

# ***Business Planning for Agritourism Enterprises: Session 4 - Management and Organization***

**Moderator: Lisa Chase, University of Vermont Extension**

**Presenter: Dee Singh-Knights, West Virginia University**



*This material is based upon work supported by USDA/NIFA  
under Award Number 2021-70027-34693.*



# Who is here today?

- POLL: How is the business planning going?
- Introduce yourself in chat
- What are the major questions you have about management and organization?



# Dee Singh-Knights

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Extension Specialist  
(Agribusiness  
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Management)

West Virginia  
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# Benefits of Formal Business Planning

- Stimulate thinking about the future
- Provide structure to the decision making process
- Better understand the business, and changes it may be facing
- Provide benchmarks – where am I starting
- Prioritize and clarify goals
- Test ideas on paper
- Facilitate communications (family, partners, employees, lenders)
- Coordinate decision-making
- Document your ability to manage, plan, communicate
- Better decision-making – the planning process is more important than the plan
- Help focus on what the business does best – **“Competitive Advantage”**



# Management & Organization





# Management & Organization



People make a business successful



Who will manage your business, who will provide the labor, and how will they do it?



**Customer Experience -  
The memory of these unique  
agritourism experiences  
becomes the product or  
service you are selling!**

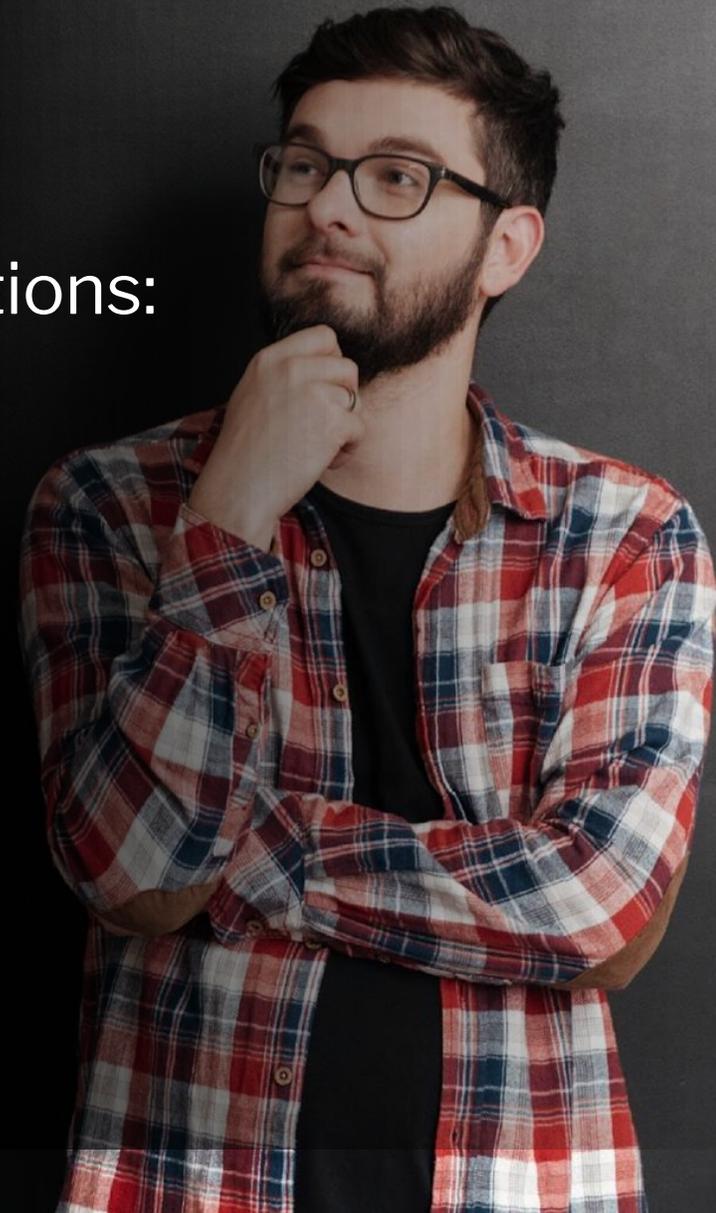
**Your  
HUMAN RESOURCES are  
one of your greatest assets!**



# Management & Organization

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- AgPlan management and organization sections:
  - Management team
  - Advisory board
  - Personnel plan
  - Volunteers
  - Professional services
  - Succession Plan



# Management & Organization

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- **Management Team**
  - Who manages your business?
  - What are their roles?
  - What are the qualifications of the management team?



# On Your Notecard...

- Write down all the **CRUCIAL** management activities that occur on your farm
  - Examples: Financial planning, tracking sales, herd management, inventory tracking, marketing, production decisions, etc.
- Who completes each of these tasks?



# Management & Organization

- **Advisory Board**
  - Some businesses have an advisory board
  - If you have an advisory board, identify the board members and describe the strengths they bring to your business
  - Describe how your board benefits your business



A cowboy wearing a light-colored hat and a blue jacket is riding a dark horse through a field of tall grass. He is herding a large group of brown and white cattle. The scene is captured in a cinematic, slightly desaturated style.

# Management & Organization

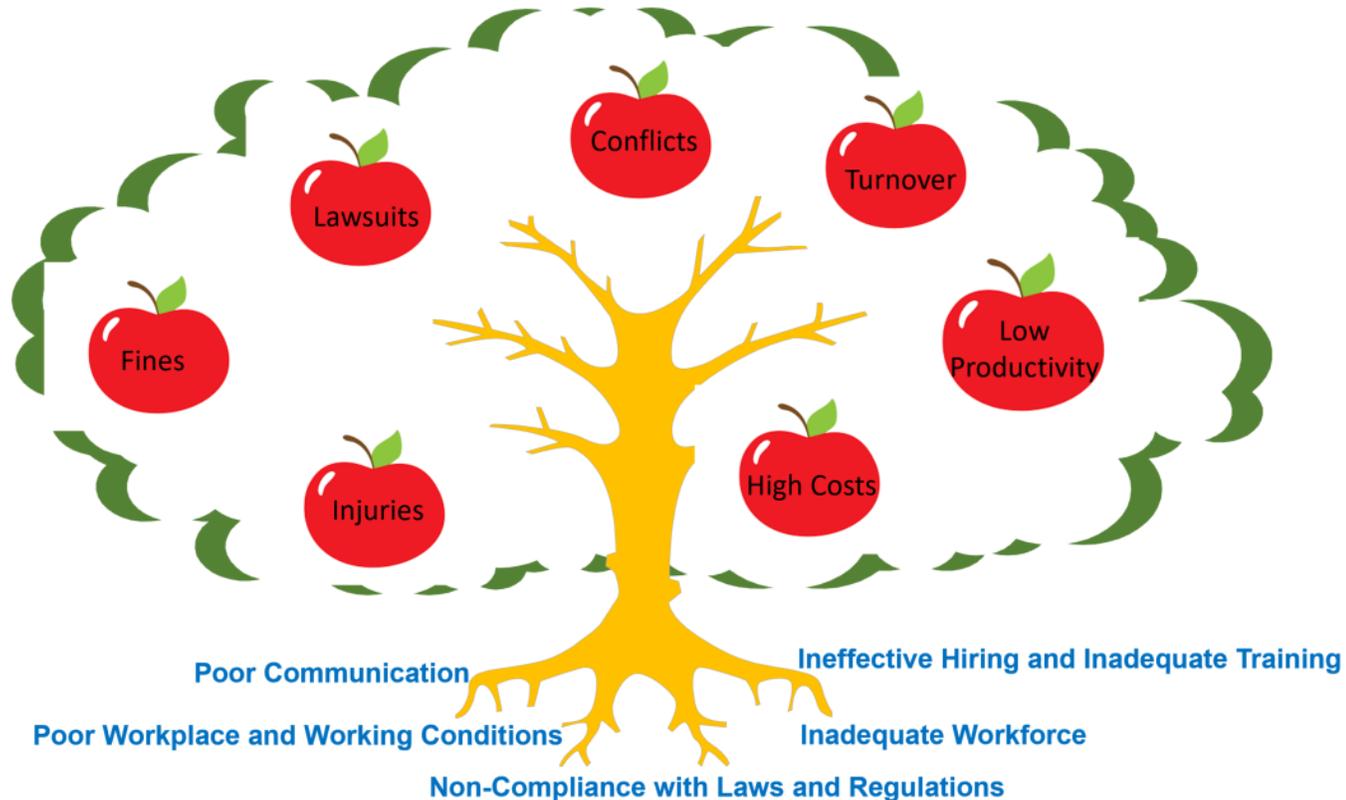
- Personnel Plan

- For many family farms and businesses, just describe the roles of the family members
- If you do have employees, describe their roles and responsibilities
- What additional tasks will be created if you make major business changes?



# Management & Organization

## The 'Roots' and 'Fruits' of Human Resource Risks



- **Personnel Plan - May include**
  - Job descriptions, compensation plans, incentive plans, employee handbooks, and training procedures
  - Strategies for managing this key asset

# Management & Organization

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- **Volunteers, Apprentices, Interns, Mentees**
  - Do you have any volunteers or others? How many?
  - What are their roles?
  - Do certain products or services of your business these persons more than others?



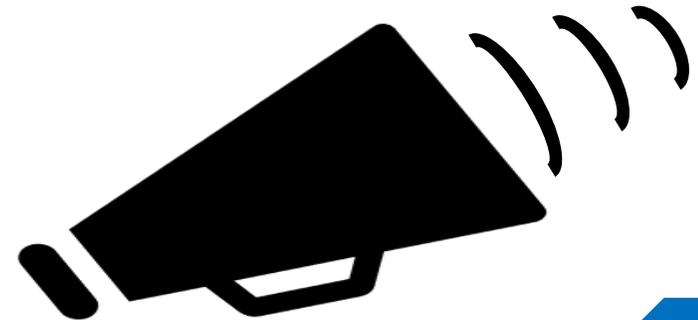
# Management & Organization

- Professional Services
  - What professional services do you use?
  - How long have you used them, what is your relationship with them?
  - Are their services essential, how do you manage the third-party risk of losing their services?



# Poll question...

- What professional services do you use for your agritourism enterprise?
  - Examples: Accountants, Insurance, Facility Rental, Educators, Caterers/chefs, etc.
- **Business Partners** - What other businesses, agencies or organizations can
  - Support your operation?
  - Complement your operation?
  - Supplement your operation?





# Poll question...

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- **Succession Plan**
  - Do you have a succession plan?
  - What are your goals for succession planning?
  - [AgTransitions.umn.edu](https://AgTransitions.umn.edu)



# Management Team – Lakeshore Orchard Example

## The Key Management Personnel:

### General Manager: Steve Miller

- 10 years' experience managing Lakeshore Orchard
- Worked 15 years at Kraft Foods in Production Management and Quality Control
- Worked 15 years on the family farm while in high school and college
- Graduate of Ohio State University in business management

### Retail Store and Employee Manager: Kelly Miller

- 17 years' experience in retail store management (10 years at Lakeshore)
- 9 years' experience managing employees in the solid waste and construction business
- Graduate of SUNY Plattsburg in Retail Marketing

### Business/Accounting Manager: Tina Halpin

- 1 year course of merchandising and display
- 11 years' experience in flower and shrub business
- Secretary for Kelley's Island Wine Company for 15 years
- 7 years at Kraft Foods -Involved in meetings and secretarial work
- Completed Proven Winners Certified Garden Center training

# Advisory Board – Lakeshore Orchard Example

## Key Advisors:

### Marketing Advisor: Greg Chandler

- 11 years' experience in retail merchandising
- 1 year merchandising and display

### Retail Business Advisor: Olivia Button

- 25 years' experience in flower and greenhouse industry
- Director for the New York City Green Market
- 12-year member of the board of directors of Cornell Cooperative Extension
- President of New York State Greenhouse Industry

### Building/ Structural Advisor: Stanley Ramsay

- Owns Ramsay Construction, Ovid NY
- 25 years' experience in construction

### Business Planning: Steve Richards, Farm Credit of Western New York

- B.S. in Food Science and Technology at Ohio State University
- Worked for five years in Food Manufacturing
- Completed a Master's Degree in Business Administration (MBA)
- Researcher, Ohio State University Department of Agricultural Economics
- Worked 8 years as a Farm Management Specialist with Cornell University
- Currently a Business Consultant with Farm Credit of Western New York

### Business/ Agricultural Advisor: Emily & Glen Bellagio

- Owners of Bellagio Farms LLC
- Board of director for Hector Farmers Co-op
- Member of Schuyler County Dairy Producers Co-op

### Financial Advisor: Joe Monney

- Vice President, Key Bank, Watkins Glen, NY

# Personnel Plan – Lakeshore Orchard Example

## General Staffing Plan:

### Family Employees:

- Lori Miller – part time
- Jodi Miller – part time
- Samantha Miller – full time
- Timothy Miller – full time
- Tina Miller – part time

### Below are the estimated non-family staffing needs:

- Food Service: 3 part time employees - 2 full time employees
- Entertainment: 3 part time employees - 2 full time employees
- Retail Sales: 2 part time employees – 3 full time employees
- New Greenhouse: 2025 - 1 part time employee

# Personnel Plan – Lakeshore Orchard Example Continued

- All of the non-family members are repeat employees that live locally. We make the working environment so fun that many of our employees have been working with us for the entire 10 years that we have been in business. For those employees that leave to go to college, etc., we often have a replacement lined up within days.
- It is hoped that one of Steve and Kelly's five children will eventually be interested in joining the company as owners. At this point in time, it is too early to tell, as all five children are still in high school and college.

# Professional Services – Lakeshore Orchard Example

Lakeshore uses the following professional services:

Accounting: Joe Chiappone, CPA. 1031 West Lake Road, Hector, NY.

Legal: Jeff Fetter of the Scolaro Law Firm. 501 Plum Street, Syracuse, NY.

Tax: Amy Nemitz at Farm Credit of Western New York. 1450 Route 14, Phelps, NY.

# What do you think...

- What is something that might still hold you back from developing the Management & Organization section in your business plan?





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# Homework:

Complete AgPlan “Management and Organization”  
Next Tuesday: Financials



# Support for AgPlan Business Planning

Contact the Center for Farm Financial Management

- Call (612) 625-1964 (US phone number)
- Email: [cffm@umn.edu](mailto:cffm@umn.edu)
- Web: [cffm.umn.edu](http://cffm.umn.edu)

Recordings and resources are online  
<https://go.uvm.edu/agplan>



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