Floriculture—A Global Industry  1

Origin of the Greenhouse Industry  2

United States Production  4
Cut Flowers  6
Eastern Centers  6
Southern Outdoor Production  6
Colorado Greenhouse Production  8
California Greenhouse Production  8
Foreign Imports  10
Foliage Plants  19
Flowering Potted Plants  20
Bedding Plants  22

World Production  24

Floral Marketing  27

Production Opportunities in Developed Market Countries  29
Small Growers  29
Large Growers  30
Midsize Growers  30

Careers in the Greenhouse Industry  31

Bibliography  32

Greenhouse Construction  35

Location  35
Room for Expansion  35
Topography  36
Land-Use Prediction  36
Climate  36
Labor Supply  36
Accessibility  36
Water  37
Orientation  37

Greenhouse Heating  77

Types of Heat Loss  77
Heating Systems  79
Unit Heater Systems  80
Unit Heaters  81
Contents

Heat Distribution: Convection Tubes 83
Heat Distribution: Horizontal Airflow 83
Central Heating Systems 85
The Boiler 86
Heat Distribution 87
Radiant Heater Systems 95
Solar Heating Systems 97
Collector 98
Heat and Storage Exchange 99
Backup Heater 100
Controls 100
Economics 100
Greenhouse Temperature Sensing 101
Emergency Heaters and Generators 103
Fuel 105
Calculation of Heat Requirements 109
A-Frame Greenhouse 109
Quonset Greenhouse 114
Gutter-Connected Greenhouse 116
Significance of K, C, and CW Factors 118
Heat Conservation 118
Greenhouse Design 118
Double Covering 118
Thermal Screens 118
Air Circulation 119
Lower Air Temperature 119
Radiant Heat 120
Wall Insulation 120
Sealing Air Leaks 120
Windbreaks 120
High-Efficiency Heaters 121
Heater Maintenance 121
Thermostat Maintenance 121
Maximum Greenhouse Plant Occupancy 121
Cool-Temperature Crops 121
Combined Economics 122
Summary 122
Bibliography 123

Summer Cooling Systems 126
Passive Ventilator Cooling 126
Active Fan-and-Pad System 127
Rate of Air Exchange 127
Pad Types and Specifications 131
Fan Placement 134
The Airstream 135
Active Fog Cooling System 137

Winter Cooling Systems 141
Active Convection-Tube Cooling 141
Active HAF Cooling 145
Cooling Hobby Greenhouses 145
Integration of Heating and Cooling Systems 146
Summary 148
Bibliography 149

5

Environmental Control Systems 151
PAUL V. NELSON
Types of Controls 151
Manual Controls 151
On/Off Switches 151
Staged Controllers 153
Computers: Integrated Control 154
Computers: Model-Based Control 157
Summary 158
Bibliography 159
Acknowledgment 159

Root Substrate 161
PAUL V. NELSON
Functions of Root Substrate 162
Adaptation of Field Soil to Containers 162
Desirable Properties of a Root Substrate 165
Stability of Organic Matter 165
Carbon-to-Nitrogen Ratio 165
Bulk Density 166
Moisture Retention and Aeration 167
Cation Exchange Capacity 169
pH 169
Components of Root Substrate 170
Field Soil 170
Peat Moss and Peats 171
Bark 172
Coir 174
Sawdust 175
Whole Tree Chips 176
Animal Manure Composts 176
Crop By-Products 178
Composted Municipal Garbage-Trash 178
Vermiculite 178
Calcined Clay 179
Sand 180
Regulation of Plant Growth 373
BRIAN E. WHIPKER AND MIKE R. EVANS

Nonchemical Growth Control 373
Water Stress 373
Nutritional Stress 374
Light 374
Root Restriction 375
Pinching 376
Thigmotropic Responses 376
DIF and DROP 376

Chemical Growth Control of Height 377
Daminozide (commercial names: B-Nine®, Compress WSG®, and Dazide®) 379
Chloromequat Chloride (commercial names: Chloromequat E-Pro®, Citadel®, and Cycoce®) 379
Ancymidol (commercial names: Abide® and A-Rest®) 379
Flurprimidol (commercial name: Topflor®) 380
Paclobutrazol (commercial names: Bonzi®, Downsize® [labeled for drench applications only], Paczol®, Florazol®, and Piccolo®) 380
Uniconazole (commercial names: Concise® and Sumagic®) 381

Other Growth Regulators Used in Greenhouse Crop Production 381
Abscisic Acid (commercial name: ConTego®) 381
Dikegulac Sodium (commercial name: Augeo®) 382
Ethephon Phosphonic Acid (commercial name: Florel®) 382
Benzyladenine (commercial name: Configure®) 382
Gibberellins (commercial names: Florigib® and ProGibb T&O®) 382
Benzyladenine + Gibberellin Combinations (commercial names: Fascination® and Fresco®) 383

Application of Growth Regulators 383
Environmental Conditions 383
Crop 384
Stage of Crop 384
Concentration 384
Method of Application 385
Volume of Application 386
Coverage and Uniformity 386
Modifications with Bark-Based Substrates 386

Other Benefits with the Application of Plant Growth Regulators 387
Mixing Plant Growth Regulators 388
Correct Dosage 388
Keys to Successfully Applying Plant Growth Regulators 389

Insect and Mite Management in Greenhouses 391
RAYMOND A. CLOYD

Insect and Mite Pests of Greenhouses 391
Aphids 391
Caterpillars 392
Fungus Gnats 393
Leafminers 394
Mealybugs 395
Mites 396
Scales 398
Shore Flies 399
Snails and Slugs 400
Thrips 401
Whiteflies 403

Feeding Behaviors of Insect and Mite Pests 404
Pest Management 405
Weed Control 406
Sanitation 406
Introduction of Plant Material into Greenhouses 407
Insect Screening/Exclusion 407
Scouting 409

Biological Control 411
Aphid Biological Control Agents 413
Caterpillar Biological Control Agents 414
Fungus Gnats Biological Control Agents 414
Leafminer Biological Control Agents 414
Mealybug Biological Control Agents 414
Scale Biological Control Agents 415
Two-Spotted Spider Mite Biological Control Agents 415
Thrips Biological Control Agents 416
Whitefly Biological Control Agents 416

Pesticides 416
Surfactants 419
Pesticide Label Restrictions Associated with Phytotoxicity and Resistance Management 419
Pesticide Resistance 421
Disease Management 443

MEGAN M. KENNELLY AND RAYMOND A. CLOYD

Introduction to Plant Diseases 443

Fungi 444
  How Fungi Are Spread 444
Bacteria 450
  Spread of Bacteria 450
  Management of Bacterial Diseases 450
  Examples of Common Bacterial Diseases 451
Viruses 453
  Symptoms Caused by Viruses 453
  Spread of Viruses 454
  Management of Viruses 455
  Examples of Common Greenhouse Viruses 456
Nematodes 456
  Foliar Nematodes 456

Disease Detection and Diagnosis 457

Disease Management 458
  Start with Clean Plant Material 458
  Maintain Clean Stock Plants 458
  Use Resistant Species and Cultivars 458
  Sterilize Pots and Tools 458
  Use Clean Growing Media 459
  Sterilize Potting Benches 459
  Clean Up and Discard All Plant Debris 459
  Manage Relative Humidity and Leaf Wetness 459
  Manage Growing Medium Moisture 459
  Remove Weeds 459
  Scout Crops and Maintain Records 459

Disease Control Materials 460
  Fungicides 460
  Bactericides 461
  Biological Controls 461

Summary 461
Bibliography 462

Maintaining Postproduction Quality 463
JOHN M. DOLE

General Issues 464
  Water 464
  Temperature 465
  Light 465
  Diseases 466
  Ethylene 467
  Ethylene Control 468
  Silver Thiosulfate 468
  1-Methylcyclopropene (EthylBloc) 469

Preharvest Factors 470
  Cultivar 470
  Light 470
  Temperature 471
  Nutrition 471
  Growth Regulators 472
  Pests 472

Harvest 472
  Developmental Stage 472
  Harvest Time 473

Storage and Shipping 474

Retail Environment 476

Containerized Plants 477
  Container Size 477
  Overall Production 477
  Toning During Late Production 477
  Shipping 479

Cut Flowers, Foliages, Stems, and Fruits 480
  Stem Blockage 480
  Water Quality 483
  Floral Preservatives 483
Unrooted Cuttings 485
Commercial Testing 486
Summary 487
Bibliography 488

Marketing 489
ROBIN G. BRUMFIELD

Packaging 489

Grades and Standards 492

The Market System 493
Market Channels 493
Advantages and Disadvantages of Wholesale Marketing 493
Advantages and Disadvantages of Direct Marketing 494
Market Components 494
Retailers 494
Wholesalers 498
Brokers 499
Auctions 499
Importers 502
Exporters 502
Contract Growing 502
Cooperatives 503
Integration of Market Components 503
Bedding Plants 503
Flowering Potted Plants 503
Foliage Plants 504
Cut Flowers 504
Consolidation for Enhanced Marketing 505

Eco-Labels 509

Promotion, Advertising, and Branding 511
Promotional Programs and Marketing Orders 513
Personal Brands 517
Customer Loyalty Programs 518
Consumer Value Proposition 520
Types of Consumer Value Propositions 520
Generational Demographics 521
Web Sites and Social Networking 522

Marketing Strategies 523
Create and Exploit Your Competitive Advantage 523
Find Your Market Niche: Match Strengths to Opportunities 523
Be an Optimist: Turn Weaknesses into Strengths 524
Know Your Costs: Focus on Cost Control 524
Integrate Horizontally: Control More of the Market 525

Vertically Integrate the Business: Make Buying an Experience 526
Consider Not Competing in the Lowest-Price Market 526
Summary 527
Bibliography 529

Business Management 531
ROBIN G. BRUMFIELD

Business Plan 531
What Is a Business Plan? 532
What Should Be in a Business Plan? 532

Executive Summary 533

Business Description 534
Business Type and Size 534
History, Current Status, and Plans for the Future 534
Location and Facilities 534
Ownership Structure 534
Sole Proprietorship 535
Partnership 535
Corporation 535
Limited Liability Company 536
Land Trust 536
Cooperative 536

Strategic Plan: Business and Industry Profiles 537
Mission and Vision Statements 537
Goals and Objectives 538
Opportunities and Issues Analysis: SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) 539
Competitive Position: Internal Strengths and Weaknesses 539
Industry Analysis: External Opportunities and Threats 541

Business Strategy 542
Develop Strategic Alternatives 542
Select a Basic Strategy 544
Implement the Plan 545

Production and Operations Plan 545
Cultural Records 546
Gantt Charts: Planning and Scheduling for Labor Needs 546
Plant Environment Records 548
Production Records 548
Risk Management Plan 549
Market Analysis: Marketing Plan  551
  Markets: Who Are the Target Customers and What Do They Value?  552
  Market Segments  552
  Size of the Market  552
  Product: What Product Will Be Offered and How Is It Unique?  553
  The Competition: Who Are the Competitors and How Will the Firm Position Itself?  553
  Distribution of the Product or Service  554
  Packaging  554
  Pricing: How Is Product Price Determined?  555
  Promotion: How and What Will We Communicate to Our Buyers or Customers?  557
  Marketing Strategy  557

Management and Personnel Plans  560
  Management Team  560
  Labor Management  560
    Tips on Developing an Employee Handbook  563
    Working Conditions  563
  Management Plan  565

Financial Plan  567
  Financial Projections  567
  Projected Production and Sales  567
  Projected Profitability: Income Statement  568
  Balance Sheet  571
  Cash Flow  572
  Cost Accounting  572
  Ratio Analysis  577
    Profitability Ratios  577
    Efficiency Ratios  580
    Liquidity Ratios  580
    Solvency Ratios  580
  Benchmarks  581
  Capital Required  581
  Supporting Documentation  583
  Reviewing Business Plans  583
  Summary  583
  Bibliography  585

Glossary  587
Index  595