

A.E. 373

PROCEEDINGS OF FIFTH ANNUAL

**ROADSIDE
MARKETING
CONFERENCE**

November 20, 1964

Department of Agricultural Economics

and Rural Sociology

The Ohio State University

FOREWORD

The complete text or summaries of the individual talks presented at the Fifth Ohio Roadside Marketing Conference are included in the Proceedings issue. The talks which were not available from speakers in written form were taken from tape recordings, except for two during the afternoon session when recording difficulties were encountered. In the latter cases, they were summarized by key points. Some editing was done to the speeches, but an effort was made to preserve the conversational nature as presented at the conference. We hope this publication does justice to the excellence of the talks and that remarks credited to the speakers convey accurately the intent and meaning of their remarks.

The purpose of the fifth annual Roadside Marketing Conference was to provide new and current information for people interested in improving or expanding their direct-to-consumer marketing business. Subject matter included talks on roadside market innovations; recommendations on handling produce display and market layout; effective outdoor advertising; cooling and refrigeration; and a session on the question "Should I Grow It - Or Should I Buy It?" A talk on public relations concluded the conference.

The conference was sponsored by the Department of Agricultural Economics and Rural Sociology in the College of Agriculture, The Ohio State University; The Ohio Cooperative Extension Service; and The Ohio Agricultural Experiment Station. Nearly 250 attended representing 14 different states and Canada.

The Sixth Ohio Roadside Marketing Conference is scheduled for November 18 and 19, 1965. Information on it will be sent to all who attended previous conferences, Ohio County Extension Agents, and state marketing specialists in nearby states.

All responsibility for the editing of this Proceedings is assumed by Edwin J. Royer, Extension Specialist, Fruit and Vegetable Marketing, 2120 Fyffe Road, Columbus, Ohio 43210.

Faint, illegible text, possibly bleed-through from the reverse side of the page. The text is arranged in several paragraphs and appears to be a formal document or report.

CONTENTS

WELCOME. 1

Roy M. Kottman, Dean, College of Agriculture and Home Economics,
Director, Ohio Agricultural Experiment Station, and Director,
Ohio Cooperative Extension Service

ROADSIDE MARKET INNOVATIONS. 3

Leslie Rothman, Lebanon, Warren Co. 3
William K. Steuk, Sandusky, Erie Co. 8
Mrs. John (Anne) Wickham, Cutchogue, L.I., New York 13
Mr. John Wickham, Cutchogue, L.I., New York 21

IMPROVING CUSTOMER SERVICE THROUGH BETTER MARKET ARRANGEMENT,
PRODUCE HANDLING AND DISPLAY METHODS 26

Ransom A. Blakeley, Marketing Specialist, Cornell University,
Ithaca, New York

EFFECTIVE OUTDOOR ADVERTISING. 39

Benn Blinn, Columbus

REFRIGERATING FRUITS AND VEGETABLES PROPERLY AT ROADSIDE MARKETS
AND SOME TIPS ON COOLER CONSTRUCTION AND OPERATION 41

Dale W. Kretchman, Department of Horticulture, The Ohio State
University and the Ohio Agricultural Experiment Station

Table 2. Recommended Storage Conditions for Fruits and Vegetables . . . 46

BENEFITS FROM COOLING AND REFRIGERATING IN THE ROADSIDE MARKET . . . , . 48

James B. Lane, Xenia, Greene Co. 48
Richard West, Sr., Perry, Lake Co. 50

SHOULD I GROW IT - OR SHOULD I BUY IT? 53

William Penton, Lorain, Lorain Co. 53
Paul Molyet, Fremont, Seneca Co. 58

THE NATIONAL ROADSIDE MARKET STUDY: A PROGRESS REPORT 59

Dana G. Dalrymple, Economist, Fruit and Vegetable Marketing,
Federal Extension Service, U.S.D.A., Washington, D.C.

THE CHALLENGE OF CHANGE. 65

Harold E. (Hal) Crone, Columbus



WELCOME

Roy M. Kottman
Dean, College of Agriculture and Home Economics,
Director, Ohio Agricultural Experiment Station, and
Director, Ohio Cooperative Extension Service

Good morning, ladies and gentlemen. It is nice to have you here for the fifth annual Roadside Marketing Conference. The fact that you have come back for five years and that this conference is growing in size and importance is a good indication that you are dedicated to this business of roadside marketing.

From the program it looks as though you are going to have a fine opportunity to discuss questions important to you and present the kinds of considerations you have for improving this service which is growing rapidly in our state. I feel it will continue to grow rapidly for at least two reasons. First, we are experiencing a very rapid population growth in Ohio and all these folks like you and me are going to continue to want to eat. This means they are potential customers for what you have to sell. The second reason is that I think you have psychology on your side due to the season of the year when roadside markets are most active. It just seems to be psychologically more appropriate to buy the products that you sell at your roadside markets than it is to buy them at the place where they are customarily sold. I suppose we really ought to have a study to find out why people do this.

We are trying, of course, everywhere we can to put as much pressure on our staff as limitations will permit on finding out more about roadside marketing from the standpoint of quality products, from the standpoint of the economics that are concerned, and all the other considerations that you will be discussing here today. We are very much of the opinion that it will be a long time before we have all the answers that are needed for successful roadside marketing and I know you folks in the business feel that even more keenly than we do.

There are many answers that you would like to have as to how you can get more people to come in to buy from you, to buy more while they are there, and how to obtain produce that will be the kind of produce you want. Basically, you want produce that will not disappoint your customers. This gets into problems far removed from the actual selling such as the breeding of new varieties, improvements in production practices, etc. We are certainly trying to work with you in that regard at the Ohio Agricultural Experiment Station.

We are hopeful that we can conclude an arrangement with the United States Department of Agriculture to have the national pear breeding laboratory established at Wooster so we can develop some good blight-resistant pears for Ohio. If we can get improved varieties of pears, this will be another good item for the roadside market. We are working very actively with the grape industry in trying to develop and to get introduced in Ohio those varieties of seedless grapes that would be a very fine item for roadside markets. There are some new varieties that are very tasty and likely would have great appeal. In these and many other ways we are trying to work on ways of getting better produce and helping you with the quality of produce to sell.

I must not take more time here this morning. My job is to bid you welcome and you are indeed very welcome. I hope you will find that this conference will be helpful to you and that we will see you back here for the sixth annual conference next year. Thank you.

ROADSIDE MARKET INNOVATIONS

Leslie Rothman, Warren Co.
Lebanon, Ohio

Thank you, Mr. Ezzell. We have a few minutes of film, but I'd like to start first with our history. He said we were experts, but I will let you be the judge of that.

Eight years ago we started from scratch the hard way. We didn't know much about fruit growing or marketing. We wanted to learn the hard way, so we bought 70 acres of bare ground on which there was a big barn. We planted 15 acres of peaches and 10 acres of apples. We also planted an acre of cherries and an acre of plums. Later we planted nectarines, an acre of blueberries, an acre of grapes, and one and one-half acres of raspberries. We now have about 4 acres of strawberries. It keeps my wife busy hoeing and weeding. Our location is about 25 miles south of Dayton, Ohio. Ninety per cent of our customers are from the city or subdivisions and 90 per cent of these we feel have a farm background. They shop at our market either because they came from the farm or they are interested in farming.

Seven years ago we started our roadside market. We built a standard market about 16 feet by 20 feet with room for three or four parking places. It looked good. About two years later when the fruit we had planted really started to bear, we found ourselves in trouble because we couldn't handle it. So we took another look at the old barn as a possible market. The barn was substantially sound and in good shape. It was a pin barn, quite old, but with weathered siding. We cleaned out the corn pit, which looked real rugged, and sold produce from there. The barn was about 500 feet from where we originally started. There were seven sections in the barn, with a horse stable, a cow stable, a hog house, hay mow, etc. It was just a cobbled up

mess and we decided to remodel it. We started with the original barn floor which we still have. It is 2 x 12 plank flooring which was finished nicely in a natural shade. Then we added to it and have everything all on the one level now. We also added a cooler and six foot fireplace at one end of the barn.

Our aim is to produce the finest fruits and vegetables that can be grown in the area. We primarily grow fruit, but we do grow vegetables, too.

In our market we try to throw in a little bit of nostalgia on the side. We use antiques to display our products on--we will show them to you in the film. Some of these are priced but none are ever advertised. This is just merely background for selling fruit and vegetables. We have something of interest for every one of our customers. For the mother and housewife, we have beautiful fruit and vegetables and country store items. For father, there is a fireplace to sit beside with chairs and old wagon seats for him to sit on. Children use them, too. We have old tools such as harness, lanterns, wagons, and sleighs placed in different areas. For the children we have a free bowl of apples which I'm sure all of you use. Cats have a role at our market, too. Kids look for them when they come and will drive them all over the barn, play with them, and really enjoy them. In fact, the cats are the first thing they look for when they come in. We also have stick candy for them. The old farm barn appeals to the kids, and they often ask, "Where are the horses?" and "Where are the cows?"

We basically have four different display seasons. We start the first of June with strawberries and raspberries. Our vegetables come on in July. Next is the peach and melon season. Then, finally apples and cider. We keep our market open from June 1 to December 1. We have rather long hours as do many roadside markets. During strawberry season we are open seven days

each week from daylight to dark. We close only on Sunday morning. That is not to our customer's liking however because they like to get strawberries on Sunday morning so they can have them for dinner. When raspberry season begins, we are open from nine a.m. until three or four p.m. or until we are sold out. When sweet corn and peaches come on heavy we have regular hours from nine a.m. to seven p.m. With apples we are open from nine a.m. until dark because it gets dark early and we like to close then and go home like the rest of the people.

We try to add beauty to our displays and, of course, this is where the women contribute. My wife, I think, has done an outstanding job. She takes stemmed dishes and piles fruit in them, such as strawberries, and places them by the cash register. The first thing you know customers are plucking strawberries right out of the dish and enjoying them. In fact, one gal cleaned us out one day eating just from the dish. We have an old brass balance scales on which my wife balances raspberries or strawberries or whatever is in season. This is not done all the time but just whenever the mood hits her. In August we fill antique wooden bowls with all kinds of fruits and vegetables which we sell by the pound.

We have a fire in our fireplace on every cool day. We always have F.M. music playing. I think that is one of the greatest things for creating a pleasant atmosphere. There is no replacement for it. Several times when my wife was not in the market and the hired help had not turned on the radio, it really seemed cold in the market. In the fall, my wife puts red checked curtains in the windows and this adds a lot of warmth, especially in the cooler weather.

As for counters, we do not want to get too commercial looking because we are not commercial. We are a farm market and we want to keep it that way.

We want to keep that old country flavor. We used weathered siding in making our display stands and racks. We are planning to make a lot more. Last year our parking lot wasn't big enough so we added on to it. Now it holds more than 50 cars. That isn't enough on Sunday afternoons in October, however.

So what did all this mean? It meant we needed a bigger barn, so we built an addition to the old barn. We tore down a neighbor's barn and we added it to ours. We still kept the old barn atmosphere. In the new area, we added a little country store, which we plan to enlarge. At the other end, we plan to build a new cider bar, but that is a project for next year (1965).

In the fall, in addition to our fruits, we sell homemade jellies, mince meat, apple butter, and dried prunes. Dried prunes is an item that we started just this year. I obtained a fruit dryer or dehydrator which we tried on apples. Well, we shrank a bushel of apples down to five pounds so you can see we didn't come out very well on that deal. But with Stanley prunes it was different. Three-fourths of a bushel dried down to one-half bushel. Instead of 19 cents a pound for fresh ones, we sold them for 39 cents dried, and it was terrific. We couldn't dry them fast enough. We found this a good way to sell our extra Stanley prunes.

We also sell hickory nuts and walnuts and found that people really go for them. You can set your own price. We sold them for 39 to 49 cents a pound for common black walnuts and common hickory nuts. They sell faster than we can set them out. We have popcorn, too. Popcorn on the ear is not a big item, but a lot of people look for it. We have mushrooms from a local neighbor and cut mums in the fall. After frost, people really love these flowers.

Before we show the film, in summary, I want to stress that we grow a full line of fruit. The only thing we buy is cider apples. We try to use

original displays and attempt to recapture the nostalgia of years gone by.

(Movie shown of Rothman's Farm Market)

ROADSIDE MARKET INNOVATIONS

William K. Steuk, Erie Co.
Sandusky, Ohio

Thank you, Mr. Ezzell. Ladies and gentlemen I have attended these Roadside Marketing Conferences since they have been offered. They have provided a lot of assistance to me and my remarks and the slides that I will show represent, to a considerable degree, the application of the principles of roadside marketing I have learned here.

I would like to sketch the history of our enterprise. Our business was started by a couple of our great-grandfathers. They were engaged in the grape and wine industry which was very prevalent in northern Ohio, starting about the time of the Civil War. They continued that type of operation for many years. Then something called prohibition occurred and the grape industry suffered. The wine phase of it went out. My father planted other fruits: apples, peaches, plums, etc. and we thus proceeded along those lines.

The original roadside market was a wagon by the side of the road. We had a large barn with a cellar which was later used for storage and as a salesroom. Twenty years ago a cold storage was constructed, with a small 10 ft. x 30 ft. building attached which was used as a salesroom and also as a place to sort and pack apples. Since then, on five or six occasions, we have made additions, some small and some large, gradually developing more and more towards roadside merchandising. I actually would like to express my thanks to the chain stores that I have dealt with for they added impetus to my decision to get into the roadside merchandising business.

I would like to show my slides at this time and proceed with my other remarks.

(Slide) This is a large billboard-type sign leading to the market. It's about 25 ft. x 10 ft. in size and is located just west of Sandusky on

U.S. Routes 2 and 6. It gives a few directions to get to the market. (Slide) There is a smaller sign as you get closer to the market. In the distance is a new road that has changed our situation drastically.

(Slide) Here is another view about two hundred yards from the market and the farm which is on the other side of that overpass.

(Slide) Here is a picture of the farm taken a year ago in 1963. The large building is entirely a cold storage and the part in front has been added on to take care of the merchandising.

(Slide) A view from the other side now. This was also taken about a year ago. The little building that is represented by that lean-to roof in the front is the start of it. The portion along the side we are now facing was added later. The porch in front was added later, too. The entire front where the highway is located used to be our parking lot. Actually when the state of Ohio decided to build a by-pass through there, the original center line was right through the cold storage, through my winery, and through my house. After six months of talking assisted by real estate experts and an attorney, they moved the highway enough to bypass my market building.

(Slide) This is a view from across the road. In the back you see a red barn. Under this barn is the cellar I spoke about. We now use it for a winery. The original winery that the family had is in the city of Sandusky. It is very large and not at all fitted to the type of operation we now conduct. We are in the process of converting this barn to several purposes that will add to our merchandising efforts. That barn once upon a time was devoted entirely to supporting our horse power, containing large hay mows, grain bins, etc.

(Slide) Another view shows the overpass down the highway which ultimately is to be part of Cleveland-Toledo Expressway and eventually become a part of the interstate highway system. I feel we are fortunate in being left where

we are because we will probably be able to develop other aspects of merchandising at this location.

(Slide) This view was taken from the top of the expressway. The orchard you see is a 14-acre remnant of what was once a 90-acre fruit farm. I have had to share much of my farm with the Department of Highways and the part on the wrong side of the road no longer is operated with fruit. There was fruit there, but we have removed it. We are in a fairly populated area and there are too many people who borrow your production, hardly leaving enough for you if you aren't near the orchard. So we have decided not to try to extend our fruit planting. Actually there is no other land available adjacent to us. I'm faced with the situation of emphasizing merchandising of fruit and other products that we handle. We cannot minimize production too much either.

(Slide) Here is an interior view of our market. We handle candy, sorghum, honey, and many apple products. We try a lot of things; some which are successful and others that don't work out so well. This is a candy display. Actually candy has worked out as a very good item for us. It is not perishable like some other things. I am afraid the American people have not been entirely sold on the benefit of three or four apples a day. We have rather recently put in a cheese department which is doing quite well. Next to that we have a large aquarium. In the aquarium we keep only fish that come from Lake Erie. We have perch, bluegill, and whatever else we can get. It is of considerable interest to people who stop.

About a month ago we started to enclose our porch. Basically we have a lot of valuable space there, and it is of little use to us during the cold months of the year. So I hired the proper people, and they are in the process of enclosing the front.

Just about six days ago we had windows installed so we now have a completely enclosed salesroom. Part of the reason for doing it in this manner was because of the construction of the highway as we are extremely close to the highway. Actually the front of my building is now six inches from the edge of the right-of-way. We have lights on during the night and people passing by can get a very good view of items for sale. We feel this is one of the better aspects of the whole market.

I will mention one of the unusual aspects of our market. The fact that we have wine and champagne makes it different from other roadside markets in our area. We feature apples and apple products and like to keep the apple theme with our enterprise. We are continually seeking other apple products to offer. We are an all-year-round operation. We have apples every day of the year. Our cold storage is constructed in a manner to give the best keeping ability. We actually have good Red Delicious after the Fourth of July.

In the old barn, which we are now in the process of remodeling, we plan to put in a gift shop and will try to develop a little corner country store there. The barn contains our cider press. We have constructed a rather large cider bar in hopes that we can make this an important part of our operation. We have collected a few antiques, such as kettles and tools, etc. which will be displayed.

We wish to emphasize the recreational aspects at our place. I have placed a number of picnic tables under some of the large trees and we hope to be able to appeal to the very large number of summer vacationers that come to this area. We were forced to make some of these changes. This was a gradual development in time. We are now in an area that has very high land values. From the economic standpoint, we must use our land to its best advantage and that has caused us to make some changes.

I have very briefly traced the evolution of our enterprise from basically a wholesale fruit grower to a roadside marketer. I expect we will continue to expand our merchandising efforts and continue in the direction of minimizing the production of fruits. The tail actually is now wagging the dog.

I thank you.

ROADSIDE MARKET INNOVATIONS

Mrs. John (Anne) Wickham
Cutchogue, L.I. New York

Sixteen short years ago when my husband turned forty and I started to turn gray, we were having fun with about ten acres of fifteen varieties of peaches planted beside our house. My husband had started them as a hobby and they were just coming into bearing. Our eldest son was 12 years old; our next one, 10; and our daughter, 6. By taking a truck up to the main road we envisioned keeping the children busy and getting rid of what we couldn't eat or give away. Little did we realize at that time what an important part this hobby was to play in our lives.

We were mainly in the potato business, like all good Long Island farmers, and in 1952 we saw the best year in potatoes we were to see in some time. It soon became evident we had to look around for supplementary sources of income and it was at this point my husband decided to capitalize on his hobbies. Since no one else grew tree fruits in our area, we felt we had a captive market with our summer residents who triple our population at that time. The first thing I knew the business was no business for children to handle and you can guess who found herself up on the main road selling peaches.

I have since learned to look at my husband's hobbies with a more critical eye. No sooner did the peaches graduate to being a business than my husband developed a new hobby--melons. He got the idea that if he could start them in a greenhouse and transplant them he would have them earlier than anyone else and they would taste better. Next thing I knew I became an expert on custom-picking melons for our peach customers.

By this time my husband had developed a real quirk. He got the notion that if a person is doing one thing, he might as well be doing another at

the same time. He calls this efficiency. After some years of being brain-washed by this notion, I'm not sure where efficiency leaves off and spreading yourself too thin begins.

Suffice it to say that since we were starting melons early in the greenhouse, we also started tomatoes early in the greenhouse. Next thing I knew we were not only growing tomatoes for transplanting into the field, we were actually in the greenhouse tomato business. This was a dandy way to extend our season at the front end. The only thing was that since we had greenhouse tomatoes to retail in June we might as well have cherries and strawberries, too. And we did. Of course when the strawberries went, we had to have raspberries to fill in; and if we were going to grow all these other berries, we might as well have blueberries, too. After all, we had to use all that nice diked land for something. Then, since we really ought to extend the season at the other end too we might as well grow apples and pears; so we grew apples and pears, beginning with summer apples which no one could ever buy around home anyway. And since we live in hurricane country we had to add cider. I forgot to say we decided early in the game to stick only to fruits, since no one else grew them, and my husband thought they were fun to grow. But we made one exception and added sweet corn. We had to do it as all our customers insisted on it.

We now grow about 50 acres of peaches with about as many varieties spread over a ten-week period; 12 acres of apples which we retail from mid-July till Christmas; 3 acres each of melons and tomatoes and 2 acres of blueberries. The melons are in only during August as are the blueberries. The field tomatoes have a 2- or 3-month spread. We have one acre each of raspberries and strawberries and 12 acres of sweet corn. We have sweet corn all season.

It became evident as soon as we had a real business on our hands that we had to have a few basic philosophies. Philosophy number one was that if

we were going to retail better and fancier fruit than our customers could get anywhere, our customers were going to know it was better than they could get anywhere.

I read in the New York Times a short while ago that our State Department is trying to promote the use of American wines in our embassies abroad in an effort to enhance the American image overseas. As growers I don't think we do enough promoting of our own products which more often than not rate second to none. I agree wholeheartedly with one of our State Department officials who says for some reason or other "we are not proud enough of our foods, and this applies not only to diplomats but to Americans in general." I have always been impressed with the attitude the average Californian has in regard to his state's products--they are the best. Period. I don't think our eastern neighbors know enough about their farm products and how good they are, and I don't think we do enough to tell them.

Philosophy number two is closely related to philosophy number one and has to do with pricing. I remember a customer we had early in the game who came in and asked the price of peaches. When I told her, she was horrified and said, "But they are a luxury at that price!" I said they definitely were. And I still think they are. But we look at it this way: (1) We've got to make a living at this business, and (2) we've got better fruit than the supermarkets or other stores in our area, and our prices should reflect these two things. Therefore, while our fruit usually sells at less than the New York wholesale price in large quantities and the smaller lots usually sell at slightly more than supermarket prices. For instance, we normally sell peaches in the 2-, 4-, and 8^{qt} quart basket. We don't want to sell peaches in the 2-quart basket since we have a lot of peaches to sell, but our trade demands it. So we have to add a considerable premium for having to handle them that way.

Philosophy number three is that we give the customer what she wants.

Naturally she wants the best. We've been trying for years to see that she does! But if she wants great big peaches for a gift, she gets them; if she wants small ones for her children to eat right there and then, she gets them. We grow Seneca Chief sweet corn exclusively during the season and most of our trade wants the small ear with young corn on it; but if someone wants a fuller ear, we always have it for him.

Philosophy number four was that we were not going to run ourselves ragged in this business. We had an older neighbor who told us some years ago he had quite an extensive apple orchard and he said "I was a slave to any one who wanted a quarter's worth of apples day or night." We decided early we would limit ourselves being slaves to six days a week and we were not going to be open on Sundays. At first, people who found our stand closed that day would drive down to the house. "Wouldn't you have just a few peaches around you could sell us?" "Couldn't we just run down to the orchard and pick a few for ourselves?" It wasn't long before they got the idea that for some reason or other the Wickhams just didn't have any ripe peaches on Sunday. Our banker took a rather dim view of this, as you might well imagine, but we pointed out to him he wasn't open Sundays either.

Of course, my main job is to get rid of all this stuff as fast as possible, and in order to do this you've really got to make the customer want what he sees, not what he thinks he wants. And I've discovered there are many ways to make fruit sell. You can dress it up in a fancy package, put a lower price on it than your neighbor, arrange it colorfully, and hire bunnies from the Playboy Club to dispense it. But in the last analysis, it's the fruit that sells itself.

We make it a point to see that our saleswomen know the names and characteristics of each variety. We tell our customers why the men in the orchard

prefer the Vedette peach, why the boss's wife prefers the Raritan Rose, or why the boss himself prefers the Macoun apple. We even have to continually tell our customers why a big peach is superior to a small one.

Of course displays help. We've found it's hard for a customer to resist buying a quart of blueberries when these heaped-up baskets pushed right up against each other completely cover a table top. We do our grading in an open area behind the display area and our customers can see peaches being brought in and graded. We hire four or five women in addition to our daughter and myself during the busiest eight weeks. We like to have the same women come back each summer. We start them at \$1.25 an hour and increase their pay each year. We don't employ high school youngsters for two reasons:

(1) they have to go back to school too early, and (2) we find that customers and activities that are going on distract them too much. Our help takes turns grading and waiting on customers. This makes the job more interesting to them, we feel. We do usually hire one or two college girls, friends of our daughter. We don't employ boys or men at the stand. The men who work on the farm don't get paid as much as the women at the stand, and it doesn't go too well to have boys at the stand with other boys working on the farm. When I interview a woman for stand work, I tell her it's not easy. She must work under constant pressure in hot weather and be on her feet 8 hours a day. She must work shifts, there will be no coffee breaks, she's got to sell as well as grade, and furthermore, she's got to wear a skirt.

Remember we are 100 miles from New York City. People from New York City just don't come out our way except for the summer residents that are there all summer anyway. We have no tourist trade from New York City at all. We are at a dead end because we are only 20 miles from the end of the island.

In order to sell our fruit we have to advertise. There is no daily newspaper serving our area, but we have a couple of weeklies. We use the

weeklies for general ads such as opening dates, when new crops come in, etc., but we find the radio best for specials. I write my own copy because I figure I know our fruit better than the radio people do, but I usually take in a basket of whatever we're advertising so the announcer will see what he's talking about. Some people call this payola; I call it just good sense.

One of our biggest headaches was what to do about that middle-of-the-week slump. A couple of years ago we hit on the idea of having Wednesday specials during August, our peak month. We advertise these Wednesday specials every week over the radio and tell them the special is different each Wednesday. And it is. One week, for instance, we'll give people two free pounds of tomatoes for every peck of peaches they buy. This is much better than putting the price down on peaches. People love to be given something free you know. The next week it might be half a dozen ears of sweet corn if they buy \$1 worth of anything. One Wednesday we always have a sale on peaches, and the last Wednesday we usually introduce our fall apples by giving away a 3-pound bag with every half-bushel of peaches purchased. We also had a deal on melons. If you bought two melons you got a third free. We never know ourselves until the Sunday before what the special will be, depending on what is in surplus that week. The customer doesn't either and the whole thing has taken on quite an air of mystery and fun from week to week. As a result, our Wednesdays have turned into our second best sales day. Incidentally, this Wednesday business carries over into September too in that we get quite a crowd on September Wednesdays who did not realize the game was up the month before. We have other promotions also on such days as Halloween and now we're trying to dream up an idea for an anniversary promotion. Maybe some of you can come up with one for us.

In connection with these Wednesday specials, this year I made a flyer which we gave out at the stand to our customers. We felt it was one of

best promotions we had done in addition to the radio broadcast. Because we don't know what our specials are going to be until Sunday--depending on the weather--we don't start advertising the special until Monday morning on the radio.

There are lots of things for which we still need answers. For one thing, I hope that the men who are doing the research on roadside marketing will give more attention to stand "furniture." Different crops need different types of display furniture to make them sell well. We are always changing ours about as different crops come in and I'm not very happy yet about how I'm going to display grapes effectively--my husband's latest hobby. I mean some day to do a brochure on the stuff we grow, but can't decide on the format. I think a brochure is almost a must if you have a captive customer--that is if you are dealing only with people in your area. People in our area change from summer to summer and they need to know why you have a different variety of peach this week just after they got used to another peach the previous week.

This business of price signs and tags needs more research as does that of the cash register versus other methods of taking in the money.

But most of all I am convinced that if we're going to sell the products we spend so much time, energy and money caring for, we're got to keep telling people how good they are.

You might be interested in an apron that we use which I brought along. We don't use the cash register because it is not convenient. We have just too many people around, and our stand isn't arranged so that we can have a checkout. All our girls wear these money aprons. They have three pockets in them. They also identify the sales girls from the summer people because our girls wear skirts and blouses. Otherwise you could not really tell them

from the customers in the summertime except, of course, the customers who come in bikinis. But we have found these in this color, yellow bound in green and the reverse, identify our girls very quickly when they are mingling with the customers. They keep the change in their pockets. They make change right there, and it's all very fast. I'm not too happy about the material. Maybe some of you women can give me a better idea. I didn't want any thing heavy as Long Island is hot in the summertime. I want something as cool as possible, so that is why we have this thin one.

ROADSIDE MARKET INNOVATIONS

Mr. John Wickham
Cutchogue, L.I., New York

People ask me how we pronounce the name of my home village. It is Cutchogue. In the Indian tongue it means "principal place." When you consider that there are 7,000,000 people now living on Long Island including half the city of New York which is half the population of New York State, a little town 100 miles away can hardly be called the "principal place." But this wasn't always so. There was an Indian fort there when the first white settlers came. The outlines can still be traced in the nearby woods. It also had the "broadfield" which was a 240-acre field of Indian corn in 1640. So as far as historians know this was the largest single field in agricultural use in pre-colonial America. It is probably some of the oldest agricultural land in the United States. It is certainly some of the best.

The end county, Suffolk County, is the first agricultural county in the Empire State by all odds. It is also the third ranking county in the nation in potato production. It grows the largest crop per acre of U.S. No. 1 size A potatoes of any major potato region. So obviously I am a potato grower first, last, and all the time. The town of Southold, where we live, has a resident population of 12,000 and also 12,000 acres of potatoes. It also has about 200 miles of shorefront.

I have also been a wholesale vegetable grower and still am. And some years ago as a result of a business trip to Argentina I started growing nectarines. I planted four trees. The reason I was in Argentina was that at that time we were in the potato export business. We exported potatoes to Central and South America and the West Indies. This was an important part of our business.

Shortly after that we were in the biennial vegetable seed business on the west coast in all three Pacific Coast states. We had contract operations primarily in the Salinas Valley and the Willamette Valley and also in Argentina. So when I say that we operate some of the best land in North or South America, this is no great exaggeration nor is it the fact that we haven't known about the operations in the best agricultural areas.

Twenty-six years ago I planted four nectarines, and to keep them company I planted about 15 peach trees and about the same number of apple trees. We still have less than ten nectarine trees. It's still a hobby. But our few peach trees and apple trees grew to about 65 acres of fruit.

Some years ago I invited a classmate and a former pomology professor from Cornell down to see our operation. He is a very quiet man and probably some of you know him. We took him all over the orchard. He didn't say a single word. We came back to the house, and I finally prodded him. His name was Damon Boynton, Dean of the Graduate School at Cornell. I said, "Damon, what do you think?" He said, "John, you have good vigor, nice leaf, good fruit, good spray build-up, but there is one thing wrong. Peaches are the most delicious, most wonderful, the finest fruit known to man, and you're using it as a salvage operation." I still am. We grow fruit on diked land where we can't grow potatoes. We also grow them on side hill land; we grow them anywhere that we can't grow potatoes.

(NOTE: Mr. Wickham showed slides here.)

I'd like to speak about a few operating principles. I'll make this as brief as I can. We think that a stand operation is much more important than most beginning stand operators realize. So this business of operating principles is vitally important. Having had nationwide business experience, we feel that the size of the business is not at all important. After about 15 or 20 years of operation we came to the conclusion that the things we were

doing were wrong. We found that we had better start over again with different principles and take the home farm and build it up to the best possible production and sales right there rather than having nationwide commitments and operations.

Now, one other thing, Cornell University tells us that U.S. agricultural production in general is discounted about 10 per cent in comparison with all other fields of endeavor. Therefore, any farm operator can expect to do business at about a 10 per cent disadvantage, and you might as well face it. Therefore, there is no point in going into a farm operation unless you feel that you can bring enough to it one way or another to overcome this 10 per cent. But very frankly, in one of the first potato countries in the nation, we simply can't do it. The total labor cost for growing potatoes is \$60 an acre which is less than it costs just to pick them off the ground and put them on trucks a few years ago. But we couldn't make a dime on it. It costs us more than that to grow hothouse tomatoes and there is a profit in them. Now, we are still growing potatoes mind you, but we are facing facts and facing them realistically.

There is one other thing. You have heard a lot of talk about service and it has been pretty trite. Yet we as farmers have no reason to be in business except to serve people, except as people need food. If people prefer to buy peaches over pears, we will produce peaches for them. It is as simple as that.

We grow basically everything we sell. We do it for only one reason and that is we think we can grow better products than we can buy at any price. Of course there are exceptions, since we can't control the weather. Obviously it is much simpler to buy for a stand, but the major stands in our area who have done that have had a high mortality. The only ones in a 20-mile radius that haven't folded within the past 15 months have produced the major part of what they sell. We started later than many fruit growers in fruit and we

have the advantage of the newer, better colored varieties of apples, etc. We are in with well-colored apples prior to the McIntosh season. We don't grow very many McIntosh, neither do we grow many Elberta peaches.

Now I have a few rules of thumb that I use in our business. They are mostly concerned with efficiency. We have an entirely different type of operation than those you have seen. One of our rules of thumb is that we should be able to harvest, pack, and sell peaches for 14 to 15 per cent of the sales dollar. On melons we can get down to 8 per cent of the sales dollar for harvest labor, packing labor, and sales labor. This is why we can compete with the chain store. With sweet corn it may go as high as 30 to 50 per cent after the birds hit it. We are in sweet corn for one reason, simply because our customers insist on it. We would prefer not to be.

Another thing about our operation is that we sell no potatoes or cauliflower, both of which we grow for the wholesale market. We sell no vegetables commonly grown in this area. We tried it and found it didn't work.

We have another rule of thumb and this one is very important to us. If an item cannot be built up to do \$50 sales per day, we consider dropping it. Now we are willing to spend a couple of years trying to build it up; but if it can't be built up by then, we count it out. We would rather have fewer items and do well on them and be known for them, rather than cover the waterfront. With apples we are only open one day a week, Saturday. Bear in mind we are dealing only with farm people at this time of the year (Fall). Our summer friends have gone home. We are only open Saturdays. But we sell up to 100 bushels a day on that one day which makes it worth while for us to be open. Some is in the form of cider.

Finally, we don't have all the answers. We basically are potato growers. We are feeling our way. So many of the things we learned came as a surprise to us. We have replaced our stand about three times. Our basic sales area

is 16 feet x 36 feet with a 16 feet x 20 feet cooler on the back of it. Two years ago we built an additional 16 feet x 20 feet working area. This more than doubled our working area. The first year it saved one full-time girl, six days a week. This year we got crowded outdoors again. Our business has just been growing faster than we expected it would. We are expanding about 25 per cent a year on some items.

We know we have to enlarge our stand. Mrs. Wickham thinks we ought to give up the potato business. Sometimes she looks at me and I suspect she is thinking of a story of one of our rather well-known summer residents. He was elderly and retired and died a few years ago. He was very fond of sailing on the bay in his small boat. Sometimes he would read and sometimes he would just think. We have a local boy that works for a boat yard delivering boats. He was not very bright, but he could deliver boats. One day he saw a capsized boat and a man with sparse gray hair paddling around in the water. So he picked him up. He took him in tow and said, "What happened?" And the elderly man said, "You know, I don't know. I was going along, turned down wind and it went over." The boy looked at him and shook his head and said, "You mean you jibed it? I don't see how you could be so dumb!" The man was Albert Einstein. Thank you.

IMPROVING CUSTOMER SERVICE THROUGH BETTER
MARKET ARRANGEMENT, PRODUCE HANDLING AND DISPLAY METHODS

Ransom A. Blakeley
Marketing Specialist, Cornell University
Ithaca, New York

The extent of our knowledge in roadside marketing as it is in many other fields is exceeded only by vastness of our ignorance. This is especially true, I think, in roadside marketing because many traditions have become established in the business. Some of them date back 30 or 40 years when roadside marketing was in its infancy. Roadside marketing is a complex business.

The Wickhams mentioned numerous examples of things they pay attention to and the number of decisions they have to make all of the time. There are a host of factors involved. It stands to reason that one can say, "Well, here is something that has always been done this way, it's a tradition." This makes it a lot easier on your decision-making processes. Thought is a rather hard process for many of us. So our everyday decisions can be lumped into two categories; namely, (1) those that we can pass off as the traditional ones by saying something has always been done this way, so we are going to continue to do it that way and (2) those that we have to scratch our head about and put in some brain power on.

Another thing that is nice about traditional solutions is that they usually work. After all they have been proven by time and experience. Now they may not work as well as you would like them to. They may not be the highest profit solutions to any given problem. But usually you won't go broke using the traditional solution. During the past five years, we have been working with apple packing houses in New York state. Many of these packing houses also have roadside markets connected with their operation.

I became interested in these roadside markets and what could be done to question some of the traditions that have developed in the industry and see whether they are really the best way of operating or whether there might be better ways of doing things.

There are two things that I would like to talk about today and discuss with you; (1) market layout and design and (2) materials handling methods as they deal with the quality of service that you give your customers.

Let's take a look at some markets which we have worked with in New York State.

One of the traditions of the roadside market is how to get started in marketing. Many start with a little table by the roadside. Some start by putting a wagon out with some produce on it. One can check out several sites down the road to see which one sells the most. After deciding on one, you may put up a building like this. (Slide) Now let's imagine what happens when you get a customer here. The customer comes up and if it's a rainy day she stands under here and looks at some of the sweet corn on display and you come out. There is a little step here and there is usually a mud puddle there during wet weather. I know because this is my father-in-law's stand. So you watch the step and the mud puddle, you come out here and ask her what she wants. She wants a dozen ears of corn. So you go back in, watching for the puddle and the step again. Get the bag, watch the step and puddle and come out. You place a dozen ears of corn in the bag and then she gives you a dollar bill. All the time she's standing under here while it is raining. The rain may be drizzling down her neck and she is not happy about this. So back inside, step and puddle again; get the change and come back out. If you are lucky, a couple more trips and you have the stalemate all for fifty cents.

This type of structure has two advantages; it's cheap and it's easy to construct. Beyond that, it provides neither convenience for you nor your customer.

Several people this morning mentioned this matter of urbanization. I've done some head scratching on this one myself, and call these new developments "suburban farm traps." If you get them built around a farm, the farm is no longer able to expand horizontally. All these new suburbanites want more services. They cut off your land and make it harder for you to farm. If you want to increase your income, one of the logical solutions may be to put up a roadside market and trap some of that money that is going by on the road.

The next step after you build your first roadside market is to add another unit on parallel with it and extend the same roofline. It is rather difficult in most cases to build on to the back in this situation as the roof drops off too close to the ground. If you come forward, it cuts out part of the parking lot. What about the parking lot in this sort of arrangement? If you add on, you may double your sales area, but can you get two more cars in that same space? Not with the way car manufacturers are increasing length and size of cars nowadays. Thus, a market arrangement situated parallel to the road seems to reduce, actually, the ratio of parking area to sales area as you increase the size of your market. What else does it do? Well, you can see a nice shiny Rambler parked in front of this stand. (Slide) As you can see, this car blocks out the view of an otherwise nice-looking display of produce.

Here is another view of the same market. (Slide) There are some unusual features about it that I should point out. One is that the front of the market drops down during the day and then they just roll these display units out onto the front of the market on casters. This is a rather convenient innovation.

Another innovation is this cooler. It looks like many coolers you might have seen around, but it was put up with panels of insulated materials which are bonded to quarter-inch plywood panels on either side. These have a tongue and groove joint so that they go up very fast. Most farm supply services are able to supply similar material.

We have questioned some things about cooler design too. This particular cooler is built like many are with the door right in the middle of the building. You have an equal storage space on either side of the aisle. Do you really have equal quantities of produce to store on either side of the aisle? In most markets that I have visited, there are some real fast movers which may be big, bulky items. Apples or peaches for instance, and other items that take up a lot of floor space. Then you may have some other little items like radishes, carrots, etc. that do not need all that floor space and yet you may have the same proportion on each side. What can be done as an alternative? For one thing, the door could be located a little off center so there is a narrow storage bay on one side for slow movers and a bigger storage bay on the other side for fast movers. In addition, I have seen many coolers with the floor covered one or two crates high with produce and the rest of the cooler space going to waste. What can you do about this? At least on the narrow side you can put in some shelves and stack some produce on that and use the space that ordinarily would be going to waste.

There are many published designs for roadside market buildings. This particular one happens to be a Weyerhaeuser design. (Slide) It is in Niagara County, New York. The owner is fairly happy with it. I don't know why. He has some very nice displays here and a nice concrete apron. His idea was to roll his displays out and then roll them back in and make opening and closing very easy. Unfortunately it didn't work out this way. His display

was a little bit wider than the vertical supports he has for the roof. There are some other problems, too. If a customer tries to get to the back to see what is for sale, invariably he will hit his head on the low beam. If you don't lose a customer, you at least lose his good will. When closing for the day, about the only thing one can do is pull some wire screening around the front which doesn't look very attractive. You should consider carefully the features of published plans before you adapt them to your own use.

Here is a market that was designed by the operator himself. (Slide) It is a Y-shaped market with the first piece of the Y taken off the fork here and an overhead garage door that will come down. On either side is a big door on roller tracks which serves a double purpose as his sign. So when he wants to open up it's just a matter of pulling this door back and rolling his display out on casters again on the concrete apron, and he is in business. If the day is windy or rainy, he then pushes this side back in and closes the door and the market is somewhat protected from the elements.

As was mentioned this morning, there are many old barns around. Quite often they serve very well as a market. This matter of decor and atmosphere inherent in an old barn is quite appealing to many people particularly those with a farm background. One difficulty with many of them is the parking problem. What are you going to do with a market that sits back off the road? Well, you may have lots of nice parking space in front of it, but what are you doing? Are you selling used cars or are you selling fruits and vegetables? And if you have a lot of used cars in front of the market—or customers cars in this case—people traveling by cannot see the fruits and vegetables that you may have on display in front of your stand.

Safety is another problem that we run into with the parallel-to-the-road market. While some customers are pulling off the road, other customers will be pulling back on. At times there have been some serious accidents

at this particular market. (Slide) It is a high speed section of U.S. Route 20 near Syracuse, N. Y. There is a lot of traffic on it, and being on a downhill grade, cars coming downhill speed right along, so there is a problem of getting the cars out onto the road safely.

We did some head scratching and tried to come up with some answers to some of these problems. The approach we used is called a customer flow study. The next slide shows one of the markets where we did such a study. This is about the only market that I know about north of the Adirondack State Park. This particular grower does a very good job with McIntosh apples and other fruits. This was his first effort at a market. Note the arrangement of the stand. He has one display here which looks inward on the market. There is more display here which you can't see and a free apple barrel for the kids. This is a very popular thing. Then on either side are some of the lower priced apples for the price-conscious trade.

A customer flow study with this market showed that most of the customers shopped the front of the market. Seventy-five per cent of the customers just shopped that particular part of the market. About 25 per cent of them got down to one end of the display in front and 33 per cent got down to the other end. What about the inside corners of the market? One was shopped 11 per cent, another 8 per cent, and another one 18 per cent. The shopping pattern is mainly a matter of their convenience for the most part. Most people will not walk out of their way to see all your merchandise unless it can be seen easily and quickly.

This slide shows a county agricultural agent doing another customer flow study. This particular market was arranged in an open fashion, so that customers could go straight in, see displays on either side, circle around to a donut display and go back out the front. We found that the customers shopped this layout much more thoroughly than the previous one.

Here is another quite typical market layout. (Slide) As you can see, the big long table of produce again is situated parallel to the road and parallel to the customer's method of entry into the market. A customer flow study with this market showed the same thing as the first one mentioned. The parallel display served as a barrier. Customers came here, looked at produce on this table, and that was as far as they got. Only one out of ten would go back behind to see what other items such as cucumbers, cauliflower, cabbage, etc. were also for sale. Seldom did any of them go to the back to see the potatoes, other varieties of apples, eggs and other produce which were available at this market. The sales per customer averaged about \$1.00 per customer, which is not very much.

Here is another market. (Slide) The thing that I would like you to note here is the very convenient entrance to a large parking lot and another exit down here from the same parking lot. This avoids a lot of confusion, but it did not come about overnight. Originally when they had their market back farther off the road, the customers drove up to the front of the stand as they do at many markets. This cut out the view of the merchandise. The state highway department came along and made the road into a four-lane highway. When they did that, they said, "We're going to put a little fence up here as we do not want people leaving and entering this highway at any indiscriminant point where they might feel like it, so we are going to give you an entrance and an exit." These men really fought the proposal at first. But now that it has been done, they say it was the best thing that ever happened to them. Now they can display their produce right near the road where it is visible to the cars passing by. It gets the customers into the parking lot and out onto the highway safely. It makes the situation better all around.

One of things that many market operators in New York State could copy is to mark clearly the parking area in the parking lot. You will notice

most cars are parked well within the lines. Many markets do not have parking spaces marked on the pavement. Thus, the parking space is there, but it is not utilized efficiently. If customers park in every direction, they usually end up fighting each other to get in and out.

This market carries a lot of garden supplies and bedding plants. (Slide) They do a big volume early in the season. This is something that surprised me, but on a little reflection I think it is a good idea. We conducted a questionnaire survey of the market operators last spring and a third of those who responded indicated they carried bedding plants or some other line of nursery stock. This can get a market off to a big selling start early in the season. By the time this business slows down you are ready for sweet corn or some other high volume crop which keeps the market going straight on through until fall. So start your sales early if possible.

The market in the next slide handles peat moss, fertilizer, and the other bulky items. Instead of hauling them into their building for checkout and then have the customers haul them back out, they stack them in front or to the side of the market. The customer picks up a ticket when he pays at the cash register, gives it to a clerk who then takes the item right to their car. Or they can drive their car right over by it and pick it up.

One of the things which they tried as a result of some head scratching was the use of display tables for their plants to get them off the ground so that the customers could see them without stooping. Another part of the idea was to keep the plants in better condition so they wouldn't have to water them so frequently. They did this by lining each display table with polyethylene film like the kind used to grow melons outdoors. This idea cut their watering considerably. They no longer needed someone there watering plants all the time. The water stays with the plants instead of running down the aisles and onto the customers' feet.

Here is another innovation used with bedding plants. (Slide) This type of container makes a considerable difference in the attractiveness of the plant materials as they appear on the market. These little styrofoam containers with a green plant and orange flower really make a nice-looking pack. Another innovation is the aggregate or mixture for growing plants. Instead of a soil mix this particular grower is using a 50/50 mixture of peat moss and vermiculite. Then he adds fertilizer and lime. The mix is only half the weight of regular soil mix. Another big advantage is that no sterilization is needed. So he feels that it is well worth the money involved.

Here is a closer view of a customer at one of these markets. (Slide) These are clay pots with geraniums. You can see the water standing on these tables. The tables themselves don't have to be water tight. The boards on this table are placed about an inch apart in the bottom so any water that goes through will not soak and rot the boards.

Some markets provide carts for shopping. Customers pick up merchandise and place it in these carts. They will put a lot more in carts than if they have to carry everything to the check-out counter. This appears to be like the supermarket approach. Maybe it is, but supermarkets have made money using this technique. There are some roadside markets that have made money using this method, too. I would not hesitate to use the idea. The only thing I hesitate about is the cart itself. It is not a suitable cart for plants. It may be all right for some of your produce items; but if you put plants in there, you can see what happens. The ends stick out through the sides; and when you take the plant out of the cart, the blooms and some of the buds are going to get knocked off. That isn't going to please the customer. I would like to see someone come up with a better design for a cart to use with bedding plants. When they come through the checkout, they take a field crate

and set the merchandise over from the shopping cart into the field crate so the customer can carry it home in his car. Well, what about field crates? This is an expensive item unless you get them free. Even then you have to look for them. Wooden crates are not the easiest things to find nowadays. Besides, dirt and water can leak through them and spoil seat covers and make a mess in the customer's car. A cardboard tray that would fit onto a cart would be better. I would let the customer put his selection right onto the cardboard tray and take it out to the car. It would make handling of plants easier for everyone.

Here is what one market operator did for his bedding plant carts.

(Slide) He cut down some ordinary supermarket carts so the sides were not quite as high. This is a step in the right direction.

This is a Woolworth garden center. (Slide) They sold fertilizers and heavier items, so they had bigger carts built lower to the ground to make loading easier.

Here is a cart that the Harris Seed Farm uses for their customers.

(Slide) It is strictly a homemade design, but one of the most suitable carts I have seen for this type of merchandise. By being completely flat, a cardboard tray can be carried very easily. The only thing I would suggest is that the top shelf be removable or made so it can tilt down in order to place a tall tree or shrub on the bottom to thus facilitate moving it around.

Self-selection is another way to really save labor in the market. Let your customers select the items they want. This may engender ideas of the supermarket again. People are used to supermarket merchandising these days. I have been in markets where the salesgirl goes out and literally jumps on the customer the minute she hops out of the car. Let the merchandise sell itself. This is one way that you can do it. It proves true whether you are talking about produce or bedding plants.

How can you make self service easier? One way is to use handle bags or packages already packed just ready to go. This eliminates transferring produce from basket to bag while the customer waits. It speeds up service to that customer and it lets your salesperson get to the next customer a little bit quicker.

Here is another idea that some fruit markets are using. It is a polyethylene bag inside a basket. When the customer makes his selection, you pull up the bag, put a twistem-band or tie around it and hand it to him. You keep the basket, which is the most expensive part and is also the part the customer doesn't want.

Here is another idea. (Slide) This particular grower packs all of his fruit on some sort of movable display that he can set out. These are on semi-live skids. Notice the wheels down here. By putting a jackhandle under this end, the skid can be moved around very easily. Semi-live skids are fairly expensive in the \$40 to \$50 range.

I feel the ultimate method as far as display methods go for materials handling is a palletized arrangement. If you have pallets made, they will cost around \$30 with the carpentry and lumber included. They may cost less if you build your own. If you do not have a display similar to the one in this slide, what are you going to use? You will have to build something anyway. You will probably wind up with about the same cost whether you build a display that is movable like this or stationary.

There are several ways to use pallets for display purposes. When you use them, arrange them in your market so that two identical displays are next to each other. When one of the displays is shopped down half way or more, you can move the merchandise from one pallet to the other. Then take the empty pallet to your packing room where another display can be placed directly

onto the pallet. This presents a more organized appearance than if the display was built in the sales area. This fellow packages most of his fruit during the week when he has the extra labor. It takes a crew of ten people to operate this particular market. The ten people work in the packing house most of the week. Two or three others work in the sales area handling customers. The pallets packed during the week are put in the cooler. Then when the heavy weekend trade comes, all he has to do is take a pallet jack, go in the cooler, wheel a few of these out as they are needed and he is in business.

What items are these pallet displays good for? They are good for the fast movers, apples in particular. It could be used for peaches, for melons, for sweet corn, and any other large volume item that you have to keep constantly on display. They would not be appropriate for radishes, carrots, and the smaller kinds of vegetables or for slower moving items. In fact, this fellow has a refrigerated cabinet in the salesroom where he keeps some of the smaller-sized vegetables.

One thing that one needs to have in this type of market is the means of handling palletized displays. Notice there is not a post in the market. It is strictly a truss-roof design with no supporting posts. The concrete floor is absolutely level and smooth and will stand up under the rough wear that it will get from a pallet jack. Aisles should be wide enough so one can move around the display area with a pallet jack. That means aisles should be about five feet wide. This is all right though because more aisle width makes it easier for customers to use a shopping cart.

You may say that is good for a big market but mine is a little market, and I can't use it. (Slide) This particular market belongs to one of the Cornell professors in the Horticulture Department. He has a farm of his own, and he grows a lot of sweet corn. He calls his place the Early Bird Farm

and usually has sweet corn a week earlier than anyone else. He harvests his sweet corn by going directly into the fields with this pallet box on the back of his tractor. He picks directly into it. Then he wheels down the road and drops it off right at the market. No more handling is needed. Neither does he need baskets or bags. It eliminates double handling of corn. Customers can reach right into the pallet box and pick out the corn they want. Someone is always there to watch the corn, help the customer, see that they get twelve ears to the dozen, and to take in the money. It means one girl can handle more customers than she could if she had to set all the corn off a wagon into the market and then make a display of it.

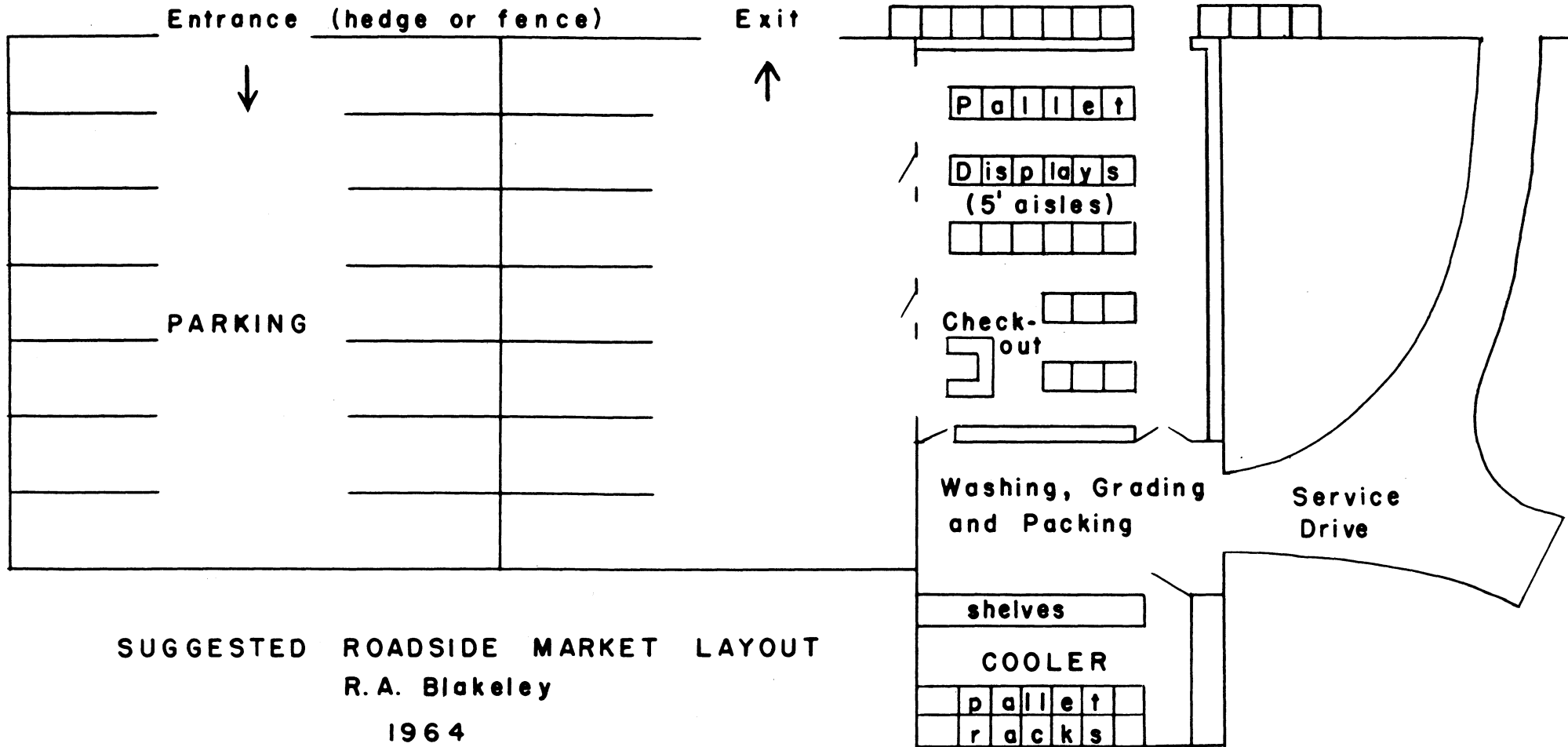
What would I do if I were suggesting how a person should start out in designing a roadside market? Taking into account not only the materials aspects of market design but also the customer convenience and customer flow aspects, here is what I would suggest:

- (1) Have the market perpendicular to the highway,
- (2) Have the display area in front right out near the road where it can be seen,
- (3) Use area to the sides for parking where customers can get off the highway safely and still have plenty of room.
- (4) As far as the building goes, I suggest truss rafters with a clear span so there are not posts to interfere with arrangement of displays or to hinder movement of sales personnel, workers, and customers.
- (5) Instead of step-shelves, use pallet displays facing the customers as they enter with aisles heading into the market instead of barriers against the customer entry.

All this should provide greater convenience for the customer. From the work in New York State, we know that it provides more convenience for the market operator.

(Editor's note: See diagram on next page of suggested roadside market layout as described in the above talk.)

HIGHWAY



SUGGESTED ROADSIDE MARKET LAYOUT
R.A. Blakeley
1964



EFFECTIVE OUTDOOR ADVERTISING

Benn Blinn
Columbus, Ohio

(Note: The following is a brief summary of Mr. Blinn's comments)

The three W's are important in wording on an outdoor sign and should tell:

- (1) What you are selling
- (2) Where it may be purchased
- (3) Why it is better than a competitive product.

Most signs have too much wording on them. The message should be brief on a central theme and cover the points listed above. The wording should be able to be read by the traveler in the normal time exposed to the sign when traveling by.

The height of signs is very important if they are to be noticed and read by the traveler. The best height is 60 inches or 5 feet above road level. People generally are lazy readers and in order to get their attention, the sign must be located and placed at a height that a traveler can read within his normal scope of vision.

If a series of signs is used to identify a roadside market or advertise a product, the message should be consistent throughout. A good example is a roadside market in Central Ohio that advertises "All the cider you can drink for 10¢." If signs are used in a series on a high speed highway, the first sign should be placed 20 miles in advance of a market. Motorists traveling at 60 m.p.h. have twenty minutes to make a decision about stopping at the market. Signs spaced at intervals between the first sign and the market will remind motorists they are nearing the market and will reinforce the motorist's tentative decision to stop.

There are several methods of getting signs placed along the road to a market. Neighbors often will permit signs to be placed on their property along the road. Good-will practices such as providing them with a box of apples, melons, or other fresh produce will go a long way in gaining their approval and permission to advertise on their property. The small commercial signs often are placed for an annual fee of \$15 to \$20 per sign.

The normal life of a well-made sign is three years. After this time period, the sign should be repainted or redone. The appearance of a sign can convey an image to people about the market itself. If the sign is weather-beaten and worn, it may indicate a "sloppy" or "poorly kept" market thereby causing the motorist to react negatively right away. Any sign should present a neat, clean, and clear appearance. The use of a professional sign painter to design and construct the sign for a market may be the best investment a roadside market operator can make.

Someone in the audience asked whether it is important to have a "catchy" name for a market to use on signs. Mr. Blinn answered in the negative stating it is more important to use the same name on all signs and at the market.

In regard to "catchy" phrases, he commented on a sign he had seen that stated "Al's Farm Market, 'Home of Misty Morn', World's Sweetest Corn." A slogan such as this creates an appeal to one's senses and sounds good. Any sign that can convey a feeling of pleasurable anticipation of quality will help sell a product.

Another question from the audience asked about the possibility of drawing travelers six miles off a main highway to a market. Mr. Blinn answered this would be difficult to do since people generally will not deviate from their planned route of travel.

Mr. Blinn emphasized the objective of outdoor advertising is "Tell and Sell."

REFRIGERATING FRUITS AND VEGETABLES PROPERLY AT ROADSIDE
MARKETS AND SOME TIPS ON COOLER CONSTRUCTION AND OPERATION

Dale W. Kretchman
Department of Horticulture, The Ohio State University and
the Ohio Agricultural Experiment Station

To permit us to more adequately understand the necessity for cooling fresh fruits and vegetables, we need to have some knowledge of what happens to these commodities after they are harvested and before they are consumed. It is generally recognized that quality of a fresh product is of utmost importance in its sale and customer satisfaction. Thus, anything that we do to a product after harvest that adversely affects quality will in all probability influence sales and profits.

It is important to remember first of all that fresh fruits and vegetables are alive and are carrying on all the vital functions necessary for life even though the commodity may be detached from its parent plant. One of these vital processes that has a great influence on quality is respiration. It is a very complicated biochemical process, but for our discussion I will simplify it by stating it is the utilization of stored carbohydrates within the cells to provide energy. The carbohydrates in this case are primarily sugars. Oxygen is necessary for completion of the process and carbon dioxide is one of the end products. Most fruits and vegetables have their maximum content of carbohydrates at harvest and are generally incapable of manufacturing additional quantities after harvest. Consequently, since carbohydrates are an important component of quality and since respiration has a great influence on carbohydrates, it is necessary that respiration be controlled to maintain quality after harvest.

The rate of respiration is greatly affected by temperature. With most fruits and vegetables, the higher the temperature the greater the rate of

respiration and hence, deterioration of quality. Conversely, the lower the temperature, the lower the rate of respiration. There is some variation between commodities and Table 2 has been appended to this paper to give you the best known temperatures and storage conditions to maintain the highest quality of many crops after harvest.

A second major problem in the maintenance of quality after harvest is the loss of water from the commodity in the vapor form by a process called transpiration. Water content in the cells of plant products has a great influence on appearance, crispness, succulence and other quality factors. Transpiration is also a temperature related process with high rates at high temperatures and lower rates at lower temperatures. It is also greatly affected by relative humidity of the air around the product. In this case, the higher the relative humidity, the lower the rate of water loss. Table 2 gives the most desirable relative humidities for keeping many fresh fruits and vegetables after harvest.

A third major factor in quality maintenance is the rapidity of cooling after harvest. The greatest loss in many of the quality attributes of many crops has been found to occur during the first few hours after harvest. Therefore, with most commodities, it is desirable to cool them as soon as possible after harvest and hold them at the recommended temperature and relative humidities. Exceptions to this rule are sweet potatoes, onions and white potatoes. These crops usually require a curing period of higher temperatures after harvest, prior to long-term storage. The specific recommendations for these crops can be obtained from your local agriculture extension agent.

You should now realize the reasons why it is necessary to properly cool most fresh fruits and vegetables after harvest. The next question is, how can it be accomplished? The logical answer is to hold produce in a properly designed refrigerated storage and display it in refrigerated cases.

It is not possible to adequately discuss all the necessary considerations for storage construction and operation during this presentation so I will attempt to cover only a few of the most important points.

A well designed cooler or refrigerated storage should have a proper balance between amount and type of stored produce, insulation and refrigeration capacity. The purpose of insulation is to prevent the transfer of heat primarily from the outside to the inside of the room. It also may serve to prevent freezing of the product in the storage when sub-freezing temperatures occur outside.

There are many types of insulating materials available and it is not my purpose to discuss the desirable and undesirable attributes of each, but I will present some of the more important factors to consider when evaluating an insulating material for your storage. First, some are more efficient in preventing the transfer of heat than others. The efficiency is frequently expressed as thermal conductivity and given in technical information as a "K" value. A few of the insulating materials and their "K" values are presented in Table 1. For insulating purposes, the lower the "K" value, the greater the efficiency in preventing heat transfer.

TABLE 1. Thermal conductivity values of a few of the more common insulating materials for produce storages.

<u>Material</u>	<u>Usual Thermal Conductivity ("K")</u>
Cork board	.27
Glass fiber	.22-.26
Rock wool	.28
Cellular glass	.39
Sawdust	.41
Polystyrenes	.22-.28
Polyurethanes	.15 & up

Other factors to consider when selecting an insulating material are:

1) retention of insulating value, 2) resistance to burning which may influence fire insurance rates, 3) ease of application, and 4) resistance to rodent activity. It is thus, necessary to include many factors other than cost in selecting a good insulating material. In fact, frequently, a higher priced material may be more economical during the long life of a storage room because of its numerous advantages over certain less expensive materials.

The function of the refrigeration system is to remove heat from the cooler. The sources of heat are, 1) the living fruits and vegetables, 2) conductivity thru the walls, floor and ceiling, because it is not economical to insulate completely to prevent some heat transfer, 3) leaks around the doors, cracks in the structure, etc., 4) incidentals such as lights, motors, etc. The fruits and vegetables usually provide the greatest amount of heat.

The refrigeration capacity required for your particular cooler depends upon the heat load, and under your conditions of frequent entry, multiple commodity storage, less than capacity operation and other factors, it is extremely difficult to give you a definite rule for this determination. Methods are available for calculating heat loads for various storage structures of various sizes for different commodities using several loading rates.

A very general guide-line that can be used under most circumstances for your types of coolers would be to provide one ton of refrigeration (288,000 BTU per 24 hrs.) for each 1,000-bushel or 3,000- to 3,500-cubic-foot capacity.

Maintenance of proper relative humidity is important to prevent water loss in the storage. An adequate measuring device has been found to be one of the most serious problems in humidity regulation. Several instruments have been evaluated and one of the more reliable ones is the sling psychrometer. Its use requires some time and practice but it has been found to be

very accurate and useful for cool-storage operations.

Most storages should operate with a relative humidity of 85 to 90 per cent (Table 2). It is usually necessary to add moisture to the atmosphere to maintain this level in the room and several satisfactory commercial humidifiers are available. Moisture can also be added by frequently sprinkling the floor of the room, especially during the loading period. Water vapor is removed from the storage primarily by condensing and frosting on the cooling coils. This is particularly critical during the loading period when the refrigeration requirement is high and the refrigerant is at a very low temperature. During this period, the temperature differential (difference in temperature between refrigerant and storage room) may be about 10 degrees Fahrenheit. However, after the products have been cooled, the temperature differential should be less than 4°F and preferably about 2°F to maintain a proper relative humidity when operating the cooler around 32°F. One recommendation given by a design engineer to maintain this 2-4 degree differential is to provide coils with 250 to 300 square feet of fin and tube surface per ton of refrigeration required in the room.

Air movement over the coils is also another important consideration, not only for proper operation but for adequate cooling. The fan capacity should be in the range of 1100 to 1500 cubic feet per minute per ton of refrigeration but should not be less than 1100. Further, the air velocity over the coils should not exceed 500 feet per minute.

There are many factors involved in cooling fruits and vegetables and in the construction and operation of refrigerated coolers. It is hoped that the few comments presented here will be of some benefit in the proper cooling of fresh commodities for quality maintenance. For proper construction, it is usually time and money well spent to consult, beforehand, a qualified engineer and designer.

Table 2. Recommended Storage Conditions for Fruits and Vegetables.

Most Favorable Conditions

<u>Commodity</u>	<u>Temperature Degrees (F)</u>	<u>Relative Humidity (%)</u>	<u>Approximate Length of Storage life under optimum conditions</u>
Apples	30-32 ^a	85-90	1-6 months ^b
Apricots	31-32	85-90	1-2 weeks
Asparagus	32	85-90	2-4 weeks
Avocados	45-55	85-90	1-4 weeks
Bananas - Ripe	56-60	85-90	7-10 days
Bananas - For ripening	62-70	90-95	1-3 weeks
Beans, Green or Snap	45-50	85-90	8-10 days
Beans, Lima, Unshelled	32-40	85-90	4-15 days
Beets (topped)	32	90-95	1-3 months
Blackberries ^c	31-32	85-90	5-7 days
Broccoli	32	90-95	7-10 days
Brussels Sprouts	32	85-90	3-4 weeks
Cabbage (late)	32	90-95	3-4 months ^b
Cantaloupes	40-45	85-90	4-14 days ^b
Carrots (topped)	32	90-95	4-5 months
Cauliflower	32	85-90	2-3 weeks
Celery	31-32	90-95	2-3 months
Cherries	31-32	85-90	10-14 days
Cranberries	36-40	85-90	1-3 months
Cucumbers	45-50	85-90	2-3 weeks
Dewberries ^b	31-32	85-90	5-7 days
Eggplants	45-50	85-90	10 days
Endive	32	90-95	2-3 weeks
Grapefruit	35-37	85-90	4-6 weeks
Grapes (American types)	30-31	85-90	3-4 weeks
Honey Dew Melons	45-50	85-90	2-3 weeks
Lemons	32-50 ^d	85-90	1-4 months
Lettuce	32	90-95	2-3 weeks
Limes	48-50	85-90	6-8 weeks
Mangoes	50	85-90	15-20 days
Mushrooms	32	85-90	3-5 days
Onions, Dry	32	70-75	6-8 months
Onions, Green	32	85-90	7-10 days
Oranges	35-37	85-90	6-8 weeks

Commodity	Temperature Degrees (F)	Relative Humidity (%)	Approximate Length of Storage life under optimum conditions
Parsnips	32	90-95	2-4 months
Peaches and Nectarines	31-32	85-90	2-3 weeks
Pears	30-31	90-95	2-3 months ^b
Peas, green	32	85-90	1-2 weeks
Peppers, sweet	45-50	85-90	8-10 days
Pineapples - Mature-green	50-60	85-90	2-3 weeks
Pineapples, Ripe	40-45	85-90	2-4 weeks
Plums (incl. prunes)	31-32	85-90	3-4 weeks
Potatoes, late crop	40 ^e	85-90	5-8 months
Pumpkins	50-55	70-75	2-6 months
Quinces	31-32	85-90	2-3 months
Radishes, Spring bunched	32	90-95	10-14 days
Raspberries ^c	31-32	85-90	5-7 days
Rhubarb	32	90-95	2-3 weeks
Rutabagas	32	90-95	2-4 months
Spinach	32	90-95	10-14 days
Squash, summer	32-40	85-95	10-14 days
Squash, winter	50-55	70-75	4-6 months
Strawberries ^c	31-32	85-90	7-10 days
Sweet Potatoes	55-60	85-90	4-6 months
Tangerines	31-38	90-95	2-4 weeks
Tomatoes, Ripe	45-50	85-90	8-12 days
Tomatoes, Mature-green	55-70	85-90	2-6 weeks
Turnips	32	90-95	4-5 months
Watermelons	36-40	85-90	2-3 weeks

- a. Certain varieties such as McIntosh, Rhode Island Greening and Jonathan are best stored at 34 to 36° F to prevent low temperature disorders.
- b. Variety and/or stage of maturity greatly affect storage life.
- c. Berries that have been refrigerated should not be displayed on a non-refrigerated rack because of "sweating" and possible severe decay development.
- d. For long-term storage, lemons keep best at the higher temperature. Serious peel disorders may occur at lower temperatures.
- e. For fresh use and not for chipping.

BENEFITS FROM COOLING AND REFRIGERATION IN THE ROADSIDE MARKET

James B. Lane, Greene Co.
Xenia, Ohio

Our refrigerated storage of about 5,000 bushel capacity was constructed in the mid-forties and was put into operation during the peach season. Peaches not sold on the day harvested were put into storage over night. This fruit was for sale the next day along with that day's harvest. The accumulated fruit from days of heavy harvest helped to spread our sales over rainy days or days of light harvest. The advantage in not having to sell all fruit the day it was picked allowed us to maintain a uniform price and more stable market throughout the peach season. We estimated our profit that first year was increased by more than \$3.00 per peach tree through use of the storage.

Two very great benefits, we feel, are in having fruit to satisfy every customer's need every day, rain or shine, and in extending the sales season several days beyond harvest season. When every customer can tell his neighbors and friends that plenty of peaches are available any time they come for them they all come more frequently.

Most of our grapes are sold fresh from daily, early morning harvesting. However, it is a decided benefit to be able to hold fruit over night or over the week-end when more than that day's sales requirement were harvested.

The benefits of refrigerated storage for apples are apparent both in preservation of quality and an extended sales season. The extremely hot weather of this past fall, during harvest and afterwards, has emphasized the quality benefit; for apples not refrigerated have ripened so much they have been a poor sale and a poor buy for the purchaser.

Another grower once told me that through all these conveniences and advantages, a refrigerated storage would be a great benefit even if one never

got it paid for. You may figure it out for yourself. Take the amount of one year's interest on the cost of your construction and installation and add to it the annual cost of operation and maintenance. I believe you will find the total sum not too high a price to pay for the benefits enjoyed each year.

We might well consider this wonderful blessing from our gracious Creator. He has so constituted the realm of nature and endowed the intellect of man that, in whatever research or practice we may wish, it is possible for us to have the benefits of controlled temperature and atmosphere within space.

BENEFITS FROM COOLING AND REFRIGERATION IN THE ROADSIDE MARKET

Richard West, Sr., Lake Co.
Perry, Ohio

As a fruit grower and having apples in cold storage for months, we realize the benefits of refrigeration. When we built our retail roadside market the first thought was that there should be a refrigerated area close by large enough to take care of plenty of apples, peaches in season and also all the various vegetables that require cooling to be kept at their peak of taste appeal.

We sell to other roadside markets and when we saw how produce that is left out in the open loses its color and freshness, we realized the importance of having a proper cooling system.

Our largest commodity is apples and then peaches. We grow 75 acres of apples, 20 acres of peaches, 4 acres of pears and prunes and 5 acres of cherries, sweet and sour, plus 2 acres of strawberries. For our own market we raise tomatoes, peppers, melons, corn, cabbage, squash, and pumpkins. We find quality is better when we raise our own and can be kept that way with proper refrigeration for items that require it.

One advantage we have found is that with refrigeration next to the sales room area, when certain varieties or some choice fruit is picked it can be set aside in this place to be used in the roadside market.

We sell apples wholesale to processors, stores and other roadside markets, retail at a farmers Market, which is owned by growers, in nearby Cleveland. We have two large storages other than the one at the roadside market, as we store 16,000 or more bushels of apples.

Ours is a family operation with three generations actively helping with the work. Extra labor is used during harvest--and of course other work in spring and summer--planting, trimming, etc.

One advantage is that during the peak harvest season, fruit can be kept at a lower temperature and selling period extended over a longer period of time. Examples would be peaches and prunes, when they must be picked in volume because of weather conditions and at a time when the markets are flooded.

Sometimes it is not possible to obtain a certain commodity daily--especially if it is bought from other growers. One example is grapes, which we do not grow but have a very good market for; we find that they can be put in the cold storage when freshly picked. And several days later when the last are brought out, they are just as good both in taste and looks as when freshly picked.

Also when buying produce to supplement what we grow we find it is an advantage to be able to put perishable items in cold storage. By purchasing in quantity, time and money is saved which helps keep the costs down.

One of our "best sellers" is apple cider, which as everyone knows must be refrigerated to keep it at its best, since we use no preservatives. We find our customers do not care for "treated" cider and they make it very clear they want it plain--no preservative added. We have customers who buy it regularly from fall until following spring when apples are gone, as we are able to have it fresh all the time. They even ask for it "right out of the cooler."

How many people on their way to a picnic have stopped to get a cold watermelon? These are a big seller in hot weather, but without refrigeration they are not so desirable.

Everyone knows corn is at its best when freshly picked. It can be kept this way during the hottest days if put into the cooler right after picking and having just a small amount out for display. People ask for it this way, knowing the flavor is better if it is from the cooler. We try to have good quality produce, no matter what it is and we believe we succeed part of the

time when customers come back and tell us we have the best tasting apples or peaches or corn or whatever it is.

As we are open all winter, the sales area being heated, it is convenient to keep a supply of graded apples in adjoining cold storage.

There is one other advantage to having a cold storage at the market. There are so many varieties of apples--and someone is likely to ask for a certain kind that is not sold in volume, that by having crates of these lesser varieties available, it is possible to get the customer just what he wants. We always try to please the customer, give him what he wants or if he doesn't know what he wants, help him decide by suggestion, as in the case of apple varieties. We also sell small quantities of everything, from just a few apples to bushels--or one ear of corn to dozens by the basket for home freezing.

By planning and grading on certain days for market, both at home and away, we are able to put a large quantity of fruit in cold storage on skids or racks ready to sell. We believe this is an advantage as when other work needs to be done the apples or peaches or whatever the produce may be, is ready for the market.

Produce that is good when harvested, kept that way by refrigeration, and reaches the customer still firm and fresh both in looks and taste is what we all want.

SHOULD I GROW IT - OR SHOULD I BUY IT?

William Penton, Lorain Co.
Lorain, Ohio

After listening to the preceding speakers on today's program I must confess that it seems I represent the smallest operator on the program. Almost everybody here seems to measure things in tens or hundreds of acres while we think merely in terms of numbers of plants. But Mr. Wickham key-noted my remarks this morning when he said that bigness doesn't count any more. Although this is not the case in most areas of agriculture in our country today, I feel it applies to us as roadside market operators. As I see it at our particular place of business, our idea is to get as much out of as little as we possibly can. This again is contrary to modern merchandising principles, but let's not forget that we are not competing with the chain stores on a volume basis. Who would we be kidding? Rather we are only competing from a quality standpoint and on this premise our customers are willing to pay the premium upon which we survive.

We have a roadside market farm in Northern Ohio and by that I mean we grow exclusively for a retail outlet and have no wholesale connections. We buy approximately fifty per cent of the merchandise we sell and grow the other fifty. I am not going to discuss the question as to whether to buy or not to buy as I feel most of you do buy something for resale; and if you don't, you should be doing it as it affords a good way to attract more customers due to greater variety as well as making you some extra money.

This idea of adding variety to your market is important in this era because most customers have come to expect it inasmuch as they see almost all kinds of fruits and vegetables in the chain stores constantly.

So far as our growing operation is concerned we gear it directly to sales and we don't grow anything which we don't think we can sell retail. In the

case of fruit trees, we always under plant as we can buy to fill the gap whereas with a surplus we have to sell cheap and this has a tendency to depress our market generally. Also I have an aversion to selling anything too cheaply as it attracts a lot of cheap customers who I never especially appreciate.

As a general rule of thumb we grow specific crops for two reasons. The first theory is that we grow high volume, or high income, crops which in our case amounts to about the same thing. And secondly we grow those crops which, by their very nature, are difficult to buy from a quality standpoint.

Now let's look at some of these items briefly and I'll explain how they fit into our program. First let's look into the crops we grow, taking them as they occur through the season.

Asparagus: This crop is a throwback to the old days when we used to grow and try to sell. It is easy to grow though and the most work comes in the harvesting. I doubt if I would plant asparagus if I had to do it over again.

Strawberries: Is both a volume item and one that is hard to buy with good quality.

Summer squash: No great consideration any way you look at it. We pot a few and set them outside under plastic behind our market and probably harvest more dollars worth of saleable merchandise per square foot of soil than from any other crop.

Cherries: We have a cherry pitter and sell sour cherries through the pitter for home processing. Without a pitter I think the growing of sour cherries especially is completely futile. Even our cherry business has dropped off the past few years, but it still provides a stimulant for the rest

of our market. We have practically given up on quantity sales of anything like peaches or tomatoes as this seems to be a thing of the past. We make just as much or more by selling by the piece or by the pound.

Sweet corn: Is probably our main crop, and it fits both prerequisites exactly. It is a very high volume item and it is practically impossible to buy good quality because most growers want to pick it too mature. Furthermore, you should be picking corn two or three times a day for best quality whereas when you buy, usually at best you have to take an entire day's supply in the morning.

Peaches: We do buy quite a few of them although I'm usually not too satisfied as most insist on picking them too immature.

Melons: We grow them because most growers insist on picking every other day or every third day and therefore are always packing some fruit in each box which are much too green. Some insist on growing off-beat varieties which may produce well, but have generally poor quality.

Beans: We grow and buy with almost equally good results. I find they are cheap to grow and you can make good money on them. Especially since we have worked up a trade for Kentucky Wonder beans, which is nearly impossible to buy.

Plums and Prunes: We grow them but I almost wish we didn't.

Potatoes: We could buy to just about as good an advantage, but I think of them as a lazy man's crop now with the new systemics--Thimet and Di-syston and spray materials such as M-45, Dieldrin and Thiodin. And since it takes a minimum effort to grow a maximum crop we stay with this one.

Cauliflower: By promoting a four-for-a-dollar sale and letting the heads get extra large in the field we have worked this crop up to where we moved nearly 4,000 heads this fall. This we consider to be quite noteworthy inasmuch as some of the markets in our area don't even handle this commodity due to its sluggish movement. Of course, we sold single heads for as much as thirty-nine cents so this gave us a little extra margin.

Apples: We grow them mainly because my father planted the orchard many years ago and is on a piece of ground which is not good for anything else. In a year like this, I think I could have made more money buying and selling apples.

In addition, we buy whatever else we can that is grown locally from farmers in our area. I do this personally as I get along with most of the growers very well since we have much in common. I feel I can buy to my complete satisfaction in this manner. We buy such items as rhubarb, radishes, green onions, carrots, beets, tomatoes, peppers, eggplant, lettuce, turnips, sweet cherries, squash, raspberries, grapes, cabbage, and peas. You will note that many of these items are quite time consuming from the point of view of harvesting and this is another criterion we consider in choosing the crops we select to grow ourselves.

All the additional items I need I get from a local commission house in Lorain although I must confess it is with no great joy that I have to do business with these people. But I'm too far away to go to the Cleveland market myself so this is my only alternative. These people are always telling you how they are your friends; but when you have friends like them, you don't need enemies.

That is about the sum and substance of our operation except for these few words of wisdom. I don't know why each of you are running your business in the particular fashion you are, but for me I like the challenge and fascination offered both by growing and selling as well as by buying and selling. I know if it came to a choice, the growing would win hands down as I positively think this offers the best life for my family and myself. I couldn't think of a better background to raise by children than the few acres we cultivate up there in Northern Ohio, but yet I must face the realities of the situation which means I must offer a variety to attract the customers. So I must buy, but I am satisfied with the amalgamation we are achieving and I see quite a good change for progress just ahead of us.

SHOULD I GROW IT - OR SHOULD I BUY IT?

Paul Molyet, Seneca Co.
Fremont, Ohio

(The following is a brief summary of Mr. Molyet's talk.)

Mr. Molyet outlined his farm and market operation. When he and Mrs. Molyet were looking for a farm several years ago, they decided to select one on a main road that would provide an opportunity to do roadside marketing. Mrs. Molyet had previous roadside marketing experience, but was not especially interested in getting into it again. However, with the favorable location it became apparent there was potential in starting a roadside market to complement the farming business. So, due to the opportunity to obtain more money from crops grown on the farm by selling them retail versus selling wholesale, they decided to sell during the summer when sales potential was greatest.

Mr. Molyet stated he grows commodities from which he can make a profit. He produces tomatoes and sugar beets for processing companies as well as other field crops. For the roadside market he grows early potatoes, melons, and tomatoes. Other produce items are purchased from local growers and the Toledo wholesale market to supplement commodities grown on the farm.

Mr. Molyet indicated their roadside selling season is only twelve weeks from July through the end of September. This covers the tomato, sweet corn, melon, and early potato seasons. Mr. Molyet stated he could be more sure of the quality of vegetables he grew himself. When buying from the Toledo wholesale market, he visits the market himself to obtain better control of the produce he buys.

Mr. Molyet handles only quality items and feels his customers recognize and appreciate this. Most of his customers are from the local community, but a large number of vacationers traveling to Lake Erie stop at his farm market. The addition of two large billboard type signs 300 feet in advance of the market had a real effect in increasing the number of people who stopped at his market and also the market sales volume.

By selling primarily vegetables, Mr. Molyet is able to finish his roadside marketing season in September, thus freeing him to harvest his processing tomatoes, sugar beets, and other field crops.

THE NATIONAL ROADSIDE MARKET STUDY: A PROGRESS REPORT

by Dana G. Dalrymple*

I. Introduction

A year ago, Jim Milmo of the University of Delaware appeared on this program to tell you about a national study of roadside marketing they were undertaking in cooperation with the Federal Extension Service. At that time he asked your cooperation in filling out a questionnaire that was to form an important part of the project.

Jim would like to be here today to give you a progress report on the project, but as he is busily engaged in writing up the material to meet an imminent deadline, I shall attempt to stand in for him.

To start with, I think it would be well to step back and review the purposes of the project.

Our primary aim is to develop educational materials on roadside marketing. These will be used by Extension personnel to help operators such as yourselves improve the efficiency and profitability of your operations.

A second aim is to develop some descriptive material on the roadside marketing industry at the national level. While some of this data may be of less immediate use to you, we think that it will prove to be of long run benefit. That is, it will provide the background material necessary to (1) gain support for further research and educational work in roadside marketing, and (2) guide further such work by the government and farmers organizations.

II. What Did We Do?

It was for these reasons that the Federal Extension Service established a special needs project with the Cooperative Extension Service at the University of Delaware in the early summer of 1963. It was titled "Direct Marketing of

* Economist, Fruit and Vegetable Marketing, Division of Marketing and Utilization Sciences, Federal Extension Service, U.S.D.A.

Fruits and Vegetables" and included store-door delivery. Jim Milmoie was hired to carry on the main work of the project under the direction of Bob Bull in the Department of Agricultural Economics.

Initially, Jim reviewed the literature on roadside marketing and visited a number of markets here and elsewhere. It soon became apparent that there was need to supplement existing materials by gathering more detailed information on a national level. A mail questionnaire seemed to be the way.

As there was no national list of stand operators, we started by obtaining names from State specialists like Ed Royer. These were supplemented by Jim's appeal here last year, and notices in a number of trade publications. In this way, we thought we might be able to establish enough contacts to get a few hundred questionnaire filled out. However, we completely underestimated interest in the project - and we were overwhelmed with about 1,500 questionnaires! Needless to say, this fantastic response meant that we had to reorient the project and most of Jim's efforts have been directed to working on the questionnaires.

Not all of the forms turned out to be usable. Some came in late or were incompletely or improperly filled out. Others did not qualify as farmers roadside markets or did not sell any fruits and vegetables. For these reasons, our final tally was cut down to 939. But this figure includes replies from 45 States. The largest portion - nearly 20% - came from Ohio, followed by New York, Massachusetts, and Michigan.

As part of the other phase of the project, Jim noted which operators practiced store-door delivery and then contacted them with another questionnaire. Amazingly, some 117 responded again; 26% of these were from Ohio.

III. Where Are We Now?

At the present time, Jim has nearly completed the roadside marketing phase. Right now he is busily engaged in preparing the second draft of a

manuscript which is to form the basis for a roadside marketing handbook. While it is based mainly on the survey, it will also incorporate reference to work other people - such as Ransom Blakeley - have done recently, as well as model plans for one or two markets.

The present draft is to be completed by the first of December. Presumably we will be able to get it edited, printed and distributed within a few months. Copies will be sent to State Extension personnel, as well as to those of you who cooperated in the study. I have a rather condensed version of his outline with me today and thought that you might be interested in seeing it (show slide). A somewhat similar, but much shorter, handbook will subsequently be prepared on store-door delivery and will be similarly distributed. We anticipate that both will be rather well illustrated.

Several other items will be prepared for use by Extension personnel only. These will include what we might call an instructor's guidebook, and several sets of color slides, with narration, which will be assembled from the slides that you people sent in and from those that Jim took. Jim also has a filmed copy of a TV show he prepared on roadside marketing.

IV. A Few of the Survey Results

As the project is not yet complete, it is still too early to discuss the materials to be contained in the handbook with you in any detail. But I thought I might mention a few of the things we found out on the mail survey.

A. Descriptive

From a descriptive point of view, you might be interested in knowing a little about the group we surveyed--keeping in mind that their participation in the study suggests that they were among the better operators.

First, what types of markets were they? We separated them on the basis of the proportion of the produce sold which they raised themselves. A farm

operation was defined as one that raised 60 to 100 per cent of the produce, a farm-commercial operation as one that raised 1 to 60%, and a commercial operation as one that raised none. Jim found that 77% of the respondents belonged in the farm group, 15% in the farm-commercial, and 6% in the commercial group. This clearly suggests that most of the stands surveyed raised most of the produce they sold.

How big were these operations? Although the range was rather wide, the average annual volume of business was \$22,000. Most, however, were smaller: 30% were in the under \$5,000 category, and 33% in the \$5,000 to \$20,000 range. About 37% were in the \$20,000 and up group. If we multiply the average gross by the number of respondents, we see that the group represented a gross business of over \$20 million. What the figure would be if all stands were included, we of course don't know; but it would probably be some multiple of this number.

The markets were more established in terms of years of operation than might have been expected. Only 18% had been in business for less than five years, while 30% had been in operation from six to ten years, and a whopping 52% over ten years. The maximum figure we got was 150 years--an impressive but rather suspicious number.

In sorting the replies, we cut out those who did not sell any fruits and vegetables. Consequently, it's not surprising that they were the largest items sold. However, I was a little surprised to find that 50% sold only fruits and vegetables. Of the two, fruits were more important. About 44% of the operators said that fruits made up three quarters or more of their sales, while 50% indicated that vegetables made up a quarter or less of their sales.

B. Operations

Now let's turn to a few of the questions about stand operations which might tie in a little more closely with your market.

Pricing is a key area. The survey showed that there seemed to be no predominant method of setting price. While some 35% in total used one of three methods--checking prices at (1) supermarkets, (2) competing roadside markets or (3) on the wholesale market--the majority used a combination of two or all three. When asked how their prices compared with local retail stores, 24% said higher, 32% said the same, and 44% said lower. Moreover, most of the respondents said that these prices were the same as other roadside markets. I would have expected that prices would have run somewhat lower.

The markets were engaged to a substantial degree in other forms of selling. Some 43% were involved in supplying produce to other stands, 39% in store-door delivery (which is, of course, to be covered in the other phase of the study), and 27% utilized pick-your-own (which was discussed at the meeting last year).

When asked about their biggest problem, most answered labor. It was followed by (2) problems of regulating supply and demand, (3) location, (4) quality, (5) consumer mishandling, and (6) effect of weather on sales. One respondent added that his biggest problem was filling out the questionnaire.

When we asked the operators for their best idea we got so many replies that in this brief appearance I can only group them in four categories. Most centered about methods of maintaining fresh quality, followed by (2) personal service, (3) methods of merchandising and display (one uses S. & H. green stamps) and (4) methods of keeping the market clean and attractive. These will be discussed in greater detail in the handbook.

In bringing this brief summary to a close, I might say that the operators were considerably more optimistic about the future of roadside marketing than we expected. Of course, as I mentioned earlier, it may be that only the better operators responded to the survey. But be that as it may, a striking 89% thought that the outlook was good or very good; only 11% thought that it was fair or poor.

V. Concluding Remarks

Although I have touched on only a few aspects of the roadside marketing project, I think you can see that it suggests that roadside markets are a well established and important form of retailing. We hope that our more detailed findings--which many of you will be receiving within a few months--will (1) enable you to do a better job in operating your market and (2) help focus attention on the many problems that remain to be tackled.

(Editors Note: Due to an auto accident to Mr. Jim Milmoie in late November, the national roadside marketing project was delayed. The results will be made available later than previously planned, sometime after the contract is finished in April, 1965.)

THE CHALLENGE OF CHANGE

Harold E. (Hal) Crone*

Over in the little country of Jordan, and here we will dwell for a moment on a bit of history with which all of you are familiar, in the northern part of the country is the Sea of Galilee. The Sea of Galilee abounds with many fishes and all kinds of marine life. Out of the Sea of Galilee, flowing down through this little country, is the River Jordan. The River Jordan is also prolific in much marine life and it flows into a very small sea, about 25 miles long, called the Dead Sea. When this water flows into the Dead Sea, all marine life ceases to exist and that's, naturally, the reason they call it the Dead Sea. Why is the Dead Sea dead? Why is there no life in it? It's because there is no outlet, the salts and minerals washing into the Dead Sea cause all life to cease to exist even though the waters that flow into it abound in life. And so it is with any idea that we might take up today --- Use it because if we do not, we may become as non-productive as the Dead Sea.

We are talking about the selling that we can do and I'm going to divide, for purposes of organization, our thoughts into six areas using the word CHANGE. We all admit change is around us and we are changing or we wouldn't be in the business today.

The C in CHANGE is just plain courtesy. Are we courteous to prospective customers? What do we do or say that gives indication or leaves the lasting impression that we are being courteous? I believe that we are living at a time in the retail business when there is a definite hunger, on the part of customers, of people just like you and I, for some common courtesy in the stores. Self-serve or quick-serve type of business is here to stay. But with it many businesses have lost personal contact with the customers. I think we find, if we want to be doing something different, that we must take a look at how much personal contact we have with the customers. How can we be courteous to our customers? Well number one, regardless of whether you know them or not, you owe them the respect just to speak to them to say good morning or good afternoon. I was in a hardware store in downtown Columbus just last week and I was spoken to five times before I got to the back of the store, it was a long narrow store. You know, I liked it. And yet, I didn't have the feeling that someone was looking over my shoulder to push something I didn't want to buy. They were courteous when they spoke to me. So speak to people, don't duck around behind the counter someplace so that perhaps they won't see you, speak to them at least. What do you do next? Do you say anything? If it's a quick-service store, how do you help them without giving them the feeling that you are breathing down their neck? Have you ever wondered this? Do you wonder how you're doing? How you are getting through? Well, in most stores if they take the next step, and I'm not saying this is bad, it's better than nothing, they may say, "Can I help you?" Now, if it's said in a pleasant way, and I'm certain you would, it isn't bad is it? - but what kind of an answer do we usually get - not always, but usually. We hear the answer, "Well, I'm just looking, just shopping around." At least we've taken one step and that's better than nothing but

* Sales Training Director, Landmark Farm Bureau Cooperative Association, Columbus, Ohio

it lacks a personal touch. If we know their name, we certainly should use it - because you know there's nothing much more music to his or her ears than their name.

Now, talking about courtesy. I'm going to suggest one way to make the greeting more personal. Add one word - "HOW". "Good morning or good afternoon, How can I help you?" Isn't this more direct, more personal? It's more specific and the prospect knows that we are talking directly to him.

When it comes to this business of selling, let's admit this - no one wants to be sold. Now, let's examine this from our own standpoint. How many of you have purchased a car in the last two years? Well, how many of you, when telling your friends about it said, you know, a salesman sold me a car. None of us said it this way, we said, "I bought a new car, a new Chevy or Ford, whatever it is, I bought it." People like to buy and they like to buy from people who help them buy. We like to have people help us buy and for sales people to be courteous.

One of our managers came in one morning and the girl that runs the cash register evidently wasn't feeling too good. Maybe she and her husband had a fight or whatever it was, I don't know, but she wasn't looking very pleasant. So, the manager said, "Carol, don't you feel good this morning?" She said, "I feel fine." "Well," he said, "evidently you haven't told your face yet!" It isn't easy when we don't feel good to be helpful and courteous but it pays big dividends. When you have completed a sale, when you have taken the purchase to the cash register, there's one saying that never, never, never wears out and you and I don't say it enough to wear it out. That is "Thank you", it's a part of courtesy. People are hungry for this kind of attention and, if we want something in our store, courtesy may make the big difference whether our business grows or whether it doesn't. The C of change stands for courtesy and H stands for habits.

It's so easy to get up and go to work in the same manner, that same routine every day. We are creatures of habit, but do you know - the bad thing about habits is the fact that we form bad selling habits as well as good ones. Now, let's admit that for most of us, we have learned what we know by trial and error. There are two things wrong with this. First of all, it leaves entirely too much room for error and secondly, you and I, regardless of how old we live to be, we'll never live long enough to learn from all of our errors. So perhaps we can learn from others.

Now, if the things I'm going to say don't apply to you and you are in a management position or a suggestive position, take them back to someone they may apply to. We have people, who by habit, are not good people to represent a company because of their appearance. I'm not saying that you have to be dressed up in the finest suits and the cuff links and all that goes with it in order to operate a successful business. I'm talking about such simple things as at least clean shirts and clean clothes, fellows. And men, last night's shave, I don't care how close you got and how much blood you got, it isn't good enough for today's selling. There's a personal area where I think the commercials play it well and that is the simple item of smelling good. I don't know of any nice way to say it. You know what I'm talking about. A good manager I know put it this way: "Look right, talk right, act right and smell right." These are good personal HABITS to form.

When a prospect comes in and you are helping him to buy, do you really suggest at least one, perhaps in some cases more, of the latest items when you make the sale? Let me give you an example -- My next door neighbor is Assistant Superintendent of Schools. Last summer, he went down to a hardware store and bought a hose. He came back and pretty soon came over to me (this is the reason I know the story) and asked if I had a nozzle for a hose that he could use. He couldn't find his. There he was, unhappy and he was mad at the store because there he was, out washing his car, holding his thumb down on the hose and it was cold and he didn't like it. So, he was mad at the store. Some man at that store didn't only miss a sale but he also made an unfavorable impression on a customer.

Another idea is suggestive selling, it may or may not be related to the purpose for which the man or woman came in to buy a product. Suggestive selling. We have new items in the store all the time, new things that come into your department or section that the buying public is not aware of. If you are not promoting those new items, you are then missing sales.

So, in your store, you have a real opportunity to use suggestive selling. How many silent-salesmen are you cultivating in your organization? People that you have told specific benefits about a new product. This can get you more business than many dollars spent in advertising and promotion. Furthermore, these silent salesmen aren't even on your payroll. They are yours to cultivate. What kind of habits are you and your people forming in the areas of customer treatment?

C for courtesy, H for habits, A for attitudes. We are talking about CHANGE. When I was in school, I needed a few extra bucks to get the tuition for another year so I got a job with the Highway Department. I was to report to the Superintendent the next morning. I reported to the Superintendent and he said, "Yes sir, you go down and spot trucks, right down there where they're dumping." So, I walked down the hill with a pretty good idea of what he meant by spotting trucks. I knew that I was supposed to stop them before they backed up too far. I didn't much more than get in position when there came a dump truck, backing up to unload the dirt. I remember watching the bed going up and was fascinated. As I looked down, his wheels were just at the back edge. I yelled and he stopped! By that time, the dump was all the way up and when he stopped, the front end of the truck came up too. Well, this fellow had a lot of good years, he opened the door and looked down and jumped to the ground, walked around and looked up at the truck. He was chewing tobacco and he spit and said, "You know, I reckon we ought to grease her, we never had a better opportunity!" Now, there's a man that could have and should have perhaps chewed me out real good but he had a right kind of attitude toward life and he was a friend of mine right then because I was in the wrong.

Attitude not only toward our job but toward people. I don't know of any profession or any business where good attitude is more important than in this business of selling. People know it, they can detect it, they know if we are genuine.

C H A N, the N in change for negotiate. A sale is a negotiation. A prospect exchanges dollars for merchandise. A part of negotiation, I believe, also comes in the realm of how you answer and handle customers objections. Do you ever have anyone come into your store and say, "Well, I think you have

a good product but it's a little too steep for me. The price is too high or I could get it someplace else cheaper." I am reminded of this little story ----- A fellow came into the store and said, "John, have you got an ax handle?" He said, "Sure George," and went and got it off the shelf, brought it back and said, "That will be \$1.50." George said, "That seems pretty steep to me." He pulled out a page from a mail order catalogue and showed him an advertisement which read \$1.29. "Well, George," he said, "By the time you get that here, you would have 20¢ in postage and you are going to be up close to \$1.50." George said, "Oh, I didn't think of that." John started to wrap it up, after he did, he turned around and put it back on the shelf. George said, "What are you doing, I want that handle." John said, "That's your ax handle, you bought it, come back in a week from today and you can have it." George said, "What are you talking about?" "Well," John said, "I'm kidding but I just wanted to make a point. We're in business to serve you, we stock merchandise and we back what we sell, yes, we're here to serve you." George got the point real quick! -----

In negotiation, you have many people who raise objections and questions. Believe you me, if they have no questions and no objections, they are then ready to buy and you might as well get the product and wrap it up or else they really aren't interested. They are either ready to buy or they aren't interested. If they are interested, they're going to have questions and objections. There are many methods of answering objections. I'm going to suggest one to you. One that works well in many, many places where the prospect says the price is too high or however he may say it. I'm going to suggest to you a method you can use tomorrow morning because you will hear the price objection tomorrow morning if you are selling.

If a prospect says to you, "Well, that's a little steep for my blood or a little more than I intended to pay," and you have a good product and you know he should have it, then you can say to him, "Well, Mrs. Jones, it does cost a little more and that's the very reason you ought to buy it." I have had salesman after salesman on both inside and outside jobs to actually put this method into effect and use it and come back with shock - they were shocked themselves - at how often it works. Now, you must of course, back this up with the reason why. If that power mower costs a little more and that's the reason why he ought to take it along home with him, then you need to know some of the benefits and qualities of the mower, and you do or you wouldn't be in selling. The reverse method of turning an objection into a reason for buying. If you don't take anything else home that you can use, here's one you can use now and next week. When a prospect says your product is too high or costs too much and you say to him, "Well, Mr. Prospect, it may cost a little more and that's the very reason you ought to buy it." It may not work every time but I guarantee it will get plus business for you. Tell them the benefits and they will buy.

C H A N G, the G for goals and objectives. If I ask you why you came, why you get up in the morning, why you work - you would say that's a silly question. Unless you have some goals and objectives, both personal and business, you will not put forth the effort that is necessary, you will not do the planning that's essential to be successful in your business. I know that every man and woman here, who's successful in business, has done some planning, business-wise. How much planning have you done and how much goal building, as far as your home life is concerned. Let me give you an example-- A farmer and his son were going to visit a neighbor. It was winter and they

had quite a bit of snow. They decided not to try to go around the road but rather to walk across the field, which was a short distance. They started walking across the field, the boy about 12 years old and Dad, and Dad said, "I bet I can make a straighter track in the snow than you can." The boy thought a little bit how to beat his Dad. Very carefully, he put one foot right in front of the other and went all the way across the field. Now Dad, being a little older, was a little wiser. He picked out an old oak tree across the field and kept his eyes on it as he went across the field. They looked back. The boy, who knew he could beat his Dad, had a track like a snake and Dad, with his eyes on that oak tree, had a straight path. ----- This is what I mean by goals, unless we are shooting for something specific, unless we are really working toward something worthwhile and we know what it is, we will likely never be very successful. What kind of goals do you have?

We need to have the attitude that we are helping prospects become customers and helping them to buy. In this process, we also help ourselves. To achieve our goals and objectives.

C H A N G E, the E must stand for enthusiasm. Enthusiasm, perhaps the most misunderstood term in our language. We think a man or woman is enthusiastic because they bubble and they bounce around all the time. Do you know where the word enthusiasm comes from? It's from the Greek term "en theos" which really means "God Within." It puts an entirely different light on enthusiasm. Enthusiasm becomes the staff of life. You have heard and you know it's true that nothing great was ever achieved without enthusiasm. I believe that you and I could sit in church on Sunday morning and listen to a sermon that moved us greatly from within and be very enthusiastic but never move a muscle. Enthusiasm then is the spring in the step, it's the sparkle in the eye, if it's appropriate - it's the smile on the face, it's the firmness of a handshake, all of these things is enthusiasm. Someone said it's you and I turned wrong side out. We either have it or we don't and we can't turn it on and off just like the light switch. You can't suddenly say, "Gee, I'm going to be enthusiastic." If you do, it will be false, it has to come from somewhere deep inside.

Now, I'm going to suggest to you how you can be more enthusiastic tomorrow and the next day and if you want, throughout your life. Someone has also said, show me a man today who can be enthusiastic for 30 minutes, perhaps one who can be enthusiastic for 30 days, but give me a man who is enthusiastic for 30 years and, believe you me, I will show you a success regardless of his line of work. Walter P. Chrysler was asked one time what he considered the most important qualification of a salesman. He mentioned several things. He said, we like for our people to be enthusiastic even more than that, we like them to become excited, about the product they are selling because when they become excited, the prospect becomes enthused in buying. Are you enthused and a little bit excited about your job, about the product that you are selling? Well, here are two basic rules. Know all you can, at least, about the major product you're selling. When I work with groups of salesmen over a period of time, do you know the number one problem they say they have? It isn't in knowing how to dress, it isn't in many of the techniques, so-called, of selling, it's because they lack confidence, which in essence is saying they can not be enthusiastic about the job of selling. The way to become more enthusiastic, next believe in your business and your products so much that you feel sorry for the prospect that does not buy and use them.

CHANGE. I'm talking about the necessary change in you and me. The C for courtesy, the H for habits, the A is for our attitude, not only toward the business but toward life, N for negotiation, G for goals and objectives and E for enthusiasm, the staff of life

I want to recap very quickly what we've been talking about and I have here a couple of large cards. The first one has to do with product knowledge. "You can't no more tell what you don't know than you can come back from where you ain't been." If you have been in the situation of trying to convey to the prospect something you don't know, you're in trouble and you're not very enthusiastic.

The next card uses the word SELL. I would suggest that the S in SELL is to set your goals and objectives, possibly put them in writing. They don't have to be long, they can be on one side of a 3 X 5 card. If you don't know where you're going, ladies and gentlemen, you're pretty apt not to get there. But, if you do know, you're more apt to get where you want to go. Set your goals and objectives.

The E in sell is eliminate the negative. Sometimes we find people with only two objectives, let's hope they're not yours. Payday and sundown and neither one comes quick enough. Now, if that is the objective, I'm certain this employee is not going to be one we want in our organization. Eliminate the negative, the NO, the - It can't be done. One of the most embarrassing things that can happen is when we say this can't be done, or this won't work, to be embarrassed by someone selling it or working it. As long as we are negative in our thinking it can't be done, you know what, we are exactly right. It can't. Conversely, if it can be done and we say we're going to do it, look out, something's going to happen.

The next letter in SELL is L, list our blessings. Those things that we have to be thankful for. Anytime we start feeling a little low and perhaps this is the morning we don't feel like being pleasant to a customer or prospect or even our fellow associates, count the many blessings we do have that we can really be thankful for. Certainly, all of us have many of them.

All of this will be fine but nothing happens until we cause it to happen, so the last L in SELL represents - launch some action, let's do something. Are you ready to put this sell to work tomorrow morning? Why wait that long, plan it on the way home today.

S et Goals
E liminate the negative
L ist blessings
L aunch action

There were three very wise men who were taking a trip and they were taking this trip in a hot desert country. Since it was hot, they were taking it by night on camels. At the stroke of midnight, a voice boomed out of the heavens and said, "Dismount from your camels. Gather what you find on the desert floor and fill your pockets. In the morning, you will be both happy and sad." These men were afraid, just as you and I would be. They got down off the camels, gathered the sand off the floor of the desert and put it in their pockets, got back on the camels and went on their way. At the first streak of dawn in the east, the sky was getting gold announcing the

new day, they got down from their camels and put their hands in their pockets. They brought them out and they were filled with pieces of gold and silver, topaz, diamonds and jade and they were rich. Far beyond their fondest hopes and dreams or aspirations. And so, they were happy just as the voice had said. But then they remembered and they were sad, sad because they hadn't filled their saddle bags. ----- Now the lesson in this little story is - be happy, enjoy our work, yes, but do those things we know that we should be doing to meet the challenge of change.

Every man and woman that came to this meeting could be doing far better than we are now doing if we did what we already know. As you go back to your roadside stores tomorrow and next week and next year, I wish you the very best. Put some salesmanship in your selling, serve your customers and I believe sincerely that the plus business in your community will go where it's deserved and stay where it's well treated.

Thanks for inviting me.

