# 嘉義布袋鎭的種苗心動力-吳科論先生

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狀元苗場的經營者-吳科論先生曾在澳洲度 過了農產業打工度假的時光,見識過農產集團生 活,跟著每一種作物的生產旺期,從南到北體驗 精實的農務生活,也種下了他回到故鄉投入農 業的初心。2012年回到臺灣之後,再次投入職 場,回到熟悉的餐飲業中,並在連鎖餐飲集團的 中央廚房工作,從各項食材的前置處理到製作出 食品的調製過程,他深深體會作業排程與串連是 相當重要的,規格化與標準化更是無縫串連生產 流程的重要因子。在工作時刻體會產學合一的重 要性, 吳科論先生在離校 15 年後, 再回到校園 重拾書本學習新知,並在2018年從高雄科系大 學觀光與餐旅管理研究所碩士畢業,原想投入學 界擔任專業講師,但機緣巧合下到親戚所經營的 番茄育苗場參觀後,燃起回到故鄉從農的念想, 同想起在澳洲農村生活的總總渦往心中總是同味 的, 歷經多重的思考後, 吳科論先生也決定想對 自己的人生旅程開啓了不同的規劃藍圖與路線, 在親友介紹下毅然決然南下至屛東南州鄉的明富 種苗向黃瑞雄先生拜師學藝。吳科論先生說:黃 瑞雄先生對於後進的指導,從不藏私更是頃囊相 授,除了在育苗技術上教導外,更在經營管理方 面待人處事的態度上給予諸多建議與指教,使他 獲益良多。從正式學徒畢業後,吳科論先生就從 高雄回到了父母的故鄉 - 嘉義布袋鎭開始了定居 的生活, 並一步一腳印的建設屬於他理想中的育

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### 苗場。

吳科論先生說到:溫室設施能否週年 應用的週轉率是僱請人力最重要的穩定因 素,農業季節性缺工問題是長久存在且愈 發嚴重的問題,在農業工資高漲的生產條 件下,就個人觀點而言只能轉向半自動機 具輔助且配合智慧化控管去減低人力在技 術熟悉度的要求,且須依照區域性對農業 商品需求來進行品項生產的比重調整,並 逐漸降低生產倚靠人力的比例,逐步解決 季節性缺工問題,後續導入機械化、減輕 人員工作負擔並降低人力成本、掌握現有 的人力資源並提供較簡單易上手的教育訓 練,免除人員短期高密度訓練對工作適應 性所造成精神與體力耗損。

而品項差異化及產程規劃是育苗場能 運作的本質,品項供應必須考量不同種苗 產程與季節性需求的對接,以香蕉種苗舉 例,育苗作業需在當季開始生產的6~8個 月前即向上游廠商組織培養生產業者下訂 香蕉種苗數量,流程上通常是與農民承接 訂單後才安排生產香蕉種苗,但若當季種 苗需求量有所變動時,往往無法及時調整 預期性的產量,需與組織培養生產業者達 成產程的共識並即時調整瓶苗供應量,才 能即時在農時供應與農民。但是如果長期 擴大生產,突遇外部環境影響如農產品價



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格崩盤等條件導致種苗滯銷時又徒增管理 成本與損耗,因此吳科論先生在生產重疊 月份只能保守估算出苗量,且調整各項種 苗的生產比例來解套此問題。透過公開的 統計數據預期性分析種苗市場需求,配合 統計每年訂單數量調節培育時程、多元育 苗種類才能增加溫網室應用的週轉率。盤 點所在地的需求,以較具特色目能跨區域 性推廣之種苗(如香蕉種苗)為營運主軸, 並提供客製化服務的附屬商品(如大宗蔬 菜苗等),錯開季節性較不重疊的項目使之 營運上得以全年運轉。通過同業間異項結 合,相互提供跨區服務,滿足不同地區的 種植需求。亦可以快速了解客戶需求並強 化推廣力道,更加容易滿足客戶需求。也 藉由分析產業與各區域對種苗的種植需求 過程中,逐步導入標準化概念,材料規格 統一化, 縮短往後自動化機械導入的磨合 期,提前應對農業人力缺乏的危機,也可 大幅提升生產效率。

靦腆的吳科論先生站在他的溫室旁, 可以從他的笑容感受到他對於品質的堅 持。從整體空間規劃動線安排到入水儲 藏,排水接口都別具用心。到處可見場區 整潔且具備效率,這也是實踐吳科論先生 的核心理念,產業鏈上提供高品質種苗與 農民。



### The Passion of Mr. Wu Ko-Lun for systematic nursery from Budai Township, Chiayi

### Chiu, Yen-hsin and Li, Ru-Su

Mr. Wu Ko-Lun, the operator of the Chia-yuan nursery, spent time working holiday in the agricultural industry in Australia. He followed the peak production periods of each crop, and experienced efficient agricultural life from south to north in Australia. This experience planted the seed of returning to his hometown to engage in agriculture. After returning to Taiwan in 2012, he returned to the familiar food and beverage industry, and worked in the central kitchen of a chain restaurant group. He deeply understood the importance of operation scheduling and coordination, and realized that standardization and normalization are important factors in seamlessly connecting the production process. He also realized the importance of integrating industry and academia in the workplace. After 15 years away from school, Mr. Wu returned to campus to learn new knowledge. In 2018, he graduated from the Master's Program in Tourism and Hospitality Management at National Kaohsiung University of Science and Technology. Originally intending to work as a professional lecturer in academia, a chance visit to a tomato nursery operated by relatives reignited his desire to return to agriculture in his hometown. Reflecting on his past experiences in rural Australia, Mr. Wu decided to embark on a different path for his life journey. Through introductions from friends and relatives, he resolutely went to Mingfu Seedling in Nanzhou Township, Pingtung County, to apprentice under Mr. Huang, Ruixiong. Mr. Wu said, "Mr. Huang's guidance to the juniors has always been generous, and he not only teaches seedling technology but also provides many suggestions and teachings on attitude and behavior in management, which has benefited me a lot." After graduating from an apprenticeship, Mr. Wu returned from Kaohsiung to his parents' hometown, Budai Township in Chiayi, to begin his settled life and step by step build his ideal nursery. He mentioned, "The turnover rate of greenhouse facilities is the most important stable factor in hiring manpower year-round. The problem of seasonal labor shortage in agriculture has long been and is becoming more severe. Under



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the conditions of high agricultural wages, from a personal perspective, we can only turn to semi-automatic machinery assistance and cooperate with intelligent management to reduce the technical familiarity required for manpower. It is also necessary to adjust the proportion of production items according to the regional demand for agricultural commodities and gradually reduce the proportion of production relying on manpower, gradually solve the problem of seasonal labor shortage. Subsequently introduce mechanization, reduce personnel workload and costs, grasp existing human resources. And provide simpler and easier-to-understand education and training to avoid mental and physical exhaustion caused by short-term intensive training for personnel adaptation.

Differentiation of products and production planning are the essence of the operation of nursery. Product supply must consider the coordination of different seedling production processes and seasonal demand. Taking banana seedlings as an example, seedling growers/ operators need to order banana seedlings from tissue culture manufacturers six to eight months before the start of the season. Typically, production of tissue culture seedling is arranged after receiving orders from farmers. However, if there are changes in seedling demand during the season, it is often impossible to adjust the expected production volume in a timely manner. It is necessary to reach a consensus on the production process with upstream manufacturers and adjust the supply of seedlings in a timely manner to ensure timely supply to farmers. However, if production is expanded for a long time and there is a sudden external environment impact such as a collapse in agricultural product prices, it will only increase management costs and losses when seedlings are unsold. Therefore, he can only conservatively estimate the seedling volume during overlapping production months and adjust the production proportions of various seedlings to solve this problem. Predictive analysis of seedling market demand through open statistical data, adjusting cultivation schedules based on annual order quantities. Diversifying seedling varieties can increase the turnover rate of greenhouse applications. Taking inventory of local demand, he is focusing on distinctive seedlings that can be promoted across regions (such as banana seedlings) as the main business, and providing customized services for related products (such as bulk vegetable seedlings), staggering seasonal projects to ensure yearround operation. By combining different items among peers, providing cross-regional services to meet the planting needs of different regions, they can quickly understand customer needs, strengthen promotion efforts, and more easily meet customer demands. Through the analysis of industry and regional planting demand for seedlings, gradually introducing the concept of standardization, standardizing material specifications, shortening the run-in period for future automated machinery, and proactively addressing the crisis of agricultural labor shortages, production efficiency can be greatly improved.

The shy Mr. Wu stands beside his greenhouse, and his insistence on quality can be felt from his smile. From overall space planning and layout to water inlet



storage and drainage interfaces, everything is carefully designed. The clean and efficient scene everywhere also embodies Mr. Wu's core philosophy of providing high-quality seedlings to farmers along the industry chain.