

NURSERY PAPERS

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WORK SMARTER, LEAD BETTER

How one nursery transformed its business

Between managing orders for 3,000 trees a year, planning for staff retirements, and keeping day-to-day operations running smoothly, big-picture improvements like clarifying roles or tightening systems often sit in the 'too hard' basket.

Beth and Chris Dunne of Urban Tree Growers know the feeling: the to-do list never ends, and the urgent always takes priority over the important.

"We were juggling so much, and some things just kept getting pushed aside," Beth says.

"I knew we needed to improve our processes and prepare for Tony's retirement, but I wasn't sure where to start."

Continued >>



Beth and her family



Like many nurseries – the Dunnes’ challenges weren’t caused by lack of effort. Rather, they found themselves dealing with issues reactively, without a clear structure or the right tools to make better decisions.

That’s where the Moshie National Lean Leaders Program (MT22011) came in. Committing to a structured program felt daunting, but the need for clarity outweighed the risk of doing nothing.

Over 20 weeks, the program helped Urban Tree Growers streamline operations, clarify team roles, and put practical systems in place to handle both growth and transition.

Many horticultural businesses face similar challenges, whether it’s succession planning, managing stock, or coordinating multiple teams. Urban Tree Growers is just one example of how small, practical improvements can make a big difference.



The Dunnes and Tony working

Tailored tools for real change

The Moshie National Lean Leaders Program is focused on practical improvements that make day-to-day work easier.

For Urban Tree Growers, that meant getting everyone on the same page with processes and priorities. Tasks that had been confusing or time-consuming were clarified, and the team could see exactly what needed to be done, by whom, and when.

Small changes made a big difference:

- ordering and inventory became faster and more accurate, reducing stock shortages and over-ordering
- weekly team meetings are now more productive and focused, with clear actions assigned each week
- customer queries can be resolved more efficiently because responsibilities are clear, boosting customer satisfaction and speeding up sales
- difficult conversations, like succession planning, are easier to manage with clear frameworks and guidance.

“Even small improvements made during the program added up quickly. It was about learning new ideas

and then actually putting them into practice and seeing immediate results,” said Beth.

Practical results, not just promises

For Urban Tree Growers, the results included:

- operational improvements: streamlined ordering and inventory processes, better visibility of stock and planning
- business outcomes: an extra five sales per year, or around \$30,000 in added revenue
- team development: improved clarity on roles, smoother succession planning and greater confidence across the team
- strategic focus: a simple action tracker and priority framework to keep projects moving.

Fellow participants reported faster decision-making, fewer workflow bottlenecks and better conversations with staff.



How the program works

The Moshie National Lean Leaders Program runs over 20 weeks with 10 practical modules, designed specifically for horticultural businesses, including turf producers. Participants work through real challenges in their own operations with expert coaching and hands-on tools.

KEY FEATURES INCLUDE:

- practical learning: apply tools and techniques to your own business as you go
- leadership focus: develop the skills to lead improvements and make confident decisions
- time and cost awareness: learn to manage priorities and streamline operations
- tailored approach: solutions are personalised to your business, not a one-size-fits-all template.

Even businesses already using lean practices find that the program adds structure, accountability, and expert guidance, turning small improvements into long-term gains.



Moshie National Lean Leaders Program Workshop



Moshie National Lean Leaders Program Graduation

Seeing real financial and team impact

Every business is different, but the results are measurable.

Urban Tree Growers' experience – delivering around \$30,000 in additional revenue through improved systems – reflects what many participants uncover once they start applying the tools in their own operations.

Across the program, many businesses identify a net benefit in the order of \$40,000, through a combination of cost savings, productivity improvements and revenue uplift. In many cases, this comes from

reducing avoidable waste, tightening ordering and inventory processes, and improving how teams work together day to day.

Importantly, the program focuses on applying changes inside the business as the work is done – not as a separate 'improvement project' Moshie supports businesses that complete the program and apply the Lean Leaders principles to identify meaningful, measurable improvements – and provides ongoing coaching to help turn insights into real outcomes.

Beyond the financial benefits, participants consistently report:

- clearer roles and responsibilities

- stronger team engagement
- smoother transitions during staff changes
- a workplace that runs more efficiently every day.

From ideas to action

Many nurseries already use elements of lean thinking without realising it, through reorganisation of work areas, tracking numbers, and setting targets. The Moshie Lean Leaders Program builds on these efforts with structure, accountability, and expert coaching, turning small improvements into consistent, long-term gains that transform the way teams work.



The Dunne family and Tony

“Even small improvements made during the program added up quickly. It was about learning new ideas and then actually putting them into practice and seeing immediate results.”

BETH DUNNE

The ‘Moshie National Lean Leaders Program’ (TU21002), funded by Hort Innovation, is a leadership initiative developed specifically for the horticultural industry. The program helps participants learn how to lead and sustain continuous improvement in their workplace.

Your Levy At Work



Greenlife
INDUSTRY AUSTRALIA

WHO CAN PARTICIPATE

The program is fully funded for levy-paying horticultural businesses, including turf producers. Spaces are limited and positions are available annually.

READY TO GET STARTED?

Starting is simple:

- email: info@moshie.biz
- phone: +61 412 241 801
- visit www.moshie.com.au

FURTHER INFORMATION

- Past nursery papers – www.greenlifeindustry.com.au/communications-centre