admit.....75	Annex.....700	Attone...9,000
Absent.....10	Admonish...80	Annoy.....750	Audit....9,500
Absolve.....11	Adopt.....85	Annoint...800	Avail....10,000
Absorb.....12	Adore.....90	Annul....850	Avenge....12,500
Abstain....13	Affect.....100	Appal....900	Avert...15,000
Abuse.....14	Affirm.....110	Appear....950	Avoid...17,500
Abut.....15	Affin.....120	Append...1,000	Avow...20,000
Accede.....16	Afflict.....125	Applaud...1,250	Award...25,000
Accord.....17	Afford.....130	Appoint...1,500	Auger...30,000
Acclaim....18	Affront....135	Arch.....1,750	Averse...35,000
Accent.....19	Agree.....140	Argue...2,000	Average..40,000
Accost.....20	Alarm.....150	Arouse...2,500	Avouch...45,000
Accrue.....21	Allay.....175	Arrest...3,000	Awake...50,000
Accuse.....25	Allege.....200	Aspire...3,500	Authorize75,000
Acquire....30	Alleviate...250	Assail...4,000	Augment100,000

DOLLARS AND CENTS.

Each	Cts.	Each	Cts.	Each	Cts.	Each	Cts.
Babe.....	1/4	Ballad.....	6	Bantum.....	12 1/2	Bashful.....	45
Baboon.....	1/2	Balsam.....	6 1/2	Banter.....	13	Basin.....	50
Babyish.....	3/4	Balm.....	7	Bantling.....	14	Basilisk.....	55
Bachelor.....	1	Bamboo.....	7 1/2	Banquet.....	15	Basket.....	60
Back.....	1 1/2	Bandage.....	8	Baptist.....	16	Bastion.....	65
Bacon.....	2	Bandy.....	8 1/2	Baptistry.....	17	Bather.....	70
Baden.....	2 1/2	Bandit.....	9	Barbary.....	18	Bathing.....	75
Badge.....	3	Bangor.....	9 1/2	Barbarous.....	19	Battle.....	80
Baffle.....	3 1/2	Banish.....	10	Baronet.....	20	Battery.....	85
Baggage.....	4	Banner.....	10 1/2	Barnacle.....	25	Bauble.....	90
Bailiff.....	4 1/2	Bannock.....	11	Barrack.....	30	Bawdy.....	95
Balance.....	5	Banjo.....	11 1/2	Barrow.....	35	Bawling.....	100
Balcony.....	5 1/2	Bankrupt.....	12	Barter.....	40		
Per 100		Per 100		Per 100		Per 100	
Beacon.....	\$5.50	Behaviour	\$5.50	Beloved...	\$12.50	Bevel....	\$40.00
Bearer.....	60	Began.....	6.00	Bemoan..	13.50	Bewail...	45.00
Beauty.....	75	Beget.....	6.50	Benefit..	14.00	Beyond...	50.00
Beautiful..	1.00	Behalf....	7.00	Benign...	15.00	Bigamy...	55.00
Beautify...	1.25	Behead....	7.50	Benison..	16.00	Bigotry...	60.00
Beaver.....	1.50	Behest....	8.00	Bequest..	17.00	Billet....	65.00
Bealm.....	1.75	Behind....	8.50	Berlin...	17.50	Billiard...	70.00
Bedew.....	2.00	Behold....	9.00	Beset....	18.00	Binding...	75.00
Bedlam....	2.50	Behoof...	9.50	Beseem...	20.00	Biped....	80.00
Beetle.....	3.00	Belay.....	10.00	Besmear..	22.00	Bishop...	85.00
Beeves....	3.50	Belfry....	11.00	Besmoke..	25.00	Bitter...	90.00
Beef.....	4.00	Bellbird...	11.50	Bestir...	30.00	Blabber...	95.00
Beggar....	4.50	Belong...	12.00	Betray...	35.00	Blanket..	100.00
Behave....	5.00						
Per 1000		Per 1000		Per 1000		Per 1000	
Blacking...	\$5.50	Boarder..	\$8.00	Brassy...	\$35.00	Buffalo..	\$140.00
Blemish...	60	Boarding..	8.50	Brevet...	40.00	Buffer...	145.00
Blighted...	75	Boating...	9.00	Bribery...	45.00	Buffoon...	150.00
Blister....	1.00	Bobtail...	9.50	Brickyard..	50.00	Bugbear...	160.00
Blocking...	1.25	Bodkin...	10.00	Brigade...	55.00	Buggy...	170.00
Blockade...	1.50	Bombard...	11.00	Brigand...	60.00	Bugle...	175.00
Blonde....	1.75	Bombast...	11.50	Brighton...	65.00	Builder..	180.00
Blossom...	2.00	Bondage...	12.00	Brightly...	70.00	Bulbous..	190.00
Blossoming	2.50	Bonnet...	12.50	Briton...	75.00	Bullous..	200.00
Bloody....	2.75	Booty....	13.50	Briskly...	80.00	Bullwark	225.00
Bloodless..	3.00	Borax....	14.00	Brittle...	85.00	Bumper...	250.00
Blotter...	3.50	Border...	15.00	Brought...	90.00	Bundle...	275.00
Blotting...	4.00	Botany...	16.00	Brocade...	95.00	Bunker...	300.00
Blowing...	4.50	Bottom...	17.00	Broiling...	100.00	Burden...	325.00
Bluish....	5.00	Bower....	18.00	Broken...	110.00	Burglar...	350.00
Blunder...	5.50	Bourbon...	19.00	Brother...	115.00	Burner...	375.00
Blunted...	6.00	Boyish...	20.00	Bruiser...	120.00	Burning...	400.00
Bluntly...	6.50	Bracelet..	22.00	Brutal...	125.00	Bursting...	450.00
Blushing...	7.00	Bracket...	25.00	Brutish...	130.00	Butcher...	500.00
Bluster...	7.50	Brady...	30.00	Bucket...	135.00		

DATE.

Ultimo (Last month)	Proximo (Next month)	Instant (This month)	
Chick.....	Christian.....	Citizens.....	1st
Chicken.....	Christmas.....	Citrate.....	2d
Chief.....	Chronic.....	Citron.....	3d
Chieftain.....	Chronicle.....	City.....	4th
Child.....	Chub.....	Civic.....	5th
Childish.....	Chuckle.....	Civilian.....	6th
Childhood.....	Churn.....	Civility.....	7th
Childless.....	Church.....	Clack.....	8th
Childlike.....	Churchman.....	Clad.....	9th
Children.....	Churl.....	Claims.....	10th
Chilliness.....	Churlish.....	Claimant.....	11th
Chilly.....	Cider.....	Clamber.....	12th
Chime.....	Cigar.....	Clamorous.....	13th
Chimney.....	Cimeter.....	Clamor.....	14th
Chinese.....	Cimolite.....	Clamp.....	15th
China.....	Cinders.....	Clandestine.....	16th
Chip.....	Cinnamon.....	Clannish.....	17th
Chipping.....	Cinnabar.....	Clank.....	18th
Chisel.....	Circle.....	Clanship.....	19th
Chivalric.....	Circuit.....	Clapper.....	20th
Chives.....	Circulating.....	Claptrap.....	21st
Chivalrous.....	Circular.....	Claret.....	22d
Chivalry.....	Circulate.....	Clark.....	23d
Chock.....	Circulation.....	Clarify.....	24th
Chocker.....	Circumflect.....	Clarifier.....	25th
Chocolate.....	Circumcise.....	Clarion.....	26th
Choice.....	Circumference.....	Claritude.....	27th
Cholera.....	Circumvent.....	Clarionet.....	28th
Chop.....	Circus.....	Clash.....	29th
Choral.....	Cistern.....	Clashing.....	30th
Chorus.....	Citadel.....	Classic.....	31st

DAYS OF THE WEEK.

Classical... Monday	Clatter... Wednesday	Claymore....Saturday
Classmate... Tuesday	Clause.... Thursday	Cleanse.....Sunday
	Clay..... Friday	

MONTHS.

Clement.... January	Cliff..... May	Climb.... September
Clergy.... February	Clinton..... June	Clinch.... October
Clerk..... March	Climate..... July	Cling.... November
Clerkship.... April	Climax..... August	Clock.... December

TIME OF DAY—A. M.

Carmine... 6:00	Cat..... 8:45	Cathedral 10:00	Central... 11:15
Cars..... 6:30	Catarrh... 9:00	Cattle.... 10:15	Century... 11:30
Cartoon... 7:00	Catch..... 9:15	Cause.... 10:30	Ceremony 11:45
Cask..... 8:00	Catching... 9:30	Cave.... 10:45	Certify... 12M.
Castor... 8:30	Catcher... 9:45	Cedar.... 11:00	

TIME OF DAY—P. M.

Cerus... 12:15	Chamber... 2:30	Chaplain... 4:45	Chastity... 7:00
Cessation... 12:30	Champ... 2:45	Chaplet... 5:00	Check... 7:15
Cesspool... 12:45	Champion... 3:00	Chapter... 5:15	Chemist... 7:30
Chaff... 1:00	Chance... 3:15	Character... 5:30	Cherry... 7:45
Chagrin... 1:15	Chancery... 3:30	Charcoal... 5:45	Cherub... 8:00
Chain... 1:30	Chandelier... 3:45	Chariot... 6:00	Cherubim... 9:00
Chalice... 1:45	Chaos... 4:00	Charity... 6:15	Chest... 10:00
Chalk... 2:00	Chaotic... 4:15	Charm... 6:30	Chestnut... 11:00
Challenge... 2:15	Chapel... 4:30	Chase... 6:45	

EXAMPLE.

An example is given below of a very simple and effective arrangement for the use of the Code by nurserymen in their price lists. To avoid confusion, it is suggested that the cipher words used in price lists should have initials different from those used in the Code. Cipher words used in price lists should begin with the letter F and succeeding letters of the alphabet.

	Per	Per	Per
	10	100	1000
Apples,			
Standard, $\frac{11}{16}$ to 1 in. 5 ft. and up.... Pace	\$6.00	\$50.00	\$430.00
“ $\frac{9}{16}$ to $\frac{11}{16}$, 4 ft. and up.... Pacific	5.00	40.00	360.00
Pears,			
Standard, $\frac{11}{16}$ and up, 5 ft. and up.. Packed	8.50	75.00	
“ $\frac{9}{16}$ to $\frac{11}{16}$, 4 ft. and up.... Packer	7.50	65.00	
“ $\frac{7}{16}$ to $\frac{9}{16}$, 3½ ft. and up... Packet	6.00	50.00	

VARIETIES AND GRADES.

In naming varieties having compound names, it is usually unnecessary to give more than the prominent word. For example: Flemish for Flemish Beauty, Richmond for Early Richmond.

- Closet**—Your selection of varieties.
- Cloth**—Your selection best leading varieties.
- Cloud**—Your selection best 5 leading varieties.
- Clover**—Your selection best 10 leading varieties.
- Clown**—Your selection best 15 leading varieties.
- Clubs**—Your selection best 20 leading varieties.
- Clump**—Substitute varieties, if necessary.
- Cluster**—No substitution allowed.
- Coals**—Substitute grades, if necessary.
- Coasting**—Substitute grades and varieties, if necessary.
- Coaster**—No substitution of goods allowed.
- Coax**—Substitute the next higher grade, if necessary.
- Colorless**—Substitute the next lower grade, if necessary.
- Collation**—Order should read
- Cold**—We cannot supply the grade ordered. May we substitute the next higher grade?
- Coldly**—We cannot supply the grade ordered. May we substitute the next lower grade?
- Color**—We can supply only grade..... Shall we make the substitution?
- Colorable**—Substitute as you suggest.

VARIETIES AND GRADES—Continued

- College—We can fill your order, except We can substitute Shall we make this change?
 Collects — We cannot supply We can substitute Will this be satisfactory?
 Collide—Change order to read as you suggest.
 Collision—You fail to name the grades. Please advise.

SHIPPING DIRECTIONS.

- Colabor—Ship at once by parcel post.
 Collateral—Ship at once by truck.
 Colts—Ship at once by freight.
 Collapse—Ship at once by express.
 Colic—Ship at once by freight C. O. D.
 Coltish—Ship at once by express C. O. D.
 Colony—Ship by freight as soon as weather will admit.
 Comb—Ship by freight on the
 Combats—Ship by express on the
 Combinate—We will advise when to ship.
 Comedian—Pack in boxes.
 Comedy—Pack in bulk.
 Commodore—Pack in bales.
 Comeliness—Ship via
 Comets—Ship care of
 Comfit—Your order shall go forward as directed.
 Comforted—We cannot ship before
 Comfortable—We await shipping directions.

ORDERS.

- Comic—Enter our order for the following
 County—Order accepted.
 Compact—Quote lowest prices on
 Composing—We quote lowest prices on
 Compactly—F. O. B.
 Company—See our latest price list for lowest quotations.
 Compass—We will shade our list prices on
 Compile—Other things as per price list.
 Compiler—Price of boxes to be added.
 Complacent—Per 100.
 Complain—Per 1000.
 Compose—Can you supply the following?
 Comprised—We can supply as follows:
 Comrade—We can fill your order completely.
 Conceal—In case you cannot fill this order, telegraph at once.
 Concealment — Telegraph answer at once, stating whether you can or cannot fill order.
 Concerns—If you can only partially fill order, do so; and reply, stating what we may expect.
 Conceit—Want all of order filled or none.
 Concise—Order must not be sent later than the day given for shipment.
 Conclude—This order is in addition to our former order.
 Conclusion—This order is a substitute for our former order.
 Condemn—This order countermands all previous orders.
 Condition—Add these items to the order which you have, but in case first order is already shipped, cancel this addition.

ORDERS—Continued

- Conduce**—Have sent mail order, if not received, send the following and cancel mail order when received.
- Conductor**—Goods have not arrived. Wire tracer.
- Condense**—We will wire tracer at once.
- Condign**—Have you shipped? We cannot wait longer than
- Condole**—Shipping instructions by mail.
- Condoler**—When will you ship?
- Condoling**—We will ship at once.
- Confer**—We will ship.
- Confess**—Express samples of
- Confide**—Freight samples of

TERMS OF PAYMENT.

- Confound**—As given in your price list.
- Conflux**—As given in our price list.
- Confined**—One-fourth cash with order, balance C. O. D.
- Conflict**—One-fourth cash will be sent next mail.
- Confront**—Money sufficient to cover the bill will go forward next mail.
- Confused**—Collection by express.
- Confuted**—Collection through bank, with B./L. attached.
- Congress**—Note at months, without interest.
- Congest**—Note at days, without interest.
- Congesting**—Note at months with per cent from date of shipment.
- Congo**—Cash with order.
- Congratulate**—Secured note.
- Congregate**—Draft at sight with B. L. attached.
- Congregation**—Draft at days sight with B./L. attached.
- Conical**—Payment from first money collected.
- Conjurer**—References by mail.
- Connect**—References required.
- Connecting**—References satisfactory.
- Connive**—References not satisfactory.
- Conquer**—Cash in 30 days.
- Conqueror**—Cash in 60 days.
- Conquest**—Cash in 90 days.
- Conscious**—Cash on receipt of the goods.

CLAIMS AND ALLOWANCES.

- Conscript**—Goods just arrived. In every way satisfactory.
- Conserve**—Goods just arrived.
- Consoled**—Goods are subject to your order. Under grade and otherwise inferior.
- Consoling**—Goods are subject to your order. The quality is not as represented.
- Consorts**—Goods received in bad order. What shall we do with them?
- Consorting**—Hold goods subject to our order. Will write.
- Conspire**—Use what you can. We leave it to your judgment.
- Conspiracy**—What allowance will make it satisfactory?
- Conspiring**—You must make claim on the carriers.
- Constable**—An allowance of is claimed.
- Constant**—The allowance claimed is excessive.

CLAIMS AND ALLOWANCES—Continued

- Constrain**—Do the best you can. We will make such deductions as you think just.
- Constitution**—Return the goods at your expense.
- Consular**—There must be some mistake.
- Consume**—You must be mistaken.
- Consuming**—You are mistaken.
- Contact**—We were mistaken.
- Contaminate**—We cannot account for it.
- Contempt**—Can you account for it?
- Contented**—We have sent samples.
- Contentful**—Send samples.
- Continent**—We cannot allow the claim.
- Contort**—We will allow the claim.

COMMERCIAL STANDING.

It is to be understood that parties giving information under this heading are not to be held responsible, and that the answers shall be held confidential.

- Contortion**—Write us fully in regard to standing of
- Contraband**—Telegraph us the standing of
- Contracted**—Do you think we can safely do business with?
- Contradict**—Is entitled to credit?
- Convent**—Satisfactory in every way.
- Convex**—Good, but slow.
- Convention**—We would advise security or cash before shipment.
- Conveyance**—Should pay cash before shipment.
- Convince**—Would not advise you to do business with
- Copper**—Good for a moderate amount.
- Copy**—Inclined to be tricky and unreasonable.
- Cordial**—Have not much means, but honest and we think would pay what they agreed to.
- Corporal**—Unreliable and untrustworthy.
- Correction**—Considered doubtful.
- Corrupt**—We are not informed.
- Corruption**—See R. G. Dun & Co.'s reports.
- Cost**—See Bradstreet's reports.
- Costume**—See Nurserymen's Mutual Protective Association reports.

DRAFTS AND REMITTANCES.

- Cottage**—Draw on us for balance due.
- Couch**—Draw on us for
- Cough**—Draw at sight.
- Counsel**—Draw at three days sight.
- Counter**—Draw at days sight.
- Courage**—Draw with bill of lading attached.
- Court**—Can we draw upon you?
- Courting**—How much can we draw?
- Cow**—Do not draw on us.
- Coward**—Have drawn at sight.
- Cowardly**—Have drawn at sight.
- Crab**—Have paid your draft.
- Crags**—The draft will be duly honored.
- Cramp**—Draft promptly honored.
- Crank**—Draft dishonored.
- Crape**—We cannot protect your draft.

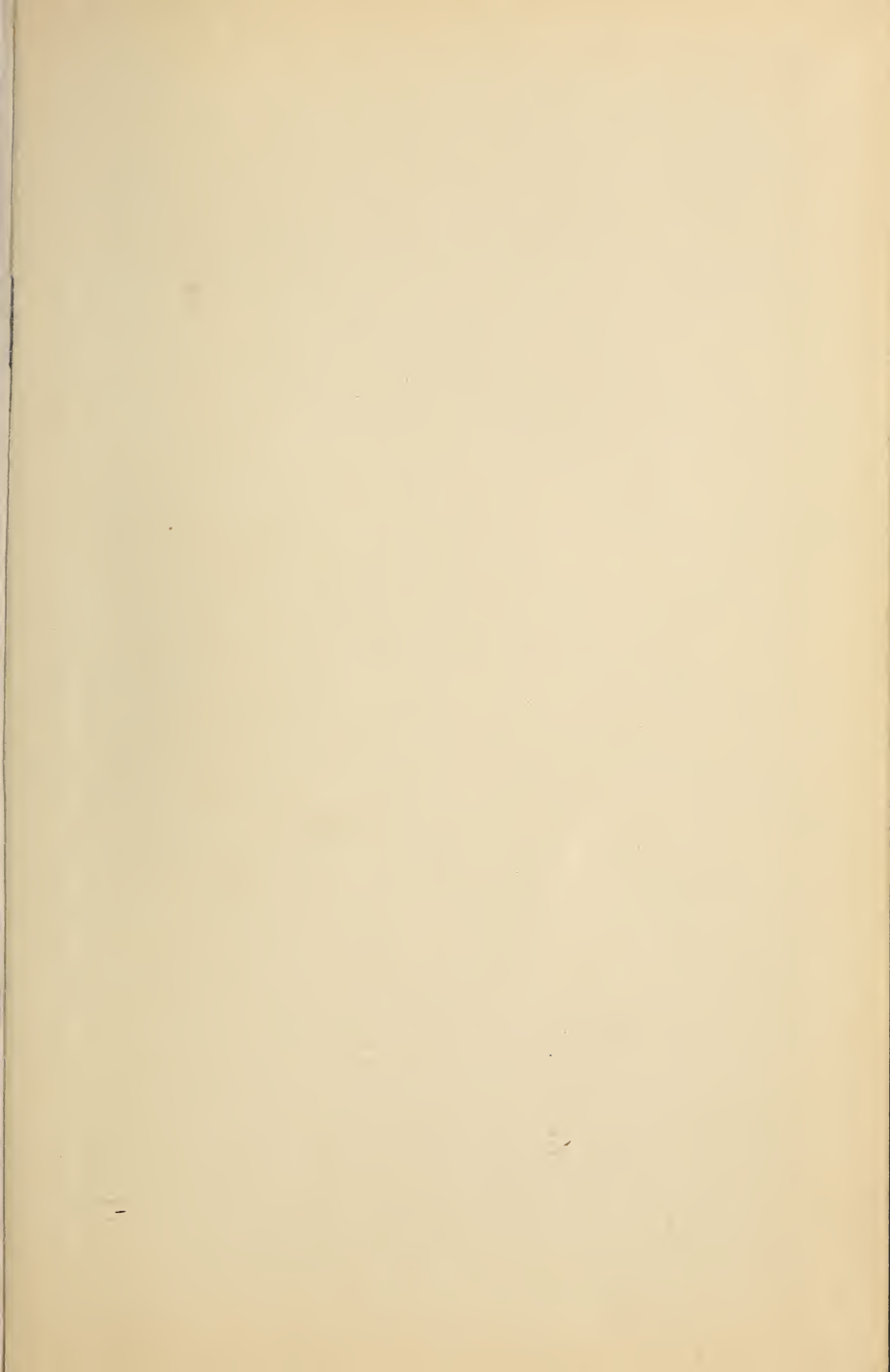
DRAFTS AND REMITTANCES—Continued

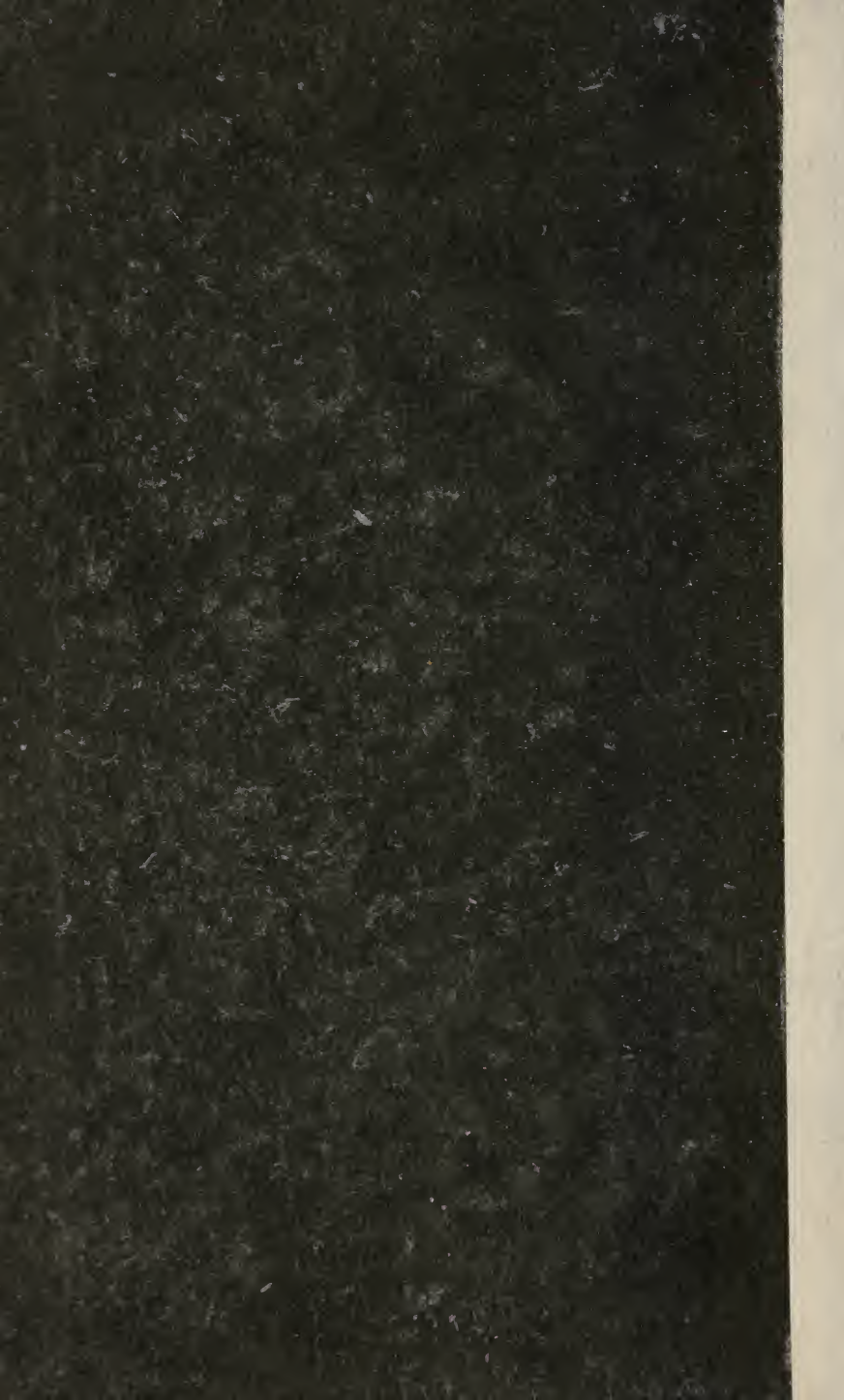
- Crash**—When can we expect a remittance?
Crawl—Have you remitted?
Crawling—Remit the balance due.
Crews—How much have you remitted?
Crib—We have sent by express.
Crime—We have sent by mail.
Criminal—Will remit balance due.
Crimson—We cannot remit.
Cripple—We cannot remit before
Crowd—Have remitted.
Crook—We have received your remittance.

TELEGRAMS AND LETTERS.

- Crocus**—Understand the remainder of this message as it reads, without regard to the Code.
Crochet—Do not understand your telegram.
Crowner—Repeat the whole of it.
Crude—Do not understand word of your telegram, repeat it.
Cruel—The correct word is
Crucible—Telegram received yesterday.
Crucifix—Our message should have read.
Crumb—Answer by mail.
Crust—Advise by wire.
Crudity—Particulars by mail.
Cruelty—Reply by day message.
Cruiser—Reply by night message.
Cruising—Telegraph answer at our expense.
Crumble—Your telegram received.
Crumbling—Your telegram received. We will write you fully by today's mail.
Crupper—Your telegram received. Everything satisfactory.
Crusade—Answer by telegraph not necessary; reply by letter will be sufficient.
Crusaders—Reply at once if not satisfactory.
Crushing—Telegram received today.
Crusher—This is the telegram which you wished repeated. We have altered it somewhat to make the sense plainer.
Cube—Please telegraph in cipher.
Cubical—Keep this information private.
Cuckoo—Have you received our letter?
Cucumber—We have received your letter.
Cuddy—We have not received your letter.
Cudgel—Will write fully by next mail.
Cuff—Particulars by mail.
Culprit—Wait for letter.
Culture—Your letter of received. Everything satisfactory.
Cunning—Your letter of received and is not satisfactory.
Cupid—Your letter of received, having attention.
Cupidity—Your letter of did not contain the enclosures as stated.
Curfew—Your letter of has not been received.
Curious—We await receipt of your letter.
Current—We refer you to our letter of
Cuticle—See transactions American Association of Nurserymen.

JUN 0 - 1961



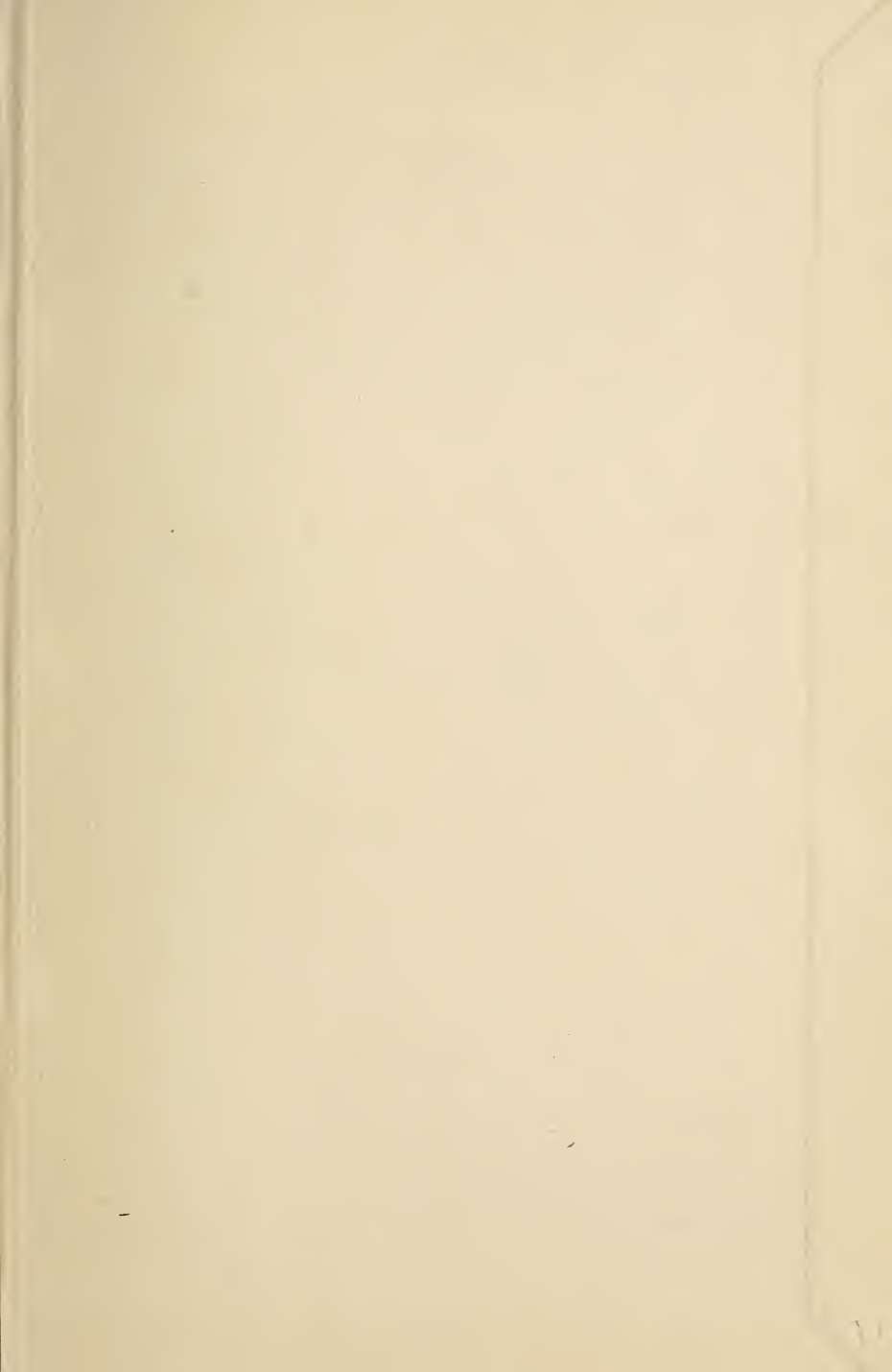


Deacidified using the Bookkeeper process.
Neutralizing agent: Magnesium Oxide
Treatment Date: September 2012

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