

PROCEEDINGS: Fifteenth Annual
Ohio Roadside Marketing Conference

Edited by:

Susan K. Sullivan
and
M. E. Cravens

Conference Sponsors:

The Department of Agricultural Economics
and Rural Sociology
The Ohio Cooperative Extension Service

The Ohio State University

FOREWORD

The 15th Annual Ohio Roadside Marketing Conference included papers, slides and other illustrations and comments from 41 speakers, panelists and chairmen as well as innumerable informal discussions with other participants. An attempt was made in the Proceedings to capture the spirit as well as the fact in these presentations, but this is not always possible. And, of course, the informal sessions with friends from other states and areas that are part of the Conference cannot be reported.

The planning committee this past year was particularly helpful. It included the following: Mr. & Mrs. Howard Adae, William Brooks, Mr. & Mrs. Delbert Burger, Mr. & Mrs. William Fulton, Mr. & Mrs. William Karnes, David Lynd, George McConnell, William McNutt, Mr. & Mrs. Sam Patterson, Mr. & Mrs. William Penton, Jerry Robertson, Mr. & Mrs. Leslie Rothman, Allen Sage, Eldon Stang, Mr. & Mrs. James Utzinger, Reed Varian and Ed Watkins.

We continue to look for ideas on how we can make the Conference more interesting and worthwhile. If you have comments or suggestions, please let us have them. Ideas that are put to work are what makes a market, or a Conference, a success.

For information concerning the Conference or the Proceedings,

write:

M. E. Cravens, Professor
The Ohio State University
2120 Fyffe Road
Columbus, Ohio 43210
Phone: (614) 422-8012

Proceedings from the 1975 Conference are \$4.00; Proceedings from the 1974 and 1973 Conferences are \$3.00; past Conferences (available from 1967 to present) are \$2.00. A copy of the Proceedings for the current year is free to those registered at the Conference.

The 16th Annual Ohio Roadside Marketing Conference will be held January 4-6, 1976, at the Columbus Hilton Inn, 3110 Olentangy River Road, Columbus, Ohio.

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OPENING REMARKS

David Boyne, Chairman
Department of Agricultural Economics and Rural Sociology
The Ohio State University

Good Morning. I'm David Boyne and I'm pleased to have the opportunity to chair the morning session of this program. It's a real pleasure to have an opportunity to convene the 15th Annual Roadside Marketing Conference here at Ohio State University, and it seems fitting in this new year to kick off this kind of conference with the enthusiasm and excitement that this Conference usually generates. Somehow, it seems highly appropriate that one of the first activities here on the OSU campus each year is the Roadside Marketing Conference.

To give us an official welcome this morning, we have with us the President of our University, Harold Enarson. I want to tell you just briefly a couple of things about this gentleman, because I'm pleased to be working with him. He was born on a farm in southwest Iowa, and, hence, has that in common with many of us here. His early education was in the rural school systems in Iowa and New Mexico. He continued for a Bachelor of Arts Degree at the University of New Mexico; subsequently did his Master of Arts work at Stanford University, and Ph.D. at American University in the disciplinary area of political science.

Dr. Enarson brings to Ohio State a valuable background of experience in higher education and I choose to mention only two elements of that array. For approximately five years, in the period 1961-66, he served as Academic Vice-President at his alma mater, the University of New Mexico, and then, for approximately five and one-half years, was President of Cleveland State University prior to becoming President here at Ohio State in September of 1972. As you might expect, this man has been extremely active in a broad range of public service and community affairs responsibilities and serves on a number of boards and commissions in the health service organization area. Also, Dr. Enarson has a solid block of experience in the area of international education and has provided service to state and federal government in the area of labor relations.

I want to mention just one other very recent experience that I think is significant. President Enarson was one of the small selected group forming the first delegation of university presidents to be invited to mainland China and this past November he spent a month in the People's Republic. Some of you from the Columbus area may have been privileged (as I was) to read an account which Dr. Enarson sent back; a daily article in the Citizen Journal indicating some of his

experiences. I would credit President Enarson with being a very insightful reporter of what he saw. As a reader of those daily articles, I found them to be extremely interesting.

One other very important characteristic which I think all of you share with President Enarson is a striving for quality. Just as the quality of the products and services that you market in your businesses is so extremely important in terms of consumer acceptance and the success of your business, so it is also in higher education. Here at OSU the quality of the educational services that we render is extremely important. Dr. Enarson recently wrote; "...and quality performance is what this University is all about--in the classroom, in laboratories, in the libraries, in all we do." He's brought a new zest for quality to this University and a new sense of excitement in striving for excellence. That's a characteristic that I think you appreciate, and that we all have in common.

It's a pleasure to introduce President Harold Enarson to welcome you to The Ohio State University.

WELCOME

Harold L. Enarson
President
The Ohio State University

Chairman, ladies and gentlemen--friends--I appreciate that kind introduction and I particularly appreciate the mention of my trip to the People's Republic of China. My wife's patience is completely gone and she tunes out immediately when I begin talking about China! Really, it's an extraordinary thing for a person to visit the People's Republic, and I think a man is entitled to be a colossal bore for at least two or three months!

Now, if this were China I would have welcomed you in a much more appropriate way. In fact, it strikes me that our conventional welcome is Dullsville USA. In the People's Republic of China we were met at the universities, at the communes, at the factories, at the public schools, at the steel mills, always by a delegation in front of the facility clapping and applauding their visitors. And, the Chinese have a very nice custom which I think we could well adopt--whoever is coming applauds back. So, there's a great deal of applause back and forth between strangers which is not a bad way to open a meeting. Also, as part of their conventional welcome, they serve tea (that's a surprise to you, I know) along with vile cigarettes, which we didn't smoke. Some of us came back not hooked on cigarettes, but hooked on Chinese tea. Of course, we have our own substitutes for welcoming--we have something called a "cocktail hour." Then, we have a coffee break and all those good things.

One of the rather amusing aspects of visiting the People's Republic of China is that one is constantly lectured on the basic discoveries that Chairman Mao has made about the human condition. If we heard it once, we heard it 500 times, that we must unify theory and practice. We must develop practical experience. That's a little hard to take when you come from a land grant university which has had 100 years experience in trying to link the abilities and academic skills of the classroom with the practical experience of people on the job. I tried unsuccessfully on a number of occasions to explain to my Chinese host that we really did know something about how to bring together the world of work, on the one hand, and the world of academic life on the other.

I'm pleased to kick off (I forgive you that term after the Rose Bowl) what is for me the first conference of the New Year. We take great pride in making our facilities and our academic talent available to such groups as this. We like to think that we contribute something

to your efforts and quality of your performance, ultimately to the quality of life, and we are confident that you contribute much to us.

I suspect that, although your enterprise is not in the headlines in contemporary America, it's undergoing the trauma of change like all economic enterprises. I have some slight sense of what that means because, by coincidence, I received a delightful Christmas gift, a book entitled "Ranch on the Rio Doso." It is a story about how a man named Wilbur Coe and his family settled and developed land in New Mexico. They moved on to develop it and began, would you believe, by selling apples from a tiny roadside stand. That, of course, is now a major one in New Mexico. I suspect that that very small story was, in some way, a microcosm of developments here.

I'll simply say once again that we're delighted to have you here and we hope you'll come back again. We hope this will be a strong, developing, productive relationship. Thank you very much.

BOYNE: Thank you, President Enarson. Let's move immediately into the program for this morning's general session. Many of you have met Richard Breeden, owner of Wauconda Orchards, Wauconda, Illinois. I had the pleasure of talking with he and Mrs. Breeden earlier this morning and one of the things the Breedens emphasized to me was the nature of the team relationship in their organization and market enterprise. So, I would like Mrs. Breeden to stand and have you welcome her, too.

Dick Breeden seems to be brimming over with ideas. I was very interested to learn that, for roughly the past 25 years, Dick has been in the public relations business and has been a manager of trade associations. Dick described himself in the early '50's as a weekend corn farmer. But, doing that on weekends and trying to keep the weeds under control didn't work out as he had hoped, so in 1954 he began planning what has developed today as Wauconda Orchards. He and his associates are going to be describing the development of a market image for Wauconda Orchards.

With that, let's welcome Richard Breeden.

THE DEVELOPMENT OF A MARKET IMAGE
FOR WAUCONDA ORCHARDS

Richard Breeden,
Donna Schumacher and Pat McCarron
Wauconda Orchards
Wauconda, Illinois

A Slide Presentation

Good morning, and thank you. Gene Cravens asked us to discuss how we created and have maintained our market image. Like Martin Luther King, we "Have a dream," and to help you appreciate what our dream is, I'll spend just a second or two telling you about it. Then you can equate what we are doing with our hope for the future.

Our hope for the future is to develop a rural mid-American village--something like Sturbridge Village in the east or Knotts Berry Farm in the west. We have had a great deal of help from both these organizations, even to the point of their providing us with some of the rural tools used in yesteryear, such as a blacksmith's and cider-mill from Sturbridge Village. Our long range game plan, hopefully, is to have an operating gristmill and an operating blacksmith shop along with our apple orchard so that we'll be successful in developing a "not for profit" type foundation that may live on long after Marge and I do. After all, isn't that the name of the game--"not for profit"? But that would be the epitome of our dream, and after I spend the next few minutes telling you how this thing has evolved and what we're doing at this point, you'll see how this could very well fit into our long range dream plans.

According to the pros, we have no business having an orchard in northern Illinois. We're on the wrong side of Lake Michigan to enjoy the spring delaying action of the prevailing winds across the lake. Though our land is gently rolling, it could hardly be considered a desirable orchard location. On the plus side, however, we have about a hundred acre shallow lake on the west side of our land. There are also seven million people and only five other orchards of varying size within a 50 mile radius of our orchard, so there isn't a great deal of competition in our own backyard. These factors plus the knowledge that weekend corn farming was pure disaster lead us to the decision that a pick-your-own type orchard would prosper in our area. A third reason is that we've always had a deep interest in our heritage and the development of a rural farm market complex that emphasized hand tools and life styles of yesteryear would satisfy our desire to establish a "living history farm." For, as we become an urban society and shed our rural heritage, we often lose a sense of our roots and our early self-sufficient beginnings that were so important

to everyone. Those of us who live in the country and make our living from the soil do have a responsibility, I feel, to share nature's life style with others. The roadside market is an excellent vehicle by which to accomplish this.

These are the factors, then, which led us to plant approximately 9,000 trees on 85 acres, commencing in 1954. The first block of 27 acres was conventional root stock, followed by interstem and Malling VII trees. McIntosh, Red and Golden Delicious and Jonathan are our prime varieties, with a small planting of Rome Beauty and Winesap. The Winesaps have been disastrous, but the other varieties have prospered. Now we are planting earlier varieties in an effort to lengthen our season.

Cars enter our orchard for pick-your-own at one location and exit across the road from our Country Store and Farm Kitchen. We still permit a car to drive up to the trees using each row as a roadway, but increasing tree size requires that we develop a series of parking areas and improved road base within the orchard. When customers enter they are given a field form. This gives prices of our pick-your-own apples (in bushel and half bushel units), cost of the basket, and a minimum of picking instructions. From our point of view, the most important instruction is a cautionary note about level baskets versus heaping ones. On the bottom of the form we've circled our charge of \$1.50 for over-sized bushels.

In 1974, our pick-your-own prices were \$6.50 per level bushel for all varieties, plus 65¢ for either a half or full bushel basket container, but in some cases people want these carrying sacks (we charge 15¢ for them). Because of the volume of people that go through our three or four check-out exits, we've not gone to the weight/measure pricing system, but are seriously considering it as a fair method for those bushels that appear to be overloaded. The logistics of lifting thousands of bushel baskets from cars, weighing them, and then returning them to the car is a problem that defeats the weight/measure system. Only bushel and half bushel baskets are used in our orchard, but if the customer elects to place his apples in a cardboard box or clothes hamper, we have a place for him to pull off and make the change after he has paid for his apples. By the way, sales tax is always added to the purchase and never absorbed. (In our area some absorb it, and I think that's a sad practice.)

As our orchard entrance is the first impression our customer receives, we devote considerable effort to its appearance and efficiency. At the entrance gate we like to use handsome married couples who are savvy and can give instructions well. For identification, all field crew personnel wear a red, sandwich-type vest that are tied at the waist. These have proven more effective than lightweight jackets, T-shirts, caps and so on.

We have about 400 six, seven, and eight foot ladders that are placed upright in the conventional trees. To date, we've had no accidents although we caution (at the bottom of our instructions) that

anyone entering the orchard does so at his own risk. I'm confident that this would not hold up in court, however!

Counting orchard, woodlot and lake, we have about 200 acres. We encourage our customers to come out to relax and enjoy themselves. There's a fifteen-hundred acre forest a mile away from the orchard, which is preserved for picnics. Another activity that helps set the stage for a festive, apple picking holiday is that Johnny Appleseed roams through the orchard (in costume) telling people about apples, straightening up ladders, and most importantly giving children a 3-inch label from our orchard to put on their blazers and jackets. They like these, they cost us a penny and a half each and, judging from the number of requests we get, they like them and they are a worthwhile promotion. In addition to Johnny, we use two or three children (ages 10 to 14) to serve cold cider, in 12 oz. cups, to apple pickers at 15¢ per glass. An old farm wagon is their headquarters now, but in my mind's eye I see a big cider barrel parading through the orchard as a means of dispensing cider to thirsty pickers! It's an idea I picked up from something Fritz Meyer said last night. I should say that this whole idea started as a desperation move to help our young son, Ricky, with his arithmetic. It turned out very satisfying.

I shudder to think of the many mistakes that we have made, perhaps more than most of you. I was a city slicker with an intense desire to become a successful farmer, but my training and effectiveness so far has proved experience is my teacher. I'm extremely envious of the three and four generation families that operate their orchards and markets; my background is management, marketing, and promotion. By nature, I'm impatient and definitely identify with the "now" generation--we wanted immediate acceptance and identification of the orchard and farm market (which is really in a third rate location that is difficult to explain). Our winters prove too cold for peach trees. (I thought we could put them in, but after ten years of not getting a peach, we abandoned it.) Our culturing and pruning practices leave something to be desired. We concentrated on our farm market in the belief that apple trees, if sprayed and fertilized, would grow and bear fruit. Well, it just ain't so, as you know. It takes more effort than this, and we're now concentrating on our orchard productivity.

We've gained considerable notoriety, with little effort, from the Chicago and urban newspapers about the orchard and our rural craft activities. "A step into yesteryear that the whole family will enjoy," is frequently our tag-line. The cheese factory restoration and our hopes for developing a rural mid-American village (including a working blacksmith shop, a water-powered grist mill, and a horse-powered cider mill--all of which are presently in a dismantled state) sometimes leads us to overpromotion and embarrassment. Perhaps some of you will identify with becoming so enthusiastic over plans for the future that you talk about them in the present tense, as though they were an accomplished fact instead of still in the imaginative state. However, we continue to grow, taking bitesize steps and, every now and then, a chunk.

The orchard and Country Store is now a 7-day week, year-round operation. We have an excellent staff with specific assigned responsibilities which make us operational and profitable. Our Orchard Manager, Martin Schmidt, is responsible for overall total operation. It is his function to do all the necessary things that will produce quality fruit. His prime responsibility ends with the delivery of fruit, either through pick-your-own or harvesting. At this point, Pat McCarron, Assistant Orchard Manager, takes over. He is responsible for our grading, storage and inventory control, packing, and displaying of fruit products in our Country Store. He's also responsible for our recently established wholesale operation and for our mail order and carry out gift pack business. Once displayed in the Country Store, it becomes Donna Schumacher's responsibility to sell the products. She's the Store Manager and, as such, is responsible for all merchandise in the store. In addition to apples, this includes products in the preserved food department (jams, jellies, honey), spices, herbs, teas, coffees, flour, popcorn, penny candy, nuts, the frozen food department, the plant and flower section, gift packs (both mail order and carry out which we're finding can be a year round operation) candles, the gifts and handcrafts section, and finally our antique section (which is a consignment arrangement).

We have a fast-food kitchen that specializes in preparing food products that can be consumed on the premises; donuts, cider and apple pie are about the only items which are carried off the premises. Menu items include cider and regular milk shakes (incidentally, those of you who are not trying cider milk shakes are missing a good bet-- they're delicious), cider, coffee, hot chocolate, hamburgers, cheeseburgers, French fries, donuts, apple and pumpkin pie slices. We sell no cheese or sausage, as a very complete line of these products is sold in the Cheese Factory at the corner of our orchard, one mile away from the Country Store. We turned this entire operation over to our oldest daughter and her husband, who wanted to get in the act along with us. And, to keep peace in the family, we try not to compete with one another.

While September and October are our prime dollar-volume months, we try to keep the momentum going with pick-your-own pumpkins in late October. The kids can put them through different sized plywood circles which range from 35¢ to \$2.25. In addition to those few that we raised ourselves (our crop was not good), we bought 40 tons of pumpkins at \$40.00 a ton, and ended up throwing out less than a ton on the first of November. So, we felt pretty good about that.

In early December we have a handcraft fair where people are invited to demonstrate and sell their craft items. People in our community seem to enjoy this, and they take home whatever revenue they get. It brings a lot of people to our orchard and is a good traffic builder at a time of year when we need it. Following that, of course, we have our carry-out and gift packs. We are doing a fair job with individual companies as well as individuals. It's a fine incentive and motivator for companies in a very effective place where a lot of

business can be gained (a big ticket item, \$3,000-\$4,000 tickets at a time).

Business is sparse from January through May, then it picks up with apple blossom tours through the orchard and a sale of flower flats. We try to have apples until June, then pick-your-own raspberries. We have six acres of raspberries behind our buildings, and in our area we are the only ones that have any raspberries. In July, it's blueberries which we simply bring in--we do not grow any blueberries. Then, in August, it's early apples, peaches and so on finally back to the apple harvest season in September and October.

Weather is always a factor to the roadside marketer, but we're increasingly surprised that a rainy weekend still produces business. We have concluded that people in urban areas just don't know what to do with themselves when bad weather descends. I'm sure that this is one of the unconscious reasons why we try to have many activities going so that everyone in the family will find an interest when they visit Wauconda Orchards. Upon reflection, I would say that in the past five years we've been guilty of adding too many varied and different product lines of merchandise so as to diminish our efforts in selling apples and related food items. Examination of our store cash register tapes at the end of the year shows that fresh fruit, primarily apples, accounts for 57% of store volume. Jams, jellies, honey and food items are 18%. Old-fashioned candy and nuts, 4%. Gifts, which includes candles, wrought ironware, ceramics (and the usual assortment of items under the \$8.00 retail range), is 13%. Plants, 4%. Finally, antiques and consignment items (we take 25% off the top) account for 4% of our store volume. When the line of gift items was originally initiated, it ran one-third of our volume for two years, but last year concentrated on our fresh fruit and related food items. While gifts are a nice kicker item and well worth keeping, we realize people identify us for our fresh fruits and our apples. We make a serious judgment error when this point is overlooked.

In regard to our total operation, we find that the Country Store accounts for 42% of our gross sales; the pick-your-own program, 40%; the fast-food kitchen, 10%; wholesale, 6%; and consignment, 2%. In poor crop years, such as we had the year before last, our store sales percentage increases due to imported fruit that we bring in from fellows like Herb Teichman. Since we are identified as a farm operation, a place where things are grown, our immediate plans for the future are to beef-up our fruit and spring plant facilities. Also, we want to improve the fast-food kitchen, as people are looking for something to eat when they visit us. Lastly, we want to beef-up our antiques (primitive, rural antiques that are relatively inexpensive) which draw customers and are in keeping with the atmosphere that we are trying to establish.

In January, 1974, we embarked on a modest but consistent advertising program in local area weekly newspapers during 10 months of the year. Our customers are within a 10-15 mile radius and take home incomes average \$10,000-\$13,000 annually. It's a terrible temptation to

be carried away by the desires and requests of a higher income bracket group over a 50 mile radius that visit our orchard in September and October, but our promotion must be beamed (we learned the hard way) to the 10 mile radius residents. This means emphasis on top quality freshness and fair price to compensate for a drive to "the boonies" for our merchandise.

Tests that we have made show conclusively that a 4" x 5" or 6" ad is most effective in the weekly newspapers in our area, and to forget radio advertising except when we desire a large number of bodies delivered to our doorstep for a special occasion. Whenever possible we try to complement our ad with interesting news about the orchard. It's here that our diversity of interest really pays off, for there is nostalgia and human interest in what we're up to.

We also believe in group effort and, as such, serve as the headquarters for the Northern Illinois Fruit Growers' Association. We publish picking dates and news notes about several orchards in our area. By speaking collectively, we add effectiveness to our message and editors are pleased to receive factual information. Since the Chicago newspapers have wide circulation, our bulletins also include Wisconsin, Northern Illinois, Indiana, Northern Indiana and Southwestern Michigan growers that have pick-your-own and vegetable u-pick operations. While this is a costly service in terms of our own time, our printing (which is primarily Xerox), and our postage in particular, we consider it worthwhile to be considered the information center of our marketing area.

Over the years we've been gathering names of people that visit our orchard, using an old antique post office which serves as the place where you can sign in. Winter work involves cataloging these cards and transferring new names onto an 8 1/2" x 11" address label page developed by the Xerox Corporation. These masters are filed by zip code and city. It's then a simple matter to make duplicates on pressure sensitive labels which, in turn, are put on the mailed piece. The biggest burden is postage, which is now 6.1¢ each for third class mailing. Though we keep each person's name in our card file, the address label says "resident." In this way our message, hopefully, gets to the addresses in the event that the original signer has moved. We prefer this technique over paying for return postage of uncollected mail.

Each year we publish a "folksy" newsletter. I've put a batch of them in the lobby for those who would like to see one. We have tried both professional copywriters and our own style, and have settled on our own style. You will note that this gazette is always mailed in mid-August and gives the forthcoming picking schedule, which is really the guts of the message. For continuity and quick recognition, we use the same masthead year in year out, identifying ourselves as "Historical Wauconda Orchards." We want to convey the impression that it's a "mamma/papa" type operation and Marge and Dick Breeden appear at the top. Also, notice our logo, which is the little Napa-Suwe Indian--again promoting the family concept. Napa-Suwe is a name that we coined when



Dick and Marge Breeden's HISTORIC OLD

Telephone:
(312) 526-8553
Orchard & Country Store
OPEN DAILY YEAR AROUND
10 A.M. to 5 P.M.

Wauconda Orchards Gazette



SAVE THIS PAPER FOR READY REFERENCE!



IT'S APPLE PICKIN' TIME

OPEN DAILY YEAR AROUND

Did you know we are open every day of the week, year around from 10 to 5 p.m. From October to May there is a cozy fire burning in the hearth. Enjoying a hearty snack from the Apple Kitchen, or browsing through the quaint gift area and antique corner is a fun way to spend an afternoon. We'll have a wide assortment of apples through June, thanks to our refrigeration system.

Then there are the special old tyme events that recall rural life patterns of the horse and buggy era. Note these activities in your family calendar:

RURAL CRAFTS SHOW plus **SANTA AND OLD FASHIONED TREE TRIMMING** Saturday & Sunday, December 7-8 (an excellent time to see unusual hand crafted gifts).

PLAN AN OLD FASHIONED HORSE DRAWN HAY OR SLEIGH RIDE with all the trimmings of harness bells — anytime from November to July.

Try snow shoeing or cross country skiing on the protected slopes of the orchard — when there is sufficient snow.

SPRING CRAFT SHOW Saturday & Sunday, March 22-23, 1975.

APPLE BLOSSOM WALK AND OPENING OF THE FLOWER MARKET — Mid May.

FLOWER MARKET A BIG SUCCESS



This year we offered a wide variety of flower and vegetable plants which brought applause from our friends for their fine quality. We'll continue the Flower Market next spring, offering fruit trees, and evergreens along with top quality annual and perennial plants.

1974 APPLE PICKING SCHEDULE

- Early McIntosh* Picking begins Wednesday, September 11
- McIntosh Picking begins Wednesday, September 18
- Jonathan Picking begins Wednesday, September 25
- Red Delicious Picking begins Wednesday, October 2
- Golden Delicious Picking begins Wednesday, October 9
& Rome Beauty

— Pumpkin picking begins Wednesday, October 2 —

**We recommend you pick only a two or three week's supply of Early McIntosh, as they are not good keepers, though they do have that juicy crisp tartness for sauce and pies of the first fall apples.*

DURING AUGUST AND SEPTEMBER WE WILL HAVE PEACHES AND OTHER FRESH FRUITS IN SEASON — INCLUDING EARLY APPLES IN THE ORCHARD COUNTRY STORE.

On weekends from noon to 4 p.m. we'll have rural craft demonstrations including spinning, weaving, apple carving, bread dough artistry, making miniature scenes in an egg shell, and candle dipping. If you are interested in a particular craft demonstration, we suggest phoning for exact time and date.

1974 CROP AND ORCHARD REPORT

It seems like only yesterday that the orchard was enjoying a "snowball bloom" in mid May. So far we have managed to do everything right, and Mother Nature has performed admirably with no hail or heavy wind storms. We have an abundant crop with excellent size,

color and quality.

Since your last visit we've been building for your convenience a 3 acre parking lot, and improving the orchard road system. When it rains, we know you will approve.

A level bushel of apples weighs approximately 45 lbs. Our pick your own apples will be 14.4¢ per lb., or \$6.50 a bushel; which is quite a savings over last winter's grocery store prices of 39¢ to 59¢ per lb. Bring your own bushel baskets, or we'll have new ones for you @65¢ each.

What ever happened to the NaPa-SuWe Tribe?



For those that don't know about the tribe, NaPa-SuWe is the first two letters of the Breeden girls - Nancy, Pat, Sue, and Wendy. The sassie little Indian face has been our logotype for the past twenty years. In response to the many people who have asked about the girls who shared in the early planting of the orchard, we have asked each one to send a family photo and brief report.

"Na" Nancy, Jon, and daughter Lori Wentzel own and operate the "Cheese Factory" at the corner of the orchard. Jon is in advertising. They share our interest in bringing to you a bit of rural yesteryear, and have built a new home nearby.



Browse in our Gift Shop



For a healthful, distinctive gift for relatives, friends and business associates, we recommend a gift pack of apples, cheese and preserves!

"Pa" Pat and Larry Black are involved in his family's seed corn operation in Ames, Iowa. They have two daughters and a new baby son. They are helping to make their community of Ames an outstanding cultural center.



"Su" Sue and Tom Ellefson, who in past years have been greeters at the entry gate, recently moved with their two young sons from Buffalo Grove, Illinois to Evansville, Indiana, where Tom is employed with an advertising agency. Being parents, furnishing a new home, and trying to duplicate a hole in one absorbs their time.



"We" Wendy and Bill Martin, their son and year old daughter make their home in Fremont, California. Bill is the banker in the family and their lives are taken up with outdoor living - California style.

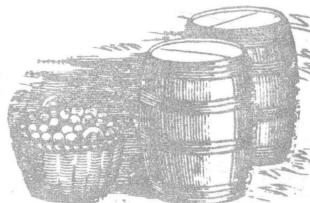


Some time later Rick Breeden joined our family. It is "Old Rick" apple cider you'll enjoy at the Cider Mill, which follows our practice of identifying members of the family with orchard products.

Yep, you just can't keep 'em all down on the farm, but can you blame us for being proud parents and grandparents?



Around the Cider Barrel

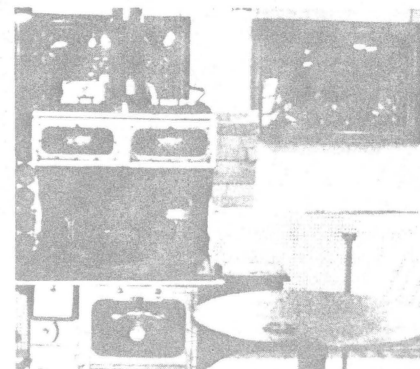


Be sure to have a glass of our "Old Rick" apple cider and take home a gallon. This is a *pure apple juice* made from an even mixture of McIntosh, Jonathan, Red and Golden Delicious apples with no sugar, preservatives or water added. Keep it refrigerated once open or freeze for indefinite storage. Serve "Old Rick" pure apple juice for breakfast and as a delicious beverage either hot or cold.

You will find our honey, preserves and pure apple juice in the major health stores of Chicago and suburbs.

THE APPLE KITCHEN

We think you will like the new fast food service in the Apple Kitchen. The menu includes hamburgers, hot dogs, milk shakes, apple pie, etc. We will also have a French toast breakfast for early pickers.



WAUCONDA CHEESE FACTORY

OPEN DAILY
10:00 – 5:00
Phone: (312) 526-8211

CHEESE & SAUSAGE

Each year we look forward to seeing you customers who have helped our cheese business grow. This year marks the 119th year that the Cheese Factory has existed. Built in 1855, the Cheese Factory is a Lake County Landmark. Although we no longer make cheese in the building, we take pride in selling the finest natural cheeses available.

Our specialties are aged, natural Swiss & Cheddar. We also have a vast variety of other popular cheeses including, Brick, Colby, Muenster, Limburger, Mozzarella, Longhorn, Gouda, Edam, Smoked Cheddar, Blue and crocks of spread cheeses.

This year there is a surplus of cheese. Millions of pounds are being held in storage therefore, creating low prices. That's right! Most of our cheese prices are lower now than they were several months ago. Take this opportunity to stock up . . . you can freeze cheese or perhaps you'll want to substitute cheese for meat more often in your meals. Cheese compliments a good meal and supplements a bad one.

To complement our cheese we offer a tasteful selection of sausages including summer sausage, salami, hickory smoked slab bacon, liver sausage, braunschweiger, fresh & pre-cooked bratwurst, bologna, teawurst, mettwurst, cervalet, boiled ham and others. Also such specialty items as pure honey & maple syrup, teas, popcorn, applesause, jams & jellies and many, many more.

CHRISTMAS SHOP & BAKERY – UPSTAIRS

Each year our Christmas Shop gets *bigger & better!* You can select from hundreds of imported German & Scandinavian ornaments, advent calendars, mobiles, wooden toys, wreaths, miniatures, garlands & handmade quilts. Our bakery will be stocked with breads, cookies, brownies, pastries, fudge & candy.

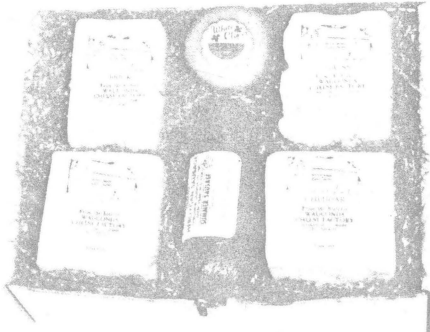


GIFTS THE ENTIRE FAMILY WILL ENJOY!

Visit us at Holiday time to select a special cheese and sausage gift for friends, relatives or business acquaintances on your shopping list. Cheese is always a gift enjoyed by people with good taste!

You may choose from elegantly pre-assembled food gift selections or simply "do-it-yourself" with over 100 combinations of our products. Gift packages are available from \$2.50 & up. Delicious Party trays also available.

REMEMBER . . . cheese & sausage make a welcome holiday gift to any household. We'll make your Holiday gift shopping easy by doing the assembly & mailing.



SANDWICHES

A day in the country makes you hungry. We'll have a taste-tempting variety of carry-out cheese & sausage sandwiches, cider by the drink and soda pop.

ASK FOR OUR GIFT BROCHURE

GIFT PACKS SHIPPED EVERYWHERE

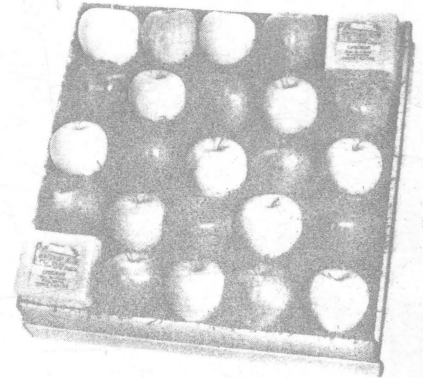
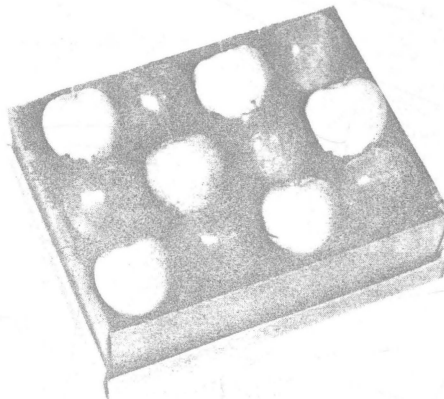
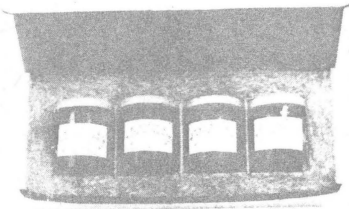
We suggest you consider giving a gift everyone will enjoy — large, juicy apples, of course. If you like, wide assortments of cheese, preserves, fruit cakes, citrus, nuts, and hard candy can be selected.

Our sturdy and colorful gift cartons can be shipped into all states — perfect condition guaranteed.

We also prepare attractive gift baskets for carry out or delivery to one location. Because of their flexibility, and price range, gift baskets are good for giving to employees, customers, friends, and patients. Gift packages from \$2.00 and up.

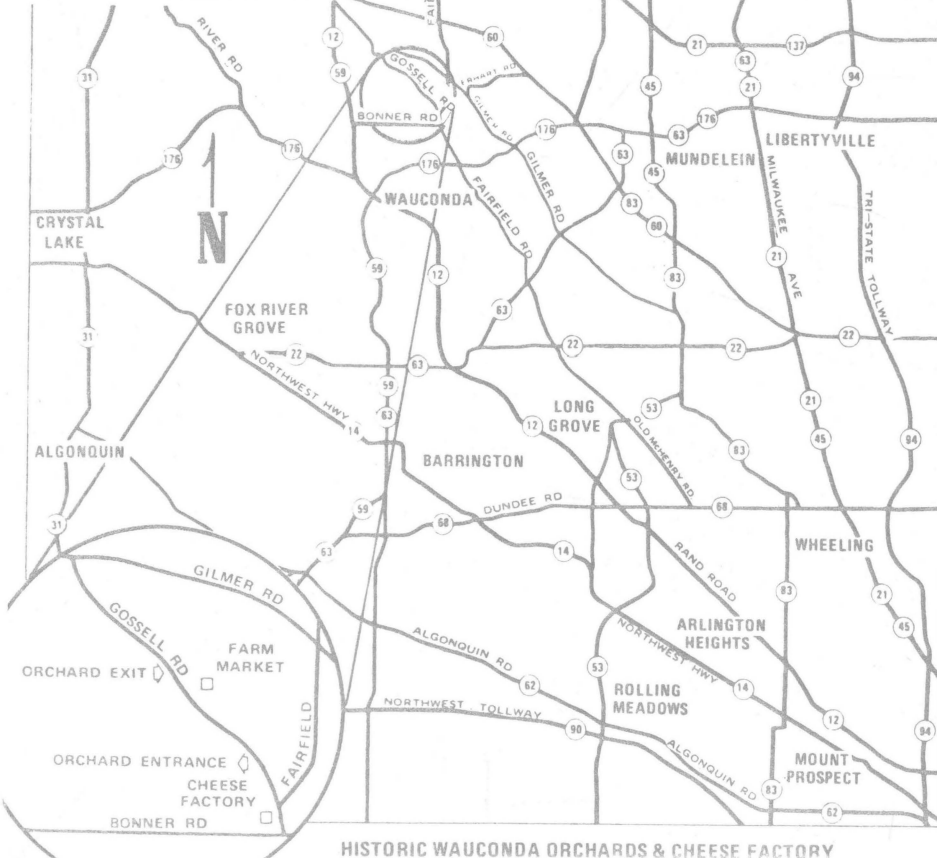
When at the orchard you can see the wide assortment of gift options — or phone or write for a gift brochure. Gift Certificates are also available. We accept Bank Americard and Master Charge Credit cards.

Convenient order blanks available at the Orchard.



WAUCONDA ORCHARDS

1201 GOSSELL ROAD
WAUCONDA, ILLINOIS 60084



BULK RATE
U. S. POSTAGE
PAID
Wauconda, Illinois
Permit No. 4

we first started, standing for the four Breeden girls--Nancy, Patsy, Susie and Wendy. It ties in beautifully, and then you drink "Old Rick Apple Cider"--who is our tag-along son, now aged-in-the-barrel 13 years! We pour our hot apple cider and have recipes from Old Rick. I don't know--as he gets older, he may regret this "Old Rick" tag, but at the present time he eats it up.

Old time border designs and catalog pictures in our gazette suggest the rural flavor that we wish to convey. An artist friend discovered that we could make any kind of type appear old, yet readable, by passing the original copy through a copying machine, using that printing once, and then using that impression on a printing plate. If you want it to look even more antique, run it through a second time. It is just a poor man's way of antiquing things. In the paper, we always give a candid crop report and state the price of our pick-your-own apples. Two years ago we had bad scab infection, and I tried with some success to acquaint our readers with this malady identifying it as apple freckles. I think "scab" has a terrible connotation.

Our gazette often serves as a family greeting in lieu of holiday cards, but its real purpose is to get out the troops in the fall. The annual publishing of this gazette over a 12 year period certainly sustains our image because, in it, we talk about what we have been up to. We have a map on the back side to show how to get to our place, pictures of some gift packs and then on the inside pages we simply gave the news on our own family and some of the other items that we have in the orchard store. We printed 55,000 of these things; 38,000 were sent out through our mailing list. We are getting quite concerned about our costs--printing and preparation of the 55,000 ran \$1,500, mailing preparation cost us another \$600, and postage was \$2,400 for a total of \$4,500.

Normally we let the free newspaper stories in the gazette account for getting the pickers out, but this year I panicked when a large orchard serving the same market area drew \$10,000 into their advertising account, and I went for radio and newspaper advertising. The worst part about it was that they were going to sell their pick-your-own apples for \$1.50 less than us! We ran two ads in the Chicago Tribune simply announcing our picking schedule and our price. The net result was that in three and one-half weeks we were essentially picked out, and our competitor was advertising in mid-October for his pick-your-own apples and had reduced them another dollar. The moral of the story is that in a large area such as we are in, or even in a small one, there is plenty of room for all of us in this roadside marketing game. Customers are loyal and take pride in coming back to you. They like to see you grow; want to know a little bit about what you are doing each year, and what your plans are. Be perfectly free to tell them what your hopes and aims are, and they'll really get a charge. However, I shall never forget what a little old lady asked Marge when recalling our first years in the early '60's. This woman simply asked, "Why does everything have to get big?" This is a very leveling and soul searching question that we must all ask ourselves. I believe that the essence of our business is giving direct, intimate, personal service

with quality products in which we have an interest, and that which smacks of impersonal disinterest will be our death.

Before Pat and Donna give their observations, I would like to take this opportunity to share several common problems that in a forum such as this we should certainly consider collectively. First is the need for continuous, 12 month year-round communication and information exchange on all facets of the roadside market operation. There is abundant information on the growing of quality crops, but information on the distribution of these crops and allied special products for the roadside marketer is lacking. We need all the information we can get.

This is an industry in which we all, as owners, are directly and personally involved. Professional performance is expected of us and our key staff people. A Milwaukee-based publication has come out dedicated to roadside marketing, and I wish them every success in the world. They just could be the catalyst that brings this communication together, along with this Conference and its tours. The marketing guidelines set forth by Purdue and the New England Apple Institute, the American Fruit Grower and the regional periodicals all have good information available. But, a central clearing house and distribution of data is needed. Last evening at the French Market I seem to recall hearing that seven or eight different areas were going to have roadside marketing conferences of their own, which again emphasizes the need for more of this information. But, I also suggest to you that we badly need a central association or location because a splinter group can be disastrous in contrast to the strength that can come from a central core, such as the forum that we have here.

I hope that out of this forum will grow a fortified short refresher course on marketing subjects for owners and key staff personnel. We have done this with other industries using land grant institutions with great success, and I hope that this industry will do this. We could frankly discuss how to develop margins, advertising techniques, and promotion techniques. Things of this sort we could share directly and spend four or five days on the subjects, getting much deeper into them than we can here in a day and a half.

I feel it is extremely important to have a confidential reporting program that serves as a basis for individual analysis against other operations in the same general gross dollar volume range. (You will note in our flyers that there is a start at getting information of this sort.) Such statistics would indicate return on invested capital, average gross margin and, basically, enable each participant to compare his individual position as it relates to the collective whole. Such a program would contribute substantially to improving our individual accounting and record keeping processes. The staff of this Conference, or a public accounting firm, could even undertake this program at minimal cost to participants.

As roadside marketers we are continually searching for distinctive new products, services and machines which display or actually produce products. While this Conference goes a long way towards providing this

information, as do the major trade shows, reports of their effectiveness in other roadside marketing operations could be helpful to all. Having spent my working life in the business community, I find that growers and roadside marketers are distinctively unique in their willingness to share ideas and product knowledge with fellow growers. This indeed is what attracted me to this industry; this attitude in contrast to the principle, "I've got a secret and I'll be darn if I'm going to share it."

It is Conferences like this, the state land grant schools, and the Extension workers that contribute to the healthy attitude and genius of sharing. I am only suggesting that we add a few more building blocks to what is already well started.

Pat, will you take over now?

PAT McCARRON: I'm more accustomed to being on a trimming platform than a lectern podium! At this time, I would like to thank the Roadside Marketing Conference and my boss, Dick Breeden, for the opportunity to present my side of Wauconda Orchards.

Shortly after arriving at the orchard, Dick Breeden, Martin Schmidt (the Manager), and I sat down and discussed what we needed to put Wauconda Orchards on a paying basis--the orchard itself has been established for some time, but the store has only been open year-round for the past three years (so we are still in the infant stage). The three of us agreed that, to get things rolling, we needed more equipment--mainly a truck for deliveries. So, Dick went out and purchased a "new" truck. (It was not long after this I realized that when Dick says, "I have just bought something new for the orchard," he does not always mean a new, 1975 model. He just means something new to the orchard.) The same goes for the wagon he got to help bring in the fall harvest. More of our "modern" equipment is our sprayer with a non-rusting tank. (I have to admit this rig does have some advantages. It does keep the bugs out of the trees--they attack the sprayer instead!)

We also purchased this year a new grader that can handle bulk boxes as well as field crates. This machine washes, polishes, and sizes the fruit. We were restricted on room, so we cut back on the size and model we were first going to get.

One of the things we did to improve the condition of our market was to turn the sod parking lot into a gravel one. Hopefully, we will be able to pave this someday. The gravel was costly, but we did not have to pull anyone out of the mud this year. That is well worth the expense, just keeping the customers happy.

The start of this year's harvest looked very promising, it was short lived, however. Only 4 1/2 weeks after our starting date the trees looked like this--bare--with the customers and me trying to find an apple anywhere on the trees. Harvest season is never very long,

however, and therefore we try to find ways to attract people into the store.

One of the attractions in our store is our fireplace. On normal winter days it will easily burn two loads of firewood like shown here. Shortly after my arrival at Wauconda Orchards (two years ago) I was put in charge of the fireplace. I soon learned that was not necessarily a step up--I have to bring in the firewood, keep the fire going, and take out the ashes. Also, I was promoted to chief floor sweeper and mopper.

Among the other features of our store are pictures that show how yesteryear's craftsmen made brooms, wheels, and other necessities of their day. People seem to take an interest in these. It gives them a break from department stores that have floor-to-ceiling merchandise. Often we have people bringing their families and friends out just to show them these pictures. It helps to have a place for them to go where they can unwind from their normal, busy, city lives.

In the store we also have a reproduction of the U.S. flag, back in the days when Illinois was first admitted to the Union. Parents often point this out to their children as a little history lesson. Young and old alike stop to look at our arrowhead collection that Dick put together. It is a real eye-catcher. We have it mounted on our back wall and use it to draw people to the back of our store. This is one of the few things we will not sell.

Throughout the store we present items that help to inform our customers, like this short story about Johnny Appleseed. We also have a brief description of the varieties of apples we grow. Every once in a while we slip in some propaganda, like post cards that show the front of the store and some features to be found at Wauconda Orchards.

Throughout the store we have pamphlets that show our gift boxes. We also have a mock display of our "Gift of Nature" gift packs. Basically, we offer six choices, but we will make them to order. (Customers seem to like the idea of being able to make up their own individual gift boxes.) One of our more popular gift boxes contains two half-pounds of cheese and 23 extra large apples. Our "Gift of Nature" stickers go on all of our packs to remind customers that they are giving and getting one of nature's most wholesome gifts--fresh fruit. Also enclosed is a greeting card with the Napa-Suwe Indian on the front. On the back is our phone number and address, with a note asking the customer to please notify us if the gift pack does not arrive meeting their satisfaction. I am also in charge of mailing these gift packs.

We have tried varied methods of selling our apples. We let customers pick their own apples from bulk boxes, but this proved most disappointing for us. Paper bags, which have a neat appearance, have also proven to have too many drawbacks. You cannot prepack them or store any great quantity of them. They also can not be stored in a cooler because, when brought into normal air temperature, they sweat and the bags break. The bags have to be filled just so or they will not stand properly and often tip over.

This year we switched to a poly draw-string bag, and found that we were not loosing apples off the tops of bags through pilferage. Nor did we have people asking, "Are the apples at the bottom of the bags as good as those at the top?" In picking out our bag, we ruled out the less expensive poly bag that is found in most grocery stores because we did not want to be associated with the common, grocery store image. We think the draw-string bag gives a better quality image. We have designed our own label to identify the different varieties that we have to offer, giving a brief description of their tastes and uses. We are currently having art work designed for our bags so our product can be better identified as our own individual product. Psychology enters into modern marketing, and we have found that a colorful bag helps sales. The right marking pen for marking prices is also an aid. For us, the color black is not as well accepted as red; red not as well as blue.

During the weekdays after Halloween, we put all of our apples in a walk-in cooler where customers can serve themselves. The poly bag really pays off here. It does not break and it keeps down pilferage in the cooler. I might add that we had to install a 2' x 5' window in this door before customers would go into this cooler--I guess the public is just paranoid after seeing all those Alfred Hitchcock movies. We put a path of apples made from contact paper on the floor to help draw people into the cooler, but we usually have to point both out to the customers.

In revitalizing our image, we have changed our cider label from a silk screen print to a pressure sensitive label. It should be noted that we freeze all of our cider and have no trouble with these labels coming off. We are pleased because they are more colorful, informative, and cheaper to use.

Naturally, seasons change, and to keep the people's interest we have horse-drawn hay rides in the winter. This is something worth looking into as a drawing card. (Contrary to popular belief, these horses are Clydsdales and not Budwiesers!)

A business is no more successful than its employees and its backroom. Last year, I made two demands of the people we hired to work with me in the grader room--they had to show up on time and they had to lift their own bushels. You lose too much time when you have to wait for someone to show up and, since everybody could lift their own bushels, I could move the workers around and use them where I needed them. These two points saved us a lot of money this year. Everybody worked hard this season, and I was well-pleased with my crew. Near the end of the season, I told them I would take them all out to dinner to the place of their choice to show my appreciation of their good work. I found that, after telling them this, they took more pride in their work and increased their normal output by some 20-30 bushels a day! I believe that when you treat your workers like family, rather than someone beneath you, they work harder and take more pride in their work, and this is always reflected on your business. I'm not trying to tell you that you should take all your employees out to dinner. Rather,

treat them like individuals and let them know when you are pleased with their work. You will probably find that you will not have to replace them as often, and that can save you money.

The first sight our customers see when they walk into our store (if they do not see our welcome sign) is our Store Manager, Donna Schumacher with a warm and friendly hello. Right now I would like you to meet the more elegant of our threesome--Donna.

DONNA SCHUMACHER: After attending last year's convention and listening to the many ideas shared, we set about creating a "new show" for our store. We felt we had established an image of a "folksy rural place." Crowds were there during the season, but we needed something to make them aware that we were now a year-round operation.

One of our first attempts was to organize a craft fair around Easter time. Two years ago we had the Easter Bunny as a drawing card, but it was only a moderate success. So we decided to combine the Craft Fair with the Easter Bunny this spring and see what happened.

For advertising, we (1) used the local papers, (2) tucked flyers on all purchases, (3) placed flyers in strategic spots in the store, and (4) decided to try one county radio station. (We had never tried radio, but so many of last year's speakers urged the use of radio that we decided to give it a whirl.) Our cost for advertising was \$90.

Using only local people that we knew, we set off on our endeavor. All crafters demonstrated and sold their own crafts. We provided tables and space for them--they did the rest. Our sales on this weekend were 150% above the previous year, and the highest we'd had in three months. This also exposed Wauconda Orchards to many new people, and brought them back as repeat customers.

Not wanting to let go of a good thing, we had a Christmas show. The turnout was even better, and we used this to let people know about our gift packages and baskets. This was our best year on both. Backing up a few months, we did go ahead and bring in a line of bedding plants last spring. We broke even, but we feel it was a start so we will be doing it again. But, we will advertise more extensively.

Our blunders for the year were many. One was an Old-Time Farm Auction where we promoted our rural atmosphere, but lost our income for the day. Another item we feel we lost on is canning supplies. We didn't carry them, but the demand for them was unbelievable! We're definitely thinking about adding this to our line. We did add bulk honey to our stock. We had customers bring in their own containers and **sold** it for less than our bottled honey. This increased our honey sales all around. Of course, the sugar shortage hasn't hurt in promoting honey, either.

Our candy has always been good. This year our fearless leader made a Candy House, and sales have increased. Loose, individually wrapped candy out-sells unwrapped candy. The pick and choose method out-sells pre-packaged candy.

Probably our best investment this year was the purchase of our peanut butter machine. I would not hesitate in recommending this to anyone. People seem to enjoy the "real thing." Spices were another move in the right direction. We have both whole and ground spices and we pre-package them. Our coffee was not doing well. We set up a display that we thought was attractive and inviting, but our customers thought otherwise. So, we invested in some more candy jars to display the coffee, and pre-packaged some of the coffee beans in half and one pound bags for customer grinding. It then started to move.

We have a small line of house plants, hoping to remind customers that we carry bedding plants in the spring. This Christmas we had poinsettias. They were decorative and added a touch of class to the place.

We added our own personal touch to everything we have done this year. From labeling jams and jellies to making gift baskets, we have tried to remain unique. Today, everyone (including myself) judges a place of business by the little extra things extended to them. Whether it's saying hello, answering their questions, or taking the time to just visit with them--these all add to making them want to return. Everyone's formula for success is different, but I don't think you can beat the little extra courtesies of life for making customers happy. Our customers seem to bloom with everyday friendliness.

BOYNE: Talk about a horn of plenty--this was a cornucopia of ideas presented by this team from Wauconda Orchards. We do have a few minutes and I think, if the team is willing, we'll field some questions.

Q. HAVE YOU CONSIDERED CARDBOARD HALF BUSHEL CONTAINERS? A. Yes, we have tried them. But, we would spend so much time in assembling the container at the check-in point that it slowed down our entryway. That is why we have gone strictly to the best wooden bushel basket that we can buy. (We get all of our baskets from Sam Mott in Michigan, and I pay a premium of 2¢, supposedly for a better basket.) We have two road systems coming in at the same time, and we just haven't seen a way of handling a fiberboard container.

Q. DO YOU HAVE ZONING, AND WHAT IS THE PERCENT AGAINST YOUR GROSS ON ADVERTISING? A. Total advertising, which includes our gazette, regular weekly newspaper, and occasional radio advertising, and flyers will (at the present time) run 7% of our gross sales. It has run as high as 10%. We are trying to figure ways of cutting it back. In fact, our budget for 1975 is 5%, although it may go up to 6%. As for zoning, I don't sleep easy at nights because we do not have zoning of this particular

property. We are waiting to be annexed into the town of Wauconda; part of our property is contiguous to it. We have a complete portfolio made of this old Wauconda village (which would incorporate the orchard) where there will be a gristmill, a restaurant, and all that. So, we are waiting to go into town to get rid of our sanitary facility problem, and then apply for zoning in a whole new area. But, the present farm market does not have zoning. We are reasonably comfortable that we can continue doing what we are doing, but the worst part about it is that all around us are country estates with \$100,000-\$300,000 homes. So, we have problems ahead of us in that area. Anybody that can get zoning should certainly do so.

Q. HOW BIG IS YOUR STORE? A. The store itself is 7,000 sq. ft.

Q. HOW DO YOU SEE THAT THE BASKET CHARGE IS KEPT STRAIGHT? A. We simply circle the 65¢ on the field form and it is added to the total at the check out point unless they transfer the fruit to their own container.

Q. DO YOU HAVE CITRUS YEAR-ROUND? WHAT ABOUT MARK-UPS? A. We bring in citrus in December, until we sell out in January or February. Mark-ups--We play it very close with mark-ups. It depends on what the market is doing.

Q. HOW ARE YOUR PRICES, COMPARED TO THE SUPERMARKET'S? A. We try to stay a little under. I believe that, on most of our produce, we are higher than any other orchard. We try to keep a quality image with our prices; we don't try to have the image of being the cheapest person around. But, we try to stay just a little under the stores.

Q. I'D LIKE TO HEAR ABOUT THE CIDER MILKSHAKE. A. Just use cider in place of milk; have the same amount of ice cream that you would in a regular milkshake. That is, an ice milk, not ice cream. It is really good.

Q. IN TERMS OF YOUR ORCHARD, WHAT ARE YOUR DREAMS FOR THE FUTURE? A. My dreams for the future are hoping that we can stay with our pick-your-own orchard about the way it is--solidly planted. We do have 20 more acres that we could either put into vegetables or strawberries. We are very concerned about the doldrums during the early part of the summer, and one of our reasons for listening very intently here at this session is to hear more about strawberry pick-your-own in an effort to get out the troops in the early part of the summer. I think we will go into strawberries rather than more apples.

BOYNE: To keep our program on schedule, we are going to have to terminate questions at this point. Let's give Dick and his crew a real fine hand for an excellent presentation.

Your program indicates that the next speaker was to have been John Williams with "Roadside Marketing Ideas from England." Unfortunately, after the program had gone to the press, Dr. Cravens

received a cable from Mr. Williams indicating that his wife was seriously ill and, as a result, he would not be able to come to the U.S.¹ We have arranged for a presentation that I think you will find to be an excellent substitute. I would like at this time to introduce Mr. James S. Toothman, a marketing specialist with the Cooperative Extension Service at Pennsylvania State University. His responsibilities include a variety of educational programs in food retailing and wholesaling. He is a graduate of the University of Washington, and has done graduate work at the University of Pennsylvania and Temple University (actually, he holds an MBA degree in marketing from Temple). Prior to joining the Penn State staff, Jim was engaged in food distribution research and educational work with the Agricultural Marketing Service of the U.S.D.A.

Jim tells me that he is a firm believer that there is tremendous potential for increasing the volume of farm produce sold directly to consumers by developing sales locations in heavily populated areas. In his presentation he is going to describe some of the farm sales methods that are being used by many Pennsylvania producers to increase their sales and profit. Jim and his colleagues have recently surveyed one very unique type of open-air farmer's market that they think represents an effective method of selling in cities and suburbs.

With that, I would like to introduce to you Dr. James Toothman.

¹See copy of brochure describing Mr. Williams' operation on pages 33-40.

HOW PENNSYLVANIA PRODUCERS USE FARMERS' MARKETS
TO INCREASE SALES AND PROFITS

James S. Toothman
Marketing Specialist
Pennsylvania State University

Thank you, Dr. Boyne. Good morning farm market operators, suppliers, and students of farm to consumer retailing. I wish to present some information about a method of selling farm produce that is quite different from the operation of a roadside market. My talk is related to civilization's oldest method of perishable food retailing--the operation of intown farmers' markets.

We now have about 80 farmers' markets in small and large towns throughout Pennsylvania. Six new open-air markets were established this past summer; we know of four more being planned for the next harvest season. Over 500 producers are now selling in these markets. Farmers' markets appear to have some sales and cost advantages that will make them an increasingly important factor in farmer to consumer retailing.

To show you why I believe in the future of farmers' markets, I am going to describe four very successful yet distinctively different Pennsylvania markets. But before doing this, I would like to explain that I'm still a student of farm retailing--not an expert. Most of my work experience over the past 20 years has been in supermarket research and training.

I first became personally involved in farm retailing educational programs about four years ago. What I have observed and learned causes me to be very enthusiastic about the future of all methods of farm retailing. It's a real thrill for me to hear and feel, for the first time, the "vibes" of inspiration you successful marketers generate at this enthusiastic get-together. It is a wonderful forum for exchanging ideas. Last evening's introductory interviews identified two operators I especially want to meet--the lady who sells in the East Cleveland Market and the gentleman who increased his farm market sales by using a mechanical beanpicker. Their experience can help Pennsylvania operators and it is part of the new information I want to take back to my work from this conference.

Direct sales of foods to the public has important benefits for both farmers and consumers. It is going to expand rapidly in the next few years because of competitive advantages. You and all farmer retailers are going to be getting more support from consumer groups, farm organizations, colleges of agriculture, state agencies, and the U.S. Department of Agriculture. Most of these organizations are just now awakening to the significance and potential of farm retailing.

In the past you have gotten very little assistance or encouragement from public farm agencies and farmer organizations. For this reason, I would like to offer a tribute to the foresight and academic pioneering of those who originated and those who continue the operation of the Ohio Roadside Marketing Conference. I have heard this Conference praised by many market operators in Pennsylvania. In assembling a reference library on farm retailing, I learned that the research studies directed by Dr. Cravens and the published Proceedings of this Ohio Conference represent a major part of all that has been written about farm retailing. Dr. Cravens and his former colleague, Ed Royer, chose to devote much of their time to your problems and opportunities when most agricultural marketing professionals hardly knew or would admit that farm retailing existed. The skills and dedication of the Ohio State Department of Agricultural Economics staff has developed this meeting into what is actually a national conference on farm retailing. So, Gene, Vern, Ed and your teammates, we Penn State fans are happy to recognize your team as being No. 1 in the nation in the farm retailing league. Much of the growth and improvement in produce to consumer marketing is a result of your research and your work with this Conference. It's obvious from the attendance that operators and marketing educators from many other states also feel you are No. 1. So, let's give Gene and his team a hearty handclap in appreciation of their important contributions to the advancement of roadside marketing. In deference to local sensitivities, I'll refrain from mentioning last week's bowl game results and opinions about the ranking of another OSU team!

Now back to my report on farmers' markets in Pennsylvania. Three years ago I spent an afternoon in late August at a farmers' market on the outskirts of Lewisburg, a central Pennsylvania town of 6,300 people on the Susquehanna River 90 miles north of Harrisburg. I was so much astonished by the continuous parade of customers in and out of this market that I decided we must find out where and how much of this sort of marketing activity was going on in the state. My boss and the Pennsylvania Department of Agriculture agreed, and funds were provided for a farmers' market survey. From this we learned that there were then about 75 locations scattered around the state where in-town or close-to-town markets were operating with many bona fide farmers represented among the various food and nonfood vendors. Fifteen of these locations were so-called "curb markets" operating on public streets or parking lots. Usually, only farmers and craft artisans are permitted to sell at this type of market. The remainder of the markets (about 60 in number, varying in size and success under public, private and cooperative ownership) have permanent buildings and operate on a year-round basis.

Based on what we have learned from the survey of existing farmers' markets, I believe that the key to expanding farm to consumer sales lies in developing effective low-cost methods of selling at locations in the suburbs and cities. There are two good reasons why many of you who already have successful roadside markets may wish to consider selling at an in-town or close-to-town location. If your market is situated at a considerable distance from the homes of many regular customers,

sales may be adversely affected by the scarcity or cost of gasoline. A more tangible reason for selling at a farmers' market would be a desire to increase your sales.

Several Pennsylvania producers operating well-developed roadside markets also sell at one or two farmers' markets. Those I have talked to cite increased sales as their reason for selling at farmers' markets. One operator recently told me that, by selling his surplus at a farmers' market, he is able to hold his prices higher than if he attempted to sell all of his production at the farm location. We have a Pennsylvania couple with us today, Bill and Jean Hileman, who practice this dual method of selling. Perhaps later in this presentation they will comment on some of the opinions I express. Bill and Jean sell at one of the markets I'm going to describe. If the projectionist will now dim the lights, we'll start a picture story of four very successful Pennsylvania farmers' markets.

Lewisburg Farmers' Market, Lewisburg

Lewisburg is best known as the home of Bucknell College and a federal penitentiary, but it also has a very popular farmers' market. The market occupies a seven-acre tract of land on the western edge of town. It has been in operation under private ownership since 1937. Sales are made only on Wednesday from noon to 9 p.m. year-round. A frame building 50 x 300 ft. constructed in 1965 accommodates about 45 vendors, including 10-15 farmers, offering a large variety of perishable foods. Some nonfoods such as candles, phonograph records and handyman hardware are also offered. The market owner has found that fresh meat is most important in attracting customers to the market. Three meat dealers who do their cutting at other locations sell fresh and processed meats from refrigerated display cases in this market. Custom baked goods always do well in a farmers' market. Apparently the two women who operate the bakery booth in this market also do very well. They take an overseas vacation trip every year.

The outdoor area of the Lewisburg market provides space for up to 50 additional sellers. This open-air space is usually fully occupied during August and September by farmers and a few hucksters who bring in melons from the Southern states. Parking for 400 cars is provided, and most of this is needed on market day during the late summer and early fall. This market draws patronage from several small town within a 15-mile radius. Vendors told us that some of their regular customers live up to 40 miles away from Lewisburg.

New Eastern Market, York

The modern brick structure housing the New Eastern Market, and providing almost 28,000 square feet of selling space, was opened in 1960 on a five-acre site. At the time of our survey, it accommodated 32 farmer-retailers and 58-dealer-tenants. Only food, flowers and ornamental plants are sold here. This market has an ideal location adjacent to a large shopping center. It is open only on Friday from 2 to 10 p.m. On many market days the 250 parking spaces are not adequate to

accommodate customer cars. Fortunately, the shopping center parking area is close enough to accommodate the overflow.

The market is incorporated and most of the stock is owned by the farmers and dealers who sell in the market. They say they are in good shape financially. However, it seems doubtful at today's higher property, building, and tax costs that a market similarly located in a choice retail-commercial area could be built and maintained on the rental income from one-day-per-week operation. We have observed that privately owned permanent markets in high cost locations usually rent most of their space to dealers who are interested in operating several days each week throughout the year. Many of the dealers and some of the farmers selling in the New Eastern Market also sell at other farmers' markets during the week. The practice of selling in two or more markets is quite common, particularly in South Central Pennsylvania where there are several markets nearby.

Roots Country Market and Auction, Manheim

This is one of the most fascinating markets in the state because of its size and the large variety of merchandise offered. It is privately owned and operated on a 15-acre site in 4 buildings. It is located about 12 miles northwest of Lancaster, with 40,000 sq. ft. of selling space, houses about 125 stall vendors offering everything from horseradish root to women's and children's clothing. About 25 farmers sell throughout the year from indoor stalls, and about the same number of farmers sell in an open-air midway during the summer. The other tenants are dealers. Several offer large assortments of processed and fresh meat and bakery products. The market operates only on Tuesday from 3 to 10 p.m.

Three smaller buildings accommodate an auction for small animals (a food auction of eggs, fruits, vegetables, sausage meats and commercial day-old baked goods); an auction of household furnishings and miscellaneous hardware is conducted in the third building. The varied offerings at this market give it a broad appeal that draws heavy patronage throughout the year.

Heidelberg Farmers' Open-air Market, Heidelberg Borough

This market is operated by an incorporated association of 33 growers and 4 associate dealer-members. In my opinion, it is the type of farmers' market operation that appears to be best suited for selling large quantities of locally produced fruits and vegetables in towns, cities, and suburban areas at a low overhead sales cost. The association, known as the Allegheny County Fruit & Vegetable Growers Association, was organized as a direct marketing cooperative in 1937. Until 1969, it operated on leased land near the downtown district of Pittsburgh. Members were forced to find a new market location when that property was taken over for a redevelopment project. Differences of opinion over the choice of a new location caused some members to leave the Association. But after four years operation in their new suburban

location, several have told us that being forced to move was the best thing that ever happened to them.

They now do their selling on the parking lot of an automobile racetrack, located about 12 miles from downtown Pittsburgh. Races are conducted only on Sunday. The lot will accommodate 6,000 cars. The market operates Monday, Wednesday and Friday evenings from 6:30 to 10 p.m. Operating a suburban open-air market only during early evening hours has several advantages for both customers and producers and is strongly recommended. Sales space here on the race track parking lot is available to members throughout the year and is used by a few fruit grower-members during the winter, but most of the sales activity takes place between June and early November.

At the peak of the vegetable harvest season in August, over 2,000 cars have been counted entering the Heidelberg Market parking area during one evening. At these times, three borough police officers are hired to direct traffic in and out of the parking area. Some growers bring as many as four truckloads (vans and pickups) and use up to 12 sales clerks. One of the larger growers (and an officer of the Association) estimates total sales for all market members last year were close to \$1 million.

To broaden the customer appeal of the Heidelberg Market, and help pay the rent, four nonfarm food dealers have been admitted as associate members. They offer custom baked goods, meat, cheese and refreshments for on-premise consumption.

Major expense items for operation of this market last year were rent \$7,000, market manager's salary \$1,680, traffic police \$2,315, insurance \$1,830 and advertising \$1,012. All expenses for operating the market facility and the Association totaled \$18,150 or about 2% of estimated total sales.

Seasonal open-air markets patterned after the Heidelberg Market were opened last summer in Wilkes-Barre, Pottstown, Huntingdon, Greensburg, Washington and Scottdale in Pennsylvania. It is important to note that the action to form and operate each of the markets was originated by either a businessmen's association, a civic organization or the Cooperative Extension Service. In some instances, representatives from each of these groups participated in developing the new in-town farmers' market. The market in Scottdale is sponsored by a rotary club. It operates on the property of an abandoned railroad station. The other five markets all operate on public property made available by the municipalities in which they are located.

Since the commercial production of vegetable and small fruit crops has all but disappeared in many Pennsylvania counties, the major problem in getting a new market started in these counties is recruiting growers who have suitable products and quantities to sell. Five of these six new markets expect to have some more growers participating, offering more variety and larger supplies this year. One of the markets located in a heavily industrialized county has problems recruiting growers and its future is uncertain at this time.

The sudden widespread interest on the part of businessmen and townspeople in reviving farmers' markets is difficult to explain. We know of several communities now attempting to get open-air markets organized. One of these is a rural town with less than 3,000 population. Its market will probably be more important as a summer social experience than as a contributor to farm income. Another organizing effort in progress, with the assistance of the Pennsylvania Department of Agriculture, is aimed at starting an open-air market on the parking lot of the Farm Show facility in Harrisburg. This one has a potential for equaling the sales success of the Heidelberg Market.

From information obtained in our farmers' market survey three years ago, and subsequent observations, it appears that locations with several farmers and dealers offering merchandise have these advantages for farmers desiring to retail their products to the public:

1. No capital investment in land or building is required.
2. Many markets do not require a lease or fixed term of occupancy particularly for outdoor stalls. This provides flexibility in the use of the market and limits the payment of stall rental to the times when the seller has produce to sell.
3. Rentals are reasonable, ranging from \$2.50 to \$10 per market day for stall space varying from 6 to 12 feet in width.
4. There is an established public patronage in existing markets providing many potential customers without individual sellers incurring the expense of advertising.
5. Farmers' markets provide a means of retailing for producers whose farm locations are not suited for the operation of a roadside stand.
6. Merchandise can be sold at more than one location by renting space in different markets.
7. Sales work and management responsibility for the producer selling only at farmers' markets is confined to the days of market operation.
8. In heavily patronized markets growers sell large quantities in a few hours.

A major disadvantage of these off-farm locations is the additional labor and time required to load, transport, unload and set up displays. Also, there is less flexibility in adjusting harvesting to the rate of sale and you don't have the operating conveniences usually available in a well-equipped roadside market. But, the pluses seem to outweigh the minuses, especially in a high volume location.

The high customer traffic attracted to the markets I have described, and particularly the market in Heidelberg, shows the potential for increasing farm retail sales by bringing produce into densely populated areas. Farmers can easily organize and control markets of this type. They can be established wherever a suitable low cost location can be obtained. Parking lots of industrial plants, shopping centers, sports facilities, fair grounds, schools or other public land are all possibilities for the operation of a seasonal open-air farmers' market.

I would like to briefly identify some of the other possibilities I see for improving all types of farm direct marketing.

1. Programs by farm organizations and public farm agencies to publicize and expand farm retailing opportunities. In this connection I am pleased to note that your Ohio Agricultural Marketing Association (which has a booth in the Conference exhibit area) has formed a Farm Market Division to serve farmer retailers.
2. Formation of state level policy boards or committees to represent the interest of farm retailers in legislative and regulatory matters.
3. Operation of central, statewide farm retailing information exchange services. These would provide information on market prices, product availability, coordinate supply purchases and facilitate the distribution of products to various farm retailing outlets.
4. A program for the procurement of products from growers in other states and distribution to roadside and farmers' markets.
5. Development of a transportation program serving all types of farm retailing outlets. This would facilitate the exchange of products between growers of products in different parts of a state or region and provide farm market operators with greater variety in their product line.

I'm suggesting you keep the foregoing topics in mind for discussion in future conference workshop sessions.

In Pennsylvania consumers are now spending about \$9 billion a year for food. Ohio residents are spending about the same amount. Having this huge market within easy reach makes the possibilities for direct sale of many locally produced foods practically unlimited. Bringing farm fresh produce into heavily populated areas can expand your sales and profits very quickly. Producers of meat, dairy and poultry products can share in the benefits of direct marketing to a much greater extent than they are at present. In my opinion, farmers' markets (and

especially those organized and controlled by producers) offer an effective low-cost method for achieving higher sales and profit objectives. If well-operated outlets are established in the right locations, it will be a long time before we have to worry about an oversupply of local farm produce.

BOYNE: That concludes our morning program. We'll convene again at 1:15. Until then, the exhibits are open. Thank you.

ROADSIDE MARKETING IDEAS FROM ENGLAND

John Williams
Birds Farm
Crossway Green, England

(This supplement, a reproduction of a brochure used in one of his promotions, is included, although the speaker was forced to cancel his trip to the United States because of family illness.)

You are taking part in an experiment to find out the best means of organising and running Farm Open Days for the benefit of the general public.

The objectives of the open days are:--

- (a) to provide an interesting and enjoyable experience for the visitor;
- (b) to increase the visitors' understanding of farming as an industry;
- (c) to allow the agricultural industry to explain its modern role to the urban visitor; and
- (d) to allow the agricultural community to understand the approach of the urban visitor to the countryside.

We hope that you find your visit both enjoyable and instructive.

FARM OPEN DAY

TITTON FRUIT FARM
STOURPORT

27th May 1973

Situation

The farm lies on the eastern side of the Severn Valley with views of the Abberley Hills to the west. The river is within easy walking distance of some of the fields. The main entrance to Titton Fruits is situated two miles out of Stourport on the A 4025, Stourport to Worcester Road. Bordering the entrance oaks, beeches and conifers have recently been planted and walnuts alternated every twenty feet with flowering cherries, apples and maples to form a tree lined avenue leading to car parks and picnic areas. In future years as the trees mature they should add to the beauty of an area which has suffered such deprecation from Dutch Elm disease.

Preface

Titton Fruits began to take shape as a co-operative venture between two neighbouring farmers--R. G. Bell (Titton Hill Farm) and J. G. and R. D. Williams (Poollands Farm)--90 acres, some four years ago. Previously both farms had specialised in horticultural crops trading separately and in the traditional way through the wholesale

markets. Over the past four years the trading pattern of the farms has evolved to include a system of marketing direct to the public alongside the usual market methods. The area you will see today was planted two years ago specifically for these "pick your own" sales, which have proved so popular with the public. This method seems to satisfy two needs--1. to buy fresh produce at a reasonable price, and 2. to enable the Urban population to enjoy some of the amenities of the countryside. It is with this in mind that picnic areas are being laid out and decorative trees are being planted.

The owners welcome you to this "Farm Open Day" and hope you find it enjoyable.

Crops

Strawberries are one of the main and most popular soft fruits. You will see here modern varieties such as Cambridge Favourite, Cambridge Vigour and Red Gauntlet. Eighty percent of the United Kingdom Strawberry acreage is currently Favourite. These varieties are capable of producing about 5 tons per acre of good flavoured fruit. The old fashioned but wonderfully flavoured Royal Sovereign can only yield 1 1/2 tons per acre, which would not cover the costs of growing this crop.

The establishment cost of growing one acre of strawberries is about £200. It is 18 months before any return on capital occurs. The life of a strawberry plantation is usually 4 years.

Weeds are controlled by herbicides, fungus diseases and insect pests by other specific harmless chemicals. Chemical cover must be used to eliminate as much hand work as possible.

Harvesting requires a very large labour input, 6 pickers to the acre. This field, for example, would require 84 pickers. You will appreciate that if the consumers can pick their own, not only will it be fresher, but cheaper as well.

The normal fruiting period is from the middle of June to the middle or end of July.

New varieties are constantly being tried out to both prolong the season and improve quality and taste.

Gooseberries--Slow growing bushes, taking about 6 years to come into full bearing. One of the earliest fruits to ripen. Grown here are--Careless, an early culinary variety and Leveller, a late dessert variety. The main problem with gooseberry production is bird damage. Bullfinches, in particular, during January and February will strip every fruit bud from the bushes unless preventive action is taken.

Raspberries--Considered by most people, the best fruit for deep freeze and jam making. This crop is much more expensive to produce than strawberries. From planting to maturity it takes 3 years. The plantation should last 10 years until yields drop, the variety is superceded or weeds overwhelm it.

The crop has to be supported on posts and wire which costs £100 per acre. Pruning and tying up costs £40 per acre per year. Varieties grown to give a succession of ripening dates are--Malling Promise, Glen Clova, Malling Jewel, Orion and Norfolk Giant. The average yield of raspberries is 3 tons per acre.

They are much more difficult to pick than strawberries as they ripen very quickly, and picking of so many berries in a short time is a limiting factor on the acreage that can be grown.

Loganberry and Blackberry--These fruits are also popular for freezing and canning. They are grown in a similar way to raspberries, but are not so pleasant to prune on account of the very large thorns. A new variety is being tried out that has been bred thorn free.

Because they ripen over a longer period of time, and the individual berry size is larger, the fruits do not present such a harvesting bottle-neck as raspberries.

Currants--Like cane fruit, the best fruits are produced on wood grown the previous year, so the object in pruning is to renew all wood over a 3 year cycle by cutting out half of the old wood each year. The average yield of blackcurrants is 1 1/2 tons per acre. All the fruit ripens at the same time and is slow to pick by hand.

Nowadays, most commercial plantations are machine harvested. One machine (costing about £5,000) replaces the traditional gang of casual pickers. As a result, production of Blackcurrant is tending to be concentrated in larger acreages by specialist growers. These growers contract the whole of their production to the processing industry. This and the erratic market returns of the past decade, have effectively ended supplies of fresh fruit to retail outlets.

Varieties grown here are:--

- Blackcurrant - Raven (early)
- " - Tor Cross (mid. season)
- " - Baldwin (late)

- Redcurrant - Laxton No. 1 and Red Lake

- Whitecurrant - White Versaille

Top Fruit--Apples and pears on this farm are grown intensively. That means planting up to 1,000 dwarfing type trees per acre, as opposed to the old method of approximately 100 vigorous type trees per acre. The Spindlebush system has been used. The objects are easier pruning, spraying and picking, without using any ladders.

To increase the yield per acre of high quality fruit, smaller tree size increases the amount of available light which influences colour and size of fruit. This orchard has been specially planted for the P.Y.O. trade. There are other orchards where the fruit is picked and graded for market and the farm shop.

The ready picked fruit is stored in Cold Stores, and on sale until the turn of the year. The first apples are ready for picking at the beginning of September, and will continue according to variety until the end of October.

The varieties grown here are: -

Discovery)
Worcester) early
James Grieve)
Cox
Crispin
Delicious
Ida Red
Bramleys Cooking Apples
Conference and Comice Pears.

Vegetables--For some years now, much interest has been shown by "P.Y.O." fruit customers in buying vegetables, particularly runner beans. For the first time last year a P.Y.O. vegetable field was tried out. This proved that it was worthy of further study and development.

This year a 10 acre field is being planted divided up into small plots to try and get a better continuity of supply throughout the season of such crops as--Lettuce, Peas, Cauliflower, Cabbage, Beetroot and Sprouts. This presents cultural difficulties, particularly as regards use of machinery. It is much easier to grow 10 acres of one crop in a field, than to divide it up into many small plots. However, it is hoped to overcome or minimise these problems and present the customer with a constant supply of fresh and varied vegetables.

In addition to the above vegetables, the following are being grown for sale either as P.Y.O. or at the farm shop, according to their season:--

Broad and Runner Beans
Salad and Bulb Onion
Tomatoes
Sweetcorn
Courgette
Marrows
Spinach
Parsley

and as a trial for the first time under polythene tunnels, Celery and Sweet Peppers.

Marketing

Why "Pick Your Own"? The answer is simply popular demand. It is a family outing, a trip into the countryside, and most important of all an opportunity to pick a range of fruit and vegetables at the right price, to take home and enjoy. No other marketing method can offer the customer produce direct from the field to the table or the deep freeze. The perfect answer for freshness and quality.

Contrary to popular belief, Pick Your Own time presents many problems to the growers. We are at the mercy of the weather, hot, cold, dry or wet. A wet weekend on 10 tons of ripe strawberries is a tremendous risk to have to face.

Public relations are all important, staff must be available 7 days a week, 12 hours a day, to help the customer. Adequate road signs must be displayed despite restrictions imposed by local authorities on the size and number of signs. Car park picnic areas must be provided.

Conventional marketing, i.e., transporting produce from the other fields to the wholesale markets does still form a large part of the sales. High harvesting costs (6p per pound for raspberries), packaging, commission charges and transport all combine to make a very expensive product in the shops.

Contract sales with processing firms are another outlet for produce. This is reducing due to the decline in popularity of jam and high cost of canning.

Pollution and the Environment

Public attention is now focused on the environment. The farmer is expected to produce more food at the lowest price, using less labour and fewer acres of land. For example, in October 1962 on average you had to work 39.1 minutes to earn enough money to buy a dozen large eggs. In October 1972 the working time had dropped to 16.4 minutes for these same eggs.

This increased agricultural efficiency has been achieved, by many devices, such as specialisation of crops and more intensive growing, and hedge removal to ease the use of more machinery.

Another device is the use of chemicals to kill weeds, to kill insect pests, and to reduce fungus disease. However, these are the very things the conservationists complain about. It is often not realised that the growers, who have to live in the countryside surrounded by the results of their labours must in their own interests conserve the structure of the land for the soil is their raw material. Indiscriminate use of chemicals would be an expensive folly.

An old farmer once said--"Live as though you are going to die tomorrow, but farm as though you are going to live forever." Without

a large scale use of chemicals (fertilisers, weed killers, fungicides and insecticides) we could not hope to grow high quality products economically. Chemicals are carefully tested before approval for their use is given (if the potato - or coffee - were invested today, they would be banned as TOXIC!).

Fixed Equipment

Additional to investment in growing crops, and cultivation implements, considerable fixed equipment is required. Basically this comprises, Irrigation, Cold Storage, Grading, Packaging and Transportation.

(a) Irrigation--To ensure optimum yield and quality, water must be freely available at crucial growth stages. Licences are required to spray, irrigate and water, even from ones own well, must be bought from the Water Authority.

A borehole, 300 feet deep has been sunk to provide the required flow of 5,000 gallons per hour to irrigate this block, and as soon as planning permission has been obtained the ancillary equipment will be installed.

(b) Cold Stores--These are required:--

1. to remove field heat from fruit, to prevent the quality and bloom from diminishing before the fruit reaches the retailer;
2. for short term storage of soft fruits to meet peak marketing demands at weekends; and
3. for long term storage of apples and pears to extend the season of marketing.

(c) Grading and Packaging--As years pass, the consumer becomes more complex. Apples and pears are now graded for both quality and size, and next year Strawberries will be also. Other fruits and vegetables are also graded, e.g. Tomatoes and Cauliflowers.

(d) Transport--As time passes, fruit and vegetable growers are once again moving towards provision of their own transport. Not only does produce have to be delivered to the markets, usually overnight, but the labour required for harvesting has to be collected from nearby towns. This partnership operates a lorry and five light commercial vehicles.

Farm Implements

Additional to normal cultivation tools, such as ploughs, harrows, rollers for working the soil, specialist tools are also employed. Among these are:--

(a) sprayers, for trees, bushes and ground crops;

- (b) rotavators, for producing a fine seed bed, and chopping up debris;
- (c) fertiliser spreaders, for precision application of chemicals at rates ranging from 10 cwt. to 2 lbs. per acre;
- (d) planters, for automatic plant spacing;
- (e) drills, for precision spacing of expensive seeds;
- (f) plant lifters, for lifting nursery stock prior to planting;
- (g) straw spreader, to break up and straw down strawberries and cane fruit.

All implements are tractor mounted. This partnership operates eight tractors.

Conclusion

This concludes the details of your farm walk which it is hoped you found interesting and informative.

FOLLOW THE COUNTRY CODE

- Guard against all risk of fire
- Fasten all gates
- Keep dogs under proper control
- Keep to the paths across farm land
- Avoid damaging fences, hedges and walls
- Leave no litter
- Safeguard water supplies
- Protect wild life, wild plants and trees
- Go carefully on country roads
- Respect the life of the countryside

TRACK I

PICK-YOUR-OWN SELLING

Chairman: William Fulton
Fulton Farms
Troy, Ohio

Good afternoon, ladies and gentlemen. I am your chairman, Bill Fulton, from Fulton Farms, Troy, Ohio. Your first speaker this afternoon was to be George McConnell who, many of you know, we consider "Mr. Strawberry" in Ohio. However, he had surgery not too long ago (a minor operation with a few complications) and they had to hold him in the hospital. It looks as if I am going to be a fill-in speaker for the first 10-15 minutes, if you will bear with me.

We farm about 600 acres of vegetables--raise about 400 acres of sweet corn and 20-30 acres of melons that we retail; raise about 55 acres of strawberries that are pick-your-own; raise 35-40 acres of pumpkins as a wholesale crop; and we raised a few green beans as an experimental pick-your-own operation last year. I am quite anxious to hear some of our speakers today because in certain parts of the country I know pick-your-own green beans is a very big crop. I have a few slides of our operation that I will put on the screen.

We hire about 20-25 people during our strawberry season, and at the peak of our sweet corn/melon season we get up to 70--mostly high school kids. We have been increasing our strawberry production about 5 acres a year. We started in strawberries about 10 years ago, and it has been a real growth crop for us. We are in a good location (a gravelly soil in a river bottom), but we have weed problems and have to do some fumigating. We can raise good strawberries here and they seem to be very productive year after year. The secret of pick-your-own strawberries is to raise good berries; they look pretty and you can get the people out.

We assign rows out in the field and try to get everybody in a spot that hasn't been picked for at least a day and a half or two days. We take a lawn mower and cut crossroads every 200 feet. Then we assign people from those crossroads in each direction; they have an aisleway and road on each side. Our roads are rather wide--total width between rows (center to row, center to row) is 4 feet; so we wind up with a bed that is about 2 to 2 1/2 feet wide. We assign an aisleway, and people pick on both sides.

I have three sons and three daughters in the operation. Also, all of you who have a pick-your-own operation know you have got to have a wife that can really get out there and work. In my operation my wife is the personality of the operation; any of you who know me know what I'm talking about. My brother and his wife are also in the business.

This is a picture taken for TV advertising. This is our check-out wagons. We have scales on each side of the check-out wagon, and we keep the wagon between the parking lot and the berries so the people walk past it. Now we put check-out wagons at an exit and the people drive in, park and pick up their supplies at a supply wagon. We furnish cardboard boxes, as many of you do, which hold about 12-15 pounds of berries; they are all weighed and sold by the pound. Last year we charged 32¢ a pound.

This is probably the most efficient system on smaller fields, but with the bigger fields we had to change our system. We had people walking too far. Now what we do is run crossroads every 200 feet and down through the middle of the patch we leave 70 acres of just grass, no strawberries, and that is what they park on. We just keep moving the supply wagon from crossroad to crossroad, right on down the field. We get one side, I have 60 rows on each side, so we assign 60 rows at a time, then we come back to the other end of the field and start on the next 60. Our fields are about 1,500-1,600 feet long, so by the time we get from one end to the other the traffic is cleared out and we start over again.

The ideal situation would be to have only one exit place for your whole farm; you wouldn't have to move your exit wagon, you could have permanent installation. Unfortunately, we don't have that set up. That is why we keep them on wagons. We run three of them; we keep an extra so we are ready to start the next field. At the peak times, it takes four scales to keep the berries going.

We do have a lot of weed problems down in these bottoms; this is what you call good vegetable and corn ground, a lot of gravel. But, we do fight a lot of weeds. So, we had been laying clear plastic and doing some fumigating for melons. We use methyl-bromide, 67%, and 33% chloropierin; it comes as a gas and it is inserted by knives underneath the plastic. This field is laid out for melons. These rows are 5 feet apart. (When we go to strawberries we do the same thing, only we crowd our tractor and come up with a 4 foot row.) With this system we are not completely fumigating everything, but we fumigate all the area where the plant is. If you were in an area where you have a lot of disease problems, this would not be the way to go.

For strawberries, we leave the plastic on for about a week and then tear it back. We plant right on that raised bed so our strawberries are on a slight rise. That way if we get some real heavy rains in the spring about the time the berries are starting to come on, there is one place to shed the water.

This picture was taken in early May, when I think it was down to 21° or 22° F. For frost control, we lay these lines out solid set; they stay there from the time we put them in until we finally tear the crop out (which may be four or five years later). Instead of laying between the rows, we leave a space for the pipe so we can lay the pipe down and work our cultivation equipment around it. This shows the buildup of ice on these blooms; I doubt if we could have a crop one year out of four without frost protection. Seems like every May we are going to get one or two freezes that are going to take strawberry bloom.

OK, I've filled in 15 minutes. If any of you have a few questions about our operation, I'll be glad to answer them.

Q. HOW DO YOU TAKE THE PLASTIC UP? A. What we do is split the plastic down the middle, then as fast as you can walk, pull the plastic loose. We have a 15 acre field to do, so we need about 15 boys to get it done; it is a dirty job because there is moisture on that plastic. We used to use black plastic for melons, and burned off the center of it. Now, the clear plastic we haven't done anything with it. We have used clear plastic for melons for about five or six years now and we find that the clear plastic will eventually break down; black stays a great deal longer, some say 12-14 years.

Q. HOW'S YOUR STRAWBERRY PRODUCTION? A. We run about 10 to 12,000 pounds per acre on our new planting. On each of our three largest days this year, we ran over 20 ton on our strawberries; up to that time, 16 ton was the biggest we had ever run in one day. Two years ago we had hail hit our berries on about Mother's Day, and that cut our production way down. Last year we knew we had a big crop coming on, and were a little worried that we wouldn't get rid of them, but we had ideal weather during harvest season and we had a tremendous crop.

Q. WEED CONTROL? A. Weed control. We are fumigating for weed control early. But, in addition to that, we use some dymid. In fact, in some years (if fumigating doesn't go quite as well as other years), I'll even use dymid that first year after the plants have gotten established, maybe six or eight weeks after planting. Then, we are using it in the fall prior to putting on the mulch. We have used some combination in the spring, but your time is pretty critical. You have to get it on the first part of April. We use 4 pounds of dymid and 4 pounds of tenoran in the spring right after we take the straw off.

Q. VARIETY? A. We used to be pretty much Sure-Crop and Midway, but now we have gone to Raritan and Guardian. I like Raritan; it is our best producer by far. But, a warning on it--it is susceptible to leaf scorch. We never used to talk about leaf scorch because we never saw it until I saw some fields in Wisconsin where they really got it. From then on I could spot it. We did have trouble on Raritan, and we used sprays of either Cyprex or Benlate during the growing season to keep leaf scorch down. If you are in an area that is susceptible to leaf scorch, I'd watch the Raritan.

Q. IS THERE ANYTHING YOU CAN USE TO CONTROL WEEDS WITHOUT PLASTIC?
A. Without plastic? I think some chemicals can be used to control disease problems, but I don't know anyone who has had real success that way with weed control. Great Lakes Chemical Company, where we get our material, worked with foams, but they have had a lot of problems with it.

Q. HOW LONG DO YOU USE A FIELD? A. We go for 4 harvest years. We will tear everything out of a 10 to 12 inch strip right out of the middle with a heavy mower; just drop the blades right down on the ground. So, that leaves us two small rows. We trim the edges then we let it spread back out from there.

Q. DO YOU INCLUDE THE BOX WEIGHT IN YOUR PRICES? A. No. Our scales are set back so that when the box is on the scales the balance is zero. The scales are self-reading scales; they can read the amount for each box. These little hand calculators are so cheap now that we are going to furnish them for our people (a couple of girls that work for us have them at home). That is all we are doing now. These boxes we furnish are getting quite expensive; they've about doubled in price the last couple of years. We are thinking about going to some kind of system encouraging people to bring them back and reuse them; maybe give them an allowance. But we run a lot of people and I can see some problems, so any of you in the audience who have allowed people to bring the boxes back and reuse them, I'd be interested in your comments.

Comment: We are doing that, 10¢ off the price for a returned basket.

FULTON: You note the box when they check in? I would think people would be happy with it because they are helping with this ecological problem that we have and, maybe, saving themselves a little money. We want to try it, but are a little apprehensive about what we might run into.

Q. HOW ABOUT LETTING THEM BRING THEIR OWN CONTAINER? A. Well, there are people that do this, but we are not set up to weigh this container prior to filling. It is a real problem for us, although I know there are growers who do it and are successful at it. Some growers say that everything that goes on the scales gets weighed. But then, people bring buckets with a plastic bag inside; at weighing time they pull the plastic bag out and set it on the scales. So, I don't think I want to go that way. It would be so complicated for us to keep track of.

Q. DO YOU PUT SOIL FUMIGANT ON IN THE SPRING OF THE YEAR? A. Yes, this is put on in April. You have to get soil temperature up--you ought to have soil temperature up to 60 degrees, and have it at 60 degrees for 4 or 5 days prior to that. We got into trouble one year when it was a little cool in the spring and boy, the first time it was up to 60 degrees I was out there fumigating and we didn't get the job we should have had. We found out later that the weather 4 or 5 days prior to fumigating is important. Now I realize this is critical for a lot of people, you just can't get everything done in the spring. This delays our planting to sometime the first week in May, but with solid set irrigation we plant them and mist the plants every day for maybe 2 or 3 weeks so they get a good starting and then we can get a good stand, and plant production that first year. I know a lot of people like to plant in March or April, we are just not able to do it, but I am not real sold on fall fumigation. It presents some problems for us.

FULTON: I think I have taken up enough time. We have several excellent speakers that I am anxious to hear, and am sure you are too. Our first speaker is Richard McConnell from Mt. Vernon, Ohio.

"Small Fruits"

J. Richard McConnell
McConnell Berry Farm
Mt. Vernon, Ohio

Our U-pick operation started in 1958 as a result of plants left over in the field from our strawberry plant business. From that year on, we deliberately planted more than we needed for plant sales and continued that practice until 1968, when we dropped the nursery in favor of U-pick. We have expanded our pick-your-own operation each year since then, not necessarily by increasing the number of acres, but by expanded production per unit area. We will offer fifteen acres of strawberries for pick-your-own this June, whereas in 1971 we had 23 acres; and in 1974 we picked 11 acres, surpassing the 1971 production by 25%.

Now, to the actual U-pick operation, which begins about June 5 and continues until the end of June. I am going to describe our set-up as though you were a customer and then later focus on some specific things we carry out.

First, you will have a pleasant country drive to our place from the nearby town or neighboring cities. You will heed the parking signs by pulling in diagonally on an extra-wide grass strip along a paved county road where we are located. Probably after locking your car, you will walk a fairly short distance to the sales stand to get started. The Amish lady in the specially designed mobile stand will issue you one or more home-made wooden carriers with an eight quart cardboard liner and direct you to the field supervisor.

On reaching this person, he or she will assign you to an aisle between rows. You would be asked to pick (along the aisle on both sides) all ripe fruit and place the blue flag marker in the aisle where you stop picking. After placing that marker, you walk back to the sales stand with your berries. Once there, you lift your carriers to the Amish lady and wait while she weighs each liner and marks the price on the end of that box. She automatically reloads the carrier with another liner as the scales balance. She totals the cost of your shiny, red fruit, collects the money and makes change.

While you are waiting for the check-out person to total your sales, you are encouraged to sign the registration card for next year's mailing list and avail yourself the opportunity to take a recipe sheet for more ideas on the preservation and preparation of your fruit in your home. After paying for your berries you are then free to load the "fruits of your labor" in your vehicle and drive home.

Now, let us take an overview of the leg work and reasoning that are necessary prior to the arrival of the customer.

The registration cards that were utilized the past two years are mailed to the customer. They advise him of the specific date the strawberry season will begin or that it has already started. This card also mentions all of the other fruits and vegetables that we offer for pick-your-own and tells about when they are ready. We cross index the cards each year and expand our mailing list with new names. This practice made it possible to reduce our June advertising to about one tenth of that in previous years, and still have more customers and make the public aware of the other produce that they keep asking about. Colorful signs to our place are located on nearby state highways directing potential customers.

The signs are painted by the same Amish lady mentioned before, Becky, and are large size, of professional quality and seem to attract immediate attention.

Becky is single and comes every spring from Indiana and leaves the McConnell Berry Farm in late September. Her five years with us has increased her enthusiasm and efficiency in many areas in which she works. Having a very good understanding of our entire operation, she helps with everything from planting to hoeing and pruning raspberries and grapes. Becky can accomplish more in the June sales stand than any two people in the same period of time, including myself. She easily and smoothly handles the customers from check-in to check-out, weighing no less than three tons of berries in a day. I have known her to balance out five tons of fruit in a day, but she prefers some assistance with this load and gladly accepts help on peak days when eight or more tons of berries are sold in a day. Becky is not one to initiate conversation readily, so in order to provide that friendly touch, my father works around the sales area and answers questions, encourages people to sign the register and just gives the customer a friendly welcome.

The use of this wooden carrier and liner was initiated in 1967 after getting the idea and design in Wisconsin. We are strong believers in and promoters of selling strawberries by the pound, as this is the most equitable way for consumer and fruit grower. Except for the initial year of confusion on the customer's part, we have experienced far fewer problems than in other years when berries were sold by the quart. It is explained to a newcomer that the government has established one and a half pounds of berries to a quart measure. We use a two price structure of 35¢ per lb. for 24 pounds or less (approximately two carriers) and 33¢ per lb. for more (that being 52 1/2¢ and 50¢ per quart, respectively). Using this price system last year, there was little resistance from the consumer and our plans are to use this same schedule this coming season.

By balancing the scales at zero with an empty liner on it, we provide the customer with this box at no charge. Because of the cost of the box to us (14¢ in May, 1974), we initiated a procedure of openly awarding the customer 10¢ off on a liner brought back and filled with berries. This was very well accepted and appreciated by the consumer.

In choosing our field supervisors, we try to hire bright, good-looking senior high girls who are dependable, friendly and difficult to fluster. Their responsibility is to assign each customer to an aisle of strawberries, explaining how the berries are to be picked, and to make sure that youngsters do not damage plants or berries. Dealing with those customers that never seem satisfied with their lot in life is also their task. By the way, we have not had to revoke the privilege of any age youngster picking (or eating) in our "patch" because of damage to plants or berries. Our feeling is that we would rather have a child learn to pick berries in our field, remember this as an adult, and assume him as a customer. I am not usually too far from our female supervisors, not because they are youthful and good-looking, but because at times someone of authority and tact needs to deal with a minority of customers who are, for some reason, dissatisfied. Also, I can keep tabs on the areas picked each day and keep the girls on the ball as far as picking up those rows that are partially completed and marked by the customer.

These blue flag markers are easy to spot from the end of each row, but can be easily forgotten if not looked for. In the past we have used painted wooden markers, but feel these flag markers are more satisfactory.

In previous seasons, the customer has picked on rows that vary in length from 300 to 600 feet, but plan to go to 100 or 150 foot rows this year. This should accomplish much better coverage by the consumer and easier aisle assignment. Except for early in the season, we try not to pick an area more than once every other day.

I have some other views on U-pick that ought to be expressed. The customer has to be considered first priority. When she goes someplace to pick fruit, unless otherwise stated in an advertisement, she expects top quality. She can get very upset when she feels that she is having to pick an area that has already been picked that day or is given fruit that is inferior in size or quality. I am aware of a grower in Northwest Pennsylvania who has many new customers yearly coming from Northeast Ohio, complaining that growers in their area are "skimming the cream off" for their market outlets and letting the public pick what is unfit for market trade.

We also exert much time and expense to offer the consumer as close to weed-free picking conditions as is feasible, and are now hoping to accomplish this goal better through methyl bromide fumigation prior to planting. My father and I are also thoroughly convinced that irrigation is essential to maintain the quality and yield to satisfy the customers' demand.

In addition to U-pick strawberries, we have been picking red raspberries by pick-your-own quite successfully for several years. The demand for this small fruit has risen surprisingly. Hopefully, five acres of grapes will be offered for U-pick this fall and our ten acres of blueberries should be ready for picking for the first time in 1978. Also, we have had no trouble getting limited areas of peas, green beans and tomatoes picked by the consumer. We offer other vegetables for sale and plan to

plant 15 acres of sweet corn and a half acre of pumpkins in 1975. All of our fields for growing fruits and vegetables are now covered by underground irrigation.

What we would like, and are doing our best to achieve, is a satisfied customer, because no amount of money can do the job of advertising as can a satisfied customer.

That pretty well sums up our operation near Mt. Vernon, Ohio, and we would welcome any of you who so wish to come and visit us at any time. Thank you.

FULTON: Our next speaker is from Crown Point, Indiana, which is located about 15 miles south of Gary (about 50 miles from Chicago). He has 135 acres of vegetables, all pick-your-own, and his main crop is all kinds of beans. He has been at this, at this same location, since 1960; I understand his father has been pick-your-own since 1938. He has quite a background and he also has a very impressive family (met three of his sons). I think you will be as interested in his talk as I am. Mr. Rinckenberger, would you come up please?

"Vegetables, Strawberries"

Lawrence Rinckenberger

Crown Point, Indiana

A Slide Presentation

Well, as he said, I am Lawrence Rinckenberger and we are in the pick-it-yourself business 100%. The vegetables we grow leave our place in the trunk of somebody's car--there is no wholesaling at all. What we don't sell that way (which is not too much), we just simply don't sell.

This is a picture of our farm from the air. Obviously, we don't live in a very populated, residential area, although it is a lot more so now than it was even a year or two ago. We're located on just a little country road; we don't even have any signs to tell you where we are. We did nail a little one on the light pole (it said "Produce" or something) not to get the people to stop, but to keep the ones that came from driving by and turning around in our neighbor's driveway. (I actually ended up buying a load of stone to repair his driveway one summer.) We are located about 15 miles south of Gary and 50 miles from Chicago. The average customer probably drives between 40 and 60 miles to get there. We do have some local trade from the little town of Crown Point, but basically we end up with more Illinois cars than Indiana. They will find you if you have something to sell them.

We do raise grain and a little corn. I mention this to show you that we don't necessarily have to do this 100%; with the vegetable business it works out pretty well. Vegetables are usually well over with by the time we pick corn, and grain just gives us something to fill the rest of the land up with.

Obviously, we started out with a few acres (my dad had an operation long before I went into it). My wife started a stand as a side line, when we first bought this farm, and I planted a few acres of stuff that I could cultivate with the regular corn cultivating equipment. But, it kinda' got out of hand. One thing led to another and now it has become THE business with us, as far as income is concerned.

We have to put the people somewhere, and this is our parking lot. I have one entrance and one exit, side by side; it is the same driveway but wide enough for two cars. It simplifies many things in the pick-it-yourself business when the only way in and out of your farm is through

one driveway. Now when the people are parked here they can get in and out, anybody can. We have a gate in the lower right hand corner that they go in and out of, but they still must go through the rest of our yard. That is the only way they can get in and out of the parking lot, so we have some control over them, yet they don't block each other, provided you stand there and kinda' watch them. My job used to be a farmer; I am a parking lot director now. I stand there most of the day (when we are busy) and about all I do is say, "Hello. Good Morning. What are you looking for?" and tell them why we don't have it if we don't. I make a lot more money saying "Good Morning," than anything else I can do around there, so that is what I end up doing.

On a board on the side of a building by the parking lot we have a list of the major things that we sell. At the top of it, it says, "Now or Later or Gone" (which is changeable). Then we list the item and price per bushel, pound, half-bushel, etc., whatever. While they wait for transportation to the field they look at this board. If we've got anything special up there, as far as what we have today or when we are going to have a new patch of green beans or something new, we stick a little sign on the side of that building. We try not to change prices during the year; we usually establish our prices in the spring and stick to it. We started out this season selling green beans at \$3.50 a bushel and beans on the Chicago market might have been \$8.00 a bushel and we keep it \$3.50 even though Chicago market price goes to \$2.00 a bushel. We have not had any real problems in that respect. How we establish it is kind of hit-and-miss a lot of times---cost of production, what you think you can get for it and various other things but you pick a price and it eliminates a lot of problems for us if we just stick to one price.

We also have a whole list of instructions on where the wagons pick the people up. Some truth, some lie; but it works anyway. Right in the middle is, "Due to insurance and government regulations, anyone under 18 years must stay in the parking lot." We do not let anyone under 18 in the field, and it has eliminated many problems for us and hasn't seemed to hurt sales at all. But, that is somewhat of a lie. If you read OSHA regulations you will find it says that under 16, but I say 18. If you have anyone in that field under 16 or haul them in a wagon pulled by a tractor, etc., you are breaking a law and can get in an awful lot of trouble. I have been sued for a lot less, and I don't want any problems I can avoid. Also, it would double the crowd if we had kids, so we just simply don't let them in the field. When you do this for a while, you'll find children just don't show up. Otherwise they just bring the whole neighborhood and one lady will show up with eight kids to pick a bushel of beans, and this is one problem you don't need.

We built these wagons that carry the people. They have a running board, a main deck, and another deck on top of that. The main deck is 9 feet wide and 20 feet long; the running board makes them about another foot all the way around. Then, there is a third stacking deck all the way around. They'll hold about 90 people each.

Before I forget, those are bushel boxes we had made up. They hold a bushel, are waxed, and have our name, address, telephone number on

two sides and a map of how to get to our place printed on the other two sides. We sell them to customers for 50¢ each, and they can bring them back as many times as they want; that is the way we solved that problem. The wooden bushel baskets were getting so expensive (none any good for 50¢) and were such poor quality that we finally quit using them, although if anyone shows up with a wooden basket they are welcome to use it. We let them furnish as many of their own containers as possible; I don't want to be in the basket business. We also have half bushels. They bring all kinds of containers; all sizes, all shapes. If it is a bushel, we charge by the bushel. If it is anything else (in plastic bags, whatever--you name it, they bring it), we throw it on a scale. If it is enough, we figure the price by bushel weight; otherwise, it goes by the pound.

We open at 9, not before. We are open six days a week, from 9 a.m. to 7 p.m., except on Saturday when we close at 5 p.m. We had too much trouble on Saturday evenings with people showing up drunk, especially men whose wives had told them to go to the farm Saturday afternoon and pick some stuff. They'd stop for a few quick ones, and at 5:00 they'd decide they'd better get out to the farm. So, at dark you'd have four drunks show up wanting to pick green beans.

We just close at 5 p.m. on Saturday, and that is it until 9 a.m. Monday morning; we just don't open any sooner. Now, you get a crowd at 8:30 in the morning, and may have a little trouble convincing people that they are going to stand around until 9 o'clock. But, we do. If you establish a time and really stick to it, they like it better; otherwise they are always trying to be the first in a new patch or something. It got so they were showing up at 5:30 in the morning, and it is a little ridiculous! So, we say 9 a.m., and that is it. If you get there at 9 a.m. you have just as good a chance as the guy that showed up at 6 a.m., and they still show up two hours early sometimes.

Sometimes people walk to the fields but we discourage it, if possible. I don't like people walking out to the field. They don't know where they are going and they usually end up where they don't belong. When they do get it picked, they can't carry it home (our patch is 3/4 of a mile one way and 3/4 the other way). We have a road laid out and every day we try to establish a pattern to get to everything we have to sell that day and to what we consider the best part of the patch. It is a big nuisance, so we discourage walking as much as we can; we'd rather haul them.

These are some shots of various fields--lima beans, green beans, squash, sweet corn, peppers, mustard, turnip greens. You will notice that there aren't too many weeds. I consider this very important in the pick-it-yourself business. People do not like to wallow in weeds to pick things; they simply will not do it. They may come out and pick one bushel of beans, if they want them badly enough, but they will never take the second one that they buy but had not intended to buy when they came. If you have a nice, clean patch, they'll pick a lot more than they ever intended to pick. We make an all-out effort to control the weeds.

Now, who is going to "assign rows" in that field? Not me No way! We have no one in the field other than the tractor drivers. On a very busy day, my daughter or somebody like that will go out in the field and talk to people, or answer questions. We don't assign rows, and there is a little psychology involved with that. Once I went to pick blueberries and was escorted out through the blueberry patch to a bush that someone else had obviously picked the nice berries off of, except at the very top and middle. The lady said, "This is your bush," and I picked my berries there--the little ones from the center that weren't quite ripe, and the very high ones that were hard to reach. Five minutes later, the lady brought two other ladies to the bush right next to me that had never been touched! I was insulted. I was there first; I should have gotten first choice of the blueberries. I don't care what row you assign somebody in the field, it doesn't make any difference how good it is--the one you gave the person on the other side is always better. When you do it our way, everybody gets the best; or what they consider to be the best. You let them pick your own and fight each other, and they all think they got the best that was out there. They are all happy and will pick right down until there is nothing left. When you try and make them pick somewhere they always figure they have been cheated. All I care about is that there isn't going to be anything left in that field tonight, so why should I worry about who gets what? They will pick a lot of stuff that you wouldn't dare tell them to pick, and be perfectly happy with it.

About 75% or more of our customers are black. They are our best customers, often coming 50 miles or more.

There is something that you shouldn't sell on a pick-it-yourself basis--beets. But we do it. I haven't found anything that is really successful for weed control, so there are a few weeds in there, so the beet patch is planted early, but customers start thinning and pulling them in August and eventually will get them all. Beets aren't as bad as carrots--carrots are really difficult. You have to dig them. We have heavy soil, not sandy, and it is almost impossible to pull a carrot out. People who want carrots usually bring their own shovel along. We do have some shovels out there, but usually they break the handles and various things. Also, they don't dig them the way I think they should. I'd like them to start on one end and dig up all the carrots, clean it up; this isn't how it is done. But, there still aren't any carrots out there at the end of the year, so what is the difference? Let them dig them wherever they want.

Probably one of the better money makers that we grow is cabbage. We grow what is called Round-Up, it is a later cabbage, full-season cabbage. You can't get it early enough, so we usually plant an acre or two of an earlier, more market-type variety. The customers will buy it and they are happy with it, until the later cabbage comes along. We sell a third of our cabbage before it is formed enough to weigh a pound (they want the very loose, leafy heads). A lot of people don't want a solid head of cabbage. The heads will weigh 10, 12, or 14 pounds by October for sauerkraut if you don't get it all sold. It is a good cabbage for us.

We sell almost as many dollars worth of cabbage sprouts (as they call them) per acre as we do cabbage heads. I'll bet half of the people here don't know there is a market for them and, truthfully, it would pay me to plant cabbage, chop the heads off, throw them away and sell these. After the heads are cut, they keep right on growing, and we keep right on spraying. In fact, we irrigate if necessary. They'll take anything, just so it is the second growth. Really, I have eaten them and they are good--better than cabbage. We sell them by the pound or bushel.

What do you do with a pepper patch? How do you sell them? Most sell them by the bushel. We count all the peppers we sell by the dozen. It is a lot of work, but it is the only way you can make them look for big peppers. Otherwise, they will fill the bushel with all little ones. So, sell them by the dozen, and don't care how little they pick them. Counting a good pepper crop of maybe 100,000 pepper plants can be a job too, but it is a pretty good paying one so we do it. We do sell banana peppers by the pound or bushel rather than by count.

We do raise a few early peas. There isn't too much profit in it (as far as I am concerned), but it is something to sell people. We raise turnips and mustard green early; so figure we might as well have some peas. We have a few acres of strawberries, which gets us started in June.

Now we come to my problem area--corn. I am probably the world's worst sweet corn grower; I simply cannot get production from sweet corn that suits me. Something I can make money from is field corn. I just can't get near the production off an acre of sweet corn as I can field corn, and I sell them both for the same price. I guess that is why I don't like sweet corn. I grow quite a few acres of field corn. We sell it by the dozen, and we count it. That is also a big job, but a good paying one. We sell a lot more field corn than we do sweet corn, by demand. I thought people were crazy when they first started wanting to buy my field corn all the time, and I wouldn't sell it to them. Slowly but surely the little light came on and I sold it to them. I started letting them pick in my regular corn patches, but that only lasted a few days and then it was gone. Now we plant field corn every five or six days, as early as we can get in the field, until the first part of July. We try to keep a supply of it at all times. They want it, they know it--we don't sell it as sweet corn. Most of them wouldn't take sweet corn as a gift.

We do not advertise. The best we have is the printing on the side of a bushel basket. We do have two little tiny signs, but mainly we depend on word-of-mouth. Last year my son pulled up the wagon to a new patch of corn, and asked, "Anybody for field corn?" There was buzzing, whispering, but nobody got off. He thought that was kinda' funny, with a whole load of people, but went on to the next field. There everything was alright. This pattern kept going on for most of the day, and he couldn't get anyone to unload in that corn field. Well, there was a big bullsnake living in a neighboring blueberry patch, a friend of ours--a good mice catcher, that nobody had bothered to kill. Seems that morning the bullsnake had decided the corn patch was a good place to lay, and the first people out there had seen that snake! We didn't sell any corn from that field the rest of that day, and nobody said anything. It took

us a long time to figure out what was going on, that the word spread through the parking lot and from wagon to wagon that there was a snake in that corn field and that was it! So, if you think you can cheat these people and get by with it, you've got another think coming. I guess we are going to have to kill that poor snake.

When we get the wagons back to the parking lot we drive between the rows of cars and they can just get their stuff off the wagon and into their trunk. This is standard procedure all day long, so they don't have to carry things very far. If they want to unload their stuff, put it in their trunk, lock it up and go back in the field, we let them. They can go all day long if they want to, and some of them do. We don't check anything or weigh anything until they drive out.

As they come out of the parking lot, they go through these lanes (just like a supermarket check-out counter). We have scales and sell the empty containers out of this building, and that's all we sell. Also, the car is looked through, a lot more than they think. We don't make a complete search of the auto, but you do learn to look pretty good. Things are weighed, measured, guessed at or whatever is necessary and they pay the bill. Then, the only thing they can do is go out the driveway.

There might be a better way to do it, but I don't know how. If you try to collect when they unload from the wagon, how do you keep track of what goes where? Our way you know that, when they go through, everything that car has is paid for, if you can find it.

Now, I do have a market, but another man more or less runs it. I really don't have anything to do with it other than accommodation. You always get a few people who drive in that do not want to pick something. They want a few tomatoes, Crowder peas (which we can't begin to grow even a hundredth of what we could sell), okra, etc., and we do have a few things there. We don't really make any money with it, but it is there. I think people are ridiculous to pay that much for peas, but they want them.

Port-a-johns present a real problem. These little "houses" cost me \$41 each a month. For that, they come once a week, pump them out and recharge them or whatever. We use as many as five and six during the height of the season. We start out with one in June, two when the strawberries come on, and just keep adding. The company has been real good about leaving them out there all the time; otherwise it would become quite a problem. I don't know what else to do about it, if you want to know the truth of the matter. We just leave them along the parking lot. The reason we don't scatter them in the fields, which would be better, is that if it rains the day the guy is supposed to come and service them he can't get to them.

Now, you've got a farm and you've got some people coming to the place--plant a few flowers around it. It looks a little better and people like to see flowers; better than weeds. Try and keep the grass mowed. It is amazing how they notice these things. We grow flowers, but we don't sell them. We could, and sometimes we give them away. But, most people really appreciate the fact that you have a few flowers around. We try to keep the lawn mowed, and have a few trees around the place.

At this time I'd like to have my boys, Bobby, Gary and Denny, come on up here. If anybody has any questions, especially about chemicals or weed control, I might not be able to answer them, but maybe the boys can. Any questions?

Q. DO YOU HAVE PROBLEMS WHEN THEY HAVE TO WAIT IN LINE TO CHECK OUT?

A. I've already had them wait as long as two hours after they are done picking to get through the check-out line. I don't like this at all. In our parking lot they come from about three different directions and what I do is stand there--I'm a traffic director (that is the part I don't like). But, I try and be as fair as I can. If you keep a good line of chatter going with them, you can usually get by with it. But, two hours is ridiculous, I say. A lot of them do wait a half hour on Saturday, and that seems like a long time after you are hot and sweaty and want to go home. Especially when I won't sell them anything to drink, because I can't. Where we live, if we don't grow it, we can't sell it. All we have is well water, which they don't like, and it presents a problem I don't know what to do about. We have seven checkers on a busy day, checking cars as fast as they can go through the trunk, grabbing the money, and getting them out of there. But, sometimes there still gets to be quite a back-up. The real mess is a sudden thunderstorm about 2 in the afternoon; that really fixes it!

Q. HOW MANY PICKINGS DO YOU GET ON GREEN BEANS? A. Oh, three or four most of the time; two for sure. With irrigation, and if you can get them picked off clean and fast enough, you usually get about as good a picking the second time as you do the first. Many times we get three, sometimes four, but you can't really rely on a second and third picking. If we do have new beans to sell (rather than go back through the old field), we'll sell them for what is called "shellie beans." They will take those home when the pod is still tough, but the bean is mature. This is quite a business for us, also. Many of our customers prefer green beans mixed with the shell outs so they like to get a bushel of shell outs to take home and mix with their regular snap beans.

Q. WHAT DO YOU SELL FROM STRAWBERRIES FOR THE REST OF THE SEASON? A. At our place, strawberries start out around the middle of June; peas about the same time or a little later; greens about that time. By the time they are really gone, we have a couple of different varieties of peas and so forth, and usually around the 4th of July we are getting our first green beans. Beets are ready by then, and early cabbage is ready to chop the loose leaves out. There is somewhat of a lull, but we kinda' like that because we got some corn to cultivate and a few other things to do at that time. Sales will drop off a little between late June and first part of August, but it is never completely out; there are always some new things coming.

Q. HOW DO YOU DIVIDE THE JOBS AMONG THE THREE FELLOWS? A. (Bobby) Who-ever gets stuck with it! (Lawrence) I think Bobby answered it about right. Truthfully, Bobby would rather build, weld, repair wagons, and that sort of thing and he is a fairly good tractor driver and people hauler. Gary is my chemist (he is taking Agricultural Chemistry at Purdue). He runs our spraying and takes care of the spreader. Denny is

still in high school, but when he graduates this spring we'll find a hole for him, too, although he is going off to school in the fall. He usually ends up driving a tractor, hauling people and cultivating. There are certain things that I don't like to do that the boyd do, and vice versa. We fight a lot, but we get along pretty good. Without each other we couldn't plant 135 acres of vegetables and sell it the way we do. We couldn't hire enough help to run it.

Q. HOW DO YOU HANDLE PEOPLE WHO ALREADY HAVE STUFF IN THEIR CARS FROM ANOTHER FARM? A. Most of them will find me in the parking lot and will want to show me a receipt. We give receipts to people for everything that they buy, although it isn't necessarily itemized. Most of my friends around there who are in the same business give a receipt also. So, if they've got one when they come that's it, that's all they need. We take their word for it. Also, you can tell your own produce pretty well. A lot of times I'll just tell them, "Forget it. I know who you are and you have no problem." It works. I won't say somebody can't sneak a bushel of tomatoes out, but not very often.

Q. WHAT IS THE SCHEDULE ON MELONS? A. Let's see, we got the seed planted by the 10th of May. We like to start plants earlier but it was cold and miserable and earlier planting would do no good. We kept them inside the building but couldn't keep them warm enough; they didn't sprout for almost two weeks. Finally, when I thought it was warm enough, we shoved them into the shop, turned the furnace up for about three days to 80° F, and got them out of the ground. Incidentally, we do not let the people pick the melons. That is one thing we do bring in. We have wagons with low sides on them, and we just pitch them full of watermelons and cantaloupe and bring them in the yard and sell them. They are right by the check-out lane. Most people buy their melons before they go to the field. My dad (who is now retired) usually runs the melon operation. He stands by the gate and collects as they carry them out to put in their car. They buy them before they go to the field because some days we run out of melons before they come back. Getting back to your question, it was after the first of June before we planted the melon plants out in the field. They were late and everything went wrong that could go wrong with melons, but we managed to get enough--we broke even on them. Last year, and the year before we had a big melon crop. It is just something else you can grow and sell to spread things out a little bit, and make a few more dollars.

Q. WHEN WAS YOUR FIRST FROST? A. This year, it was about the 22nd of September. It killed the vines but didn't destroy the fruit, so a lot of the watermelons were still salable. We even sold some of the cantaloupes after that. But, ordinarily, where we live the average frost is around the 10th of October.

Q. HOW DO YOU KEEP THEM FROM BREAKING THE PEPPER PLANTS? A. You don't; you just let them go. They don't break that many. Besides, they grow back. A lot of times these people are better pickers than the crew you hire. A lot of them are pretty careful; you don't have that much problem. Some people break a lot of stuff, but you don't look. That helps. Number One Rule--Never, under any circumstances, walk into the sweet corn

patch right after you've opened it. Don't. Wait three days. One opens it, the next ones buy it eventually, so just don't look. Like I told you with the limas, they are going to buy everything that is out there, so why bother to look? You just get aggravated over it.

Q. WHAT KIND OF HELP DO YOU GET AT THE CHECKOUTS? A. Well paid! We get neighbor ladies, friends, and pay them. If they think they are worth \$2.00 an hour, we pay them \$3.00. If they think they are worth \$3.00, we give them \$4.00.

Q. WHAT DO YOU KEEP YOUR MONEY IN? A. We don't have a cash register. I don't want the money in one pile, I want it in everyone's aprons. (My wife makes the aprons.) Everyone starts out in the morning with so much change in their pockets. At the end of the day you count the money, replace the change, and that is how much that person collected. We have enough friends and neighbors working for us that I just haven't had the problem of anyone stealing from me, that I know of. I would swear to it. But, I just don't hire the cheapest anybody I can find either, because they are going to do you more damage than good. Anyone that steals from you is not being good to your customers, and will probably ruin your business for you. Of course, I've got three sons, a daughter-in-law, a wife a daughter, a couple of neighbor ladies plus a hired man and his wife. (he is almost like my son). So, on a busy day we can come up with about 15 people who aren't really working for the money. They do it as a favor, more than anything; even though we pay them pretty good for it.

Q. WHAT DO YOU THINK IS GOING TO HAPPEN BECAUSE OF THE ECONOMY, BASICALLY, WITH UNEMPLOYMENT AND SO FORTH? A. With the gas shortage last year we thought we would loose a lot of customers that drive 50 or 60 miles. But, it seems that business was even better because more people got together in a car, maybe five or six ladies come all at once. Also, they would make their purchase worthwhile when they came, not buy just a few dollars worth. With unemployment and such, people want to come out. They want to get fresh, good quality stuff, and they want to get a good buy. So, we haven't been hurt at all. It's funny though, the type of customers change as the economy changes. When things are going full blast you get a different group of people than when things get a little bit rougher in the economy. The guy that is laid off will fill his freezer full of food; whereas, when he is working, sometimes he says, "Oh, the heck with it. But it in the store, I'm going to the corner and drink beer with the boys. I don't feel like picking beans today." The wife has a meeting, etc. But, when things get a little on the tight side they start worrying about what they are going to eat next winter. Since 1938, the tougher things got (including gas rationing in the Second World War), the better our business was. In the 50's, right after the Korean War when things got real rough, business was better. There was more of a demand for the stuff than there was in what you call "Good Times." You also find that people are a little more polite when things are hard to come by and money is a little tight. They don't complain about things as much and are more satisfied to get what they can. Now, we don't sell decorating gourds, Indian corn, fancy packages of anything, etc. What we sell is basic food I just can't sell that other stuff; our type of business is not set up to handle the fancy stuff--the knick-knacks and all of that

sort of thing. We simply don't handle them or don't sell them, and our business gets better as times get rougher. I don't know how far it would have to go before we would notice a difference, but it has been that way over the years. I was worried over the gas problem last year, and still worry a little bit, but it didn't make any difference. We had a lower volume of people, but our sales went way up--per car and total, too. They simply didn't drive as much, but they came and bought anyway. That is all that is necessary. In hard times, they use the telephone more. We do answer the telephone. We pass out business cards giving directions as to how to get to our farm. The phones are shut off completely from 7 in the evening to 6:30 in the morning, and from 5 o'clock Saturday evening until 9 o'clock Monday morning. Any time between that, from 6:30 in the morning until that night, someone, someplace answers the telephone. We have seven of them (all the same number) but they are scattered, up in the workshop, out in the selling shed, in the house and right on my headboard, too. At 6:30 in the morning when the phone starts ringing, the first question I get is "Did I get you up" and I always lie and say I'm up even if I'm still in bed. If you don't shut the phones off they will call you 24 hours a day. Rather than drive out to see what you've got, they will call you, at 50¢ a toll call, too. It is just about a full time job to answer the telephone. Someone told me to get a recording. I hate recordings on the telephone, and my customers don't like them. It will work in a business where you sell one item, but when you've got 30 or 40 items to sell, everything at different times and at different prices, how are you going to put it on a recording? So, we answer it. It is a big nuisance, but we answer it.

Q. WHAT IS YOUR MAIN VARIETY OF GREEN BEANS? A. Spartan Arrow, probably; Contender, somewhat. I might try some Bush Blue Lake this year; I would like to try a few of them. But, Spartan Arrow has just about taken over as far as we are concerned. We try new ones all of the time, but keep going back to Spartan Arrow.

Q. WHAT ARE YOU USING FOR WEED CONTROL? A. Well, it depends on the crop. Most of our vegetables, like beans and tomatoes, we can use Treflon--that is our main herbicide. On melons, cucumbers, things like that (vine-crops) we use Prefar plus Alanap, a combination mix. Those are about the two main herbicides we use; they can pretty well cover most things. For sweet corn, we usually use 2-4-D, so we don't have any residue problems. We don't use any plastic at all. Most of our herbicides are incorporated just before planting and we plant right on top of it. Cultivation is one of the best things for weed control. We have two Super A's, three Super C's, an M, and an assortment of other odds and ends; there are always two or three cultivators running all day long. I'm still a great believer in cultivation on soil, for other reasons than weeds. The time to cultivate, as far as I'm concerned, is when there aren't any weeds. You can kill a lot of weeds before they ever come out of the ground. But, Treflon and hand labor have worked out real well for us. Also, the hired man that has been working for me for 10 or 12 years hates weeds with a passion and when I first bought that farm, before we had Treflon and various other things, if you could hoe four rows of peppers of a quarter of a mile in a half a day with the grass that was involved you were doing good. Solomon and his wife don't live

by us anymore. They bought themselves a real nice home just a little ways away from us now, a very nice home and he comes over and they still stay there all the time. I don't tell the man what to do. He starts walking around in the spring of the year and anything that needs to be done, he does it. He will be out there in September or October still pulling up any late coming broad leaf weeds that will sneak through on us. He's been doing that for a long time and he's got that farm down to where you can just about live with it now. We probably spend less than \$5.00 an acre to keep the green beans clean. We cultivate, not chisel plow our crops.

FULTON: I want to thank Mr. Rinkenberger and his sons. That was really a tremendous presentation; I enjoyed it. I know he gave me some good ideas. I see my wife back there and she knows new ideas mean a lot more crops and more work for her. Anyway, I think maybe we'll try some of these crops.

Our next speaker is a gentleman I've known for seven or eight years. I've had the chance to meet him at some of the National Agricultural Plastics Associations' meetings; he's had a lot of work in this field. He's from the University of Illinois; an extension man in small fruits and vegetables. He was raised in New Jersey and did his graduate and undergraduate work at Rutgers, before he went to the University of Illinois. He's been on a sabbatical leave for six months studying the pick-your-own operations. He traveled through the mid-west, the east, and even got a little bit into Canada. So, I'm anxious to hear his presentation. Bill Courter, will you come up at this time?

"Pick Your Own Observations"

J. W. Courter
Extension Specialist
University of Illinois

A Slide Presentation

Thanks, Bill...throughout this talk, I will emphasize points with information from a survey that we conducted in 1970 on pick-your-own strawberry farms in southern Illinois. I will also sprinkle in a tid bit or two from Disney World, where it is appropriate to illustrate handling large numbers of people.

On-the-farm retailing (where the customer harvests his own fruit and vegetables) is called "pick-your-own," "U-pick," and also a "self service farm." One writer has described these farms as "giant outdoor supermarkets."

An article published in Farm Journal Magazine in 1961 claimed - "A new boom in pick-your-own fruit." Did pick-your-own develop in the 1960's? Not really. Many growers have been in this business for quite some time. Pick-your-own, as we know it today, had its beginnings in the 1930's and 1940's as a result of several factors. One grower was forced to try customer harvest when poor prices in city markets resulted in losses on his sales. He didn't even get back the cost of containers and commissions when taking his vegetables to the produce market. More than once, pick-your-own strawberries were advertised out of desperation when migrant pickers failed to arrive on schedule. One grower started pick-your-own as a novel idea because people coming to his market stand asked to pick their own berries. He let them do it and discovered that the method had some advantages. A few planned ahead with pick-your-own in mind.

Early Pick-Your-Own Farms. One of the first in commercial pick-your-own was William Thompson of Summers, Wisconsin, who planted cherries for U-pick in the early 1920's. In 1938, Herman Rinckenberger started pick-your-own vegetables in Chicago Heights, Illinois. Also in 1938, George Vincent planted an acre of strawberries to sell by pick-your-own in Genoa City, Wisconsin. Albert Schuette has been selling U-pick strawberries since 1945 in East St. Louis, Illinois. Gradually, through the 1950's more and more growers throughout the Midwest tried selling part or all of their berry and other fruit crops by pick-your-own. It was an accepted practice to let customers salvage what

they could from strawberry fields after the wholesale shipping season. It was an extra bonus for the grower and the customers earned considerable savings by providing their own labor. More growers in the 1960's and early 1970's began to plan and plant for pick-your-own, and today they are buying farm locations for the purpose of growing fruits and vegetables for direct sale to the customer.

There isn't any one set of rules or any one procedure that will work the same for every grower. But, I would like to show alternative methods for selling fruits and vegetables by the U-pick method. The following table shows products sold on a pick-your-own basis with ranges in prices charged in 1974.

The Customer. Customers come to your farms in cars. They may drive some distance, 50 or even 100 miles in extreme cases (especially where there are no other opportunities to pick fruits or vegetables). They will bring their own containers. They go into the fields or orchards and harvest the crop. They work harder than if you hired them to do the same work! Sometimes they pick fruits that you could not put in a basket and sell on a market stand. It is an enjoyable experience for most, and they like the farm atmosphere. They bring their families and the children have fun. Babies may be carried in a harness, and older folks come too. They even come with broken arms. They, especially appreciate wagon rides to and from the fields. They will pay a fair price for the privilege of picking fresh, high quality fruits and vegetables.

Some people use prepared maps to pick on different farms every weekend. I am told that many plan their menus accordingly for the following week.

The satisfied customer is one of your best means of advertising your farm and your product. No question. Also, you may be interested that home gardeners are among the best customers of pick-your-own farms. They appreciate what you are doing, as they have some understanding of what it takes to control weeds and insects, and to grow good quality.

Move People or Move Cars? A basic decision is, are you going to move people or are you going to move the cars they drive to your farm? At Walt Disney World on average of about 35,000 people visit every day. If they allowed cars to drive directly into the Magic Kingdom and park in front of the attractions, it would be pretty crowded and hectic. Instead, they move people. Attendants help you park in spacious lots and fill every space. Next, you load onto motorized trams and are quickly whisked off to the main gates to buy tickets. On the tram, an attendant tells about the main attractions, how much it is going to cost, and conditions of the entertainment area. After buying tickets, you have the opportunity to take either the monorail or the ferry boat to the Magic Kingdom. Then you are on foot. However, for an extra charge you can travel around the grounds in antique cars, antique trains and antique trolleys.

1974 PRICES*
 PICK-YOUR-OWN FRUITS AND VEGETABLES

Crop	Range of Prices - different sales methods on different farms	
	per container (volume measure)	per dozen each per pound
----- FRUIT -----		
Apples	\$2.95-4.50/1/2 bu. bag (20# net but holds 24#)	10-15¢
	\$5.50-6.30/bu. basket (42#)	
Cider	\$1.40/gal. (fill own jug)	
Rent-a-Tree	\$25.00-50.00/tree	
Apricots	\$2.00-3.50/6 qt. basket	35¢
Blackberries		25-60¢
Blueberries		30-35¢
Cherries, sour	\$2.00-3.50/6 qt. basket	20-25¢
sweet	\$3.00-6.00/6 qt. basket (plus 5¢ to wash & pit)	35-45¢
Grapes	\$4.00-6.00/bu.	12¢
Grapefruit		
Rent-a-tree	\$25.00-35.00/tree	
Oranges		
Rent-a-tree	\$7.00/tree	
Peaches	\$2.00-2.50/6 qt. basket	25¢
Pears	\$5.00-8.00/bu.	
Plums		30¢
Raspberries	30-50¢/pint	55¢
Strawberries	40-50¢/qt. \$2.50/6 qt. basket	25-50¢
----- VEGETABLES -----		
Asparagus		30¢
Beans, Snap	\$3.50/bu.	15-30¢
Ky.Wonder	\$3.50/bu.	30¢
Lima	\$3.75/bu.	25-35¢
	\$1.00/peck	
Beets		25¢/doz.
Broccoli		20¢
Cabbage		15-30¢/hd.
Sprouts	\$1.50/bu.	10¢
Chinese		30¢/plant
Carrots	\$2.50/bu.	5¢ each
Cauliflower		25¢ each

Range of Prices - different sales methods on different farms			
Crop	per container (volume measure)	per dozen	
		each	per pound
Corn, field		45¢/doz.	
sweet		75¢/doz;	
roasted		6-7¢/ear	
		20¢/ear	
Cucumbers & pickles	\$3.50/bu.	10¢ each	10-15¢
Dill		5-25¢/plant	35¢
Eggplant		2/25¢	10-25¢
Greens, mustard	\$1.25/bu.		10¢
Turnip	\$1.25/bu.		10¢
Okra			29¢
Onions			10¢
Peas	\$2.50/bu.		10-30¢
Black-eyed	\$5.00/bu.		25¢
Peppers, bell	\$2.45/bu.	5-6¢ ea.;	10-25¢
hot, Banana	\$1.25/peck	40¢/doz.	15-40¢
Pumpkins			4-7¢
small (5#)		25¢ each	
medium (10#)		50¢ each	
large (over 15#)		\$1.00 each	
Squash, summer		5¢ each	15-30¢
winter		(any size)	
winter		15-35¢ each	
Tomatoes	\$3.00-4.50/bu.		10-25¢
Cherry	\$2.00/1/2 bu. bag		
	15¢/pint basket		
----- MISCELLANEOUS -----			
Family Garden	\$10.00-25.00/plot (1000-2000 sq. ft.)		
Flowers (Zinnia)		60¢/dozen	
Christmas Trees		96¢-\$1.25/ft.	
Gourds		5¢ each	
Indian Corn		10-15¢ each	

*Prices observed on pick-your-own farms in the Midwest, East and Canada, while on sabbatical leave from the University of Illinois. Prices vary with area and farm location, variety, quality, time of season, and availability of local supply. The higher prices were usually observed near densely populated areas as Chicago, Miami, Toronto, or Washington. Containers were usually supplied at extra cost.

The crops most popular for pick-your-own were strawberries, apples, cherries, blueberries, tomatoes, beans and peaches.

Some farms also give hayrides and school tours by appointment. Charges varied from free to 50¢ per person to \$10 per group. In addition, 35¢ to \$1 per person may be charged to pick a small bag of apples or a pumpkin, etc.

Now, let's see how pick-your-own farms operate. Move cars or move people? Customers may be lined up early in the morning, waiting at your farm gate. First, you can let them enter and park anywhere--along the road, in the fields, or among the trees in the orchard. It can get to be pretty hectic with traffic jams, cars stuck, cars lost, people lost. A second possibility is to locate parking areas near the fields to be picked and let customers walk into that field or check-in point. Another choice is to park cars in one large convenient central parking lot, direct the customers to a loading area, and carry them on wagons, etc., to and from the field where they are going to pick. All three of these methods of operation have been observed on pick-your-own farms.

Highway traffic to pick-your-own farms can be heavy, especially on weekends. Some growers hire uniformed off-duty policemen to direct the cars at the entrance to the farm. They are efficient and the uniforms give authority and respect. One way entrances and exits to the highway, and one way farm roads, when possible, help to eliminate confusion and congestion. Parking is easier, quicker, and all the spaces filled when someone (or several helpers) directs the cars.

Good farm roads, dust free if possible, are important. When cars are allowed to drive around the farm, field stations can provide valuable assistance. The attendant directs customers to the proper row, tree, variety, restroom, etc. More baskets and bags should be available there, too.

Clear signs are important on farm roads to direct people to places where you want them. Clearly marked entrances and access roads with signs to point to the farm market if the customer has a choice for ready picked produce. Many pick-your-own farms are small and the layout is relatively simple. One parking area serves the entire operation. The customers walk directly to the field, orchard, or check-in point from their cars. Some growers arrange parking lots (fields) near each field or orchard block to be picked. Signs or farm help direct customers from the highway to these parking areas, which may be different from day to day depending on the picking area.

Parking along farm roads, in the orchard, or in parking areas scattered about the farm takes a great deal of space, which may be valuable crop land. Each grower must decide which provides the greater return, growing crops or parking areas, and then plan accordingly.

At the check-in point customers may receive bags, boxes, baskets, receive picking instructions, brochures, or perhaps an orchard (or farm) permit. Signs give prices, rules, and other information.

The check-in point may be inside a shed, tent or farm building. Signs should clearly indicate if ready-picked berries are available. Customers wanting to purchase them can then move out of the traffic flow where pick-your-own customers may be registering, getting containers, or receiving other information. Separate entrances, even in buildings, can help when crowds are large. Sometimes customers bring their own containers and it may be convenient to weigh that container at the check-in point.

The farm supervisor, manager, or the grower often greet people as they approach the check-in area or enter the field. Retired persons familiar with the farm can do a good job and recognize many customers by face, if not by name. Some even try to greet customers in their native tongues. This friendly atmosphere is important in pick-your-own operations.

Sometimes the picking areas are some distance from the check-in point. Customers may be directed to a loading area where wagons or trucks will carry them to the fields or orchards. On one farm, customers receive their picking containers and load on wagons at the check-in gate. First, a sign and full crate invite "Have an Apple." Everyone that visits the farm usually eats an apple anyway, so why not offer one? Good idea. While loading onto the wagons the grower tells the customers how to pick an apple, what varieties are ready, picking conditions, and information about the farm. And, customers have a chance to ask questions. Signs, too, give important information about the varieties, uses, picking dates and prices. They appreciate this extra effort. It pays off in good customer relations, a better job of picking, and probably in sales.

All kinds of vehicles are used to carry people to the fields: pick-up trucks, large trucks with seats and steps, ordinary flat bed farm wagons, two wheel trailer wagons (some with enclosed sides, hand rails, and seats), and large home-made wagons (beds) with 2 or 3 levels of step and seating areas designed to carry 30 to 90 people. The driver can be a very important asset, because he can give a lot of information to the people on his wagon about varieties, directions, costs, and answer questions and so on. He must also be a policeman, making sure that customers pick the proper fields or trees. He must politely enforce the rules.

Some farms give wagon tours of the farm. One grower takes children on a wagon ride while the parents pick. Some farms feature early or late season tours. This can develop into a time consuming activity with school groups.

Supervision of customers in the field varies greatly from farm to farm. Some have no field supervision at all, while others find it best to employ several helpers to direct, instruct, and supervise customers about the farm and in the fields. Some growers try to keep their customers in groups as they enter the picking fields. Field supervisors then give instructions and a demonstration on how to pick. Supervisors also assign rows, furnish baskets, and help the customers do a good job of picking. Portable two-way radios can aid field workers to keep in contact with wagons or trucks and the home base to call for more pickers, containers, or even help, if necessary.

Some may find it surprising that labor can be one of the greatest costs in growing pick-your-own fruits and vegetables. And indeed it is on many farms. In reality there is a substitution of one kind of labor (field helpers, supervisors, etc.) for another (harvest and packing labor). Today, it is relatively easy to find competent seasonal help

(often high school and college students) to supervise pick-your-own. It is much more difficult to find harvest labor on a seasonal basis.

People like to come to the farm. On strawberry farms in Illinois, they like the fresh quality which gives them the best value for their dollar. More and more, pick-your-own is also becoming recreation activity and we will comment more on that later.

Customers appreciate good picking conditions. They like clean, neat fields, no weeds, good quality, good yields, loan of carriers, and containers on hand (free or for sale). Most farms provide some sort of toilet facility. Common courtesies by a friendly staff go a long way to making pick-your-own a success.

Some growers have a strong philosophy to sell only their main products, along with the very basic courtesies and conveniences. They may not even have fresh water on the farm and may not offer refreshments. They simply do not want to put up with the trash that some of these items generate. Therefore, there is minimum interference with the business at hand.

Some farmers go a step further. Their philosophy is "my business is pleasing my customers, how can I do it better?" The first tendency is to have ready-picked produce available for retail sales--bags or bushels of apples, for example. Christmas trees already cut or in baskets can be taken home and transplanted later. One grower brings in apples and other produce in bulk bins; customers may go to the orchard or pick out of the bins, all at the same price. Some have established farm markets along with the pick-your-own, or a small stand operated on a seasonal basis. It may be profitable to sell refreshments as machine dispersed drinks. "Farm kitchens" serve coffee, donuts, pies, candy apples, and all sorts of things. But remember, these sales require more help and may increase costs. And, growers must consider zoning and local ordinance regulations when planning to expand to some of these retail areas.

Customers appreciate conveniences such as hand pull wagons to carry their bags. Other courtesies seen on pick-your-own farms include a place to safely hang your purse; posted recipes; and sale of related items as eggs, potatoes, honey, sorghum, and cider. One grower offers cider in the customer's jug ("fill your own") at a price savings.

Some growers work at selling the entertainment and recreation potentials of the country and farm atmosphere. Tom Chudleigh (near Toronto, Canada) has called it "entertainment farming." Invite the customers to linger on the farm and involve them as much as possible in all five senses--taste, feel, sight, smell, and sound. A hay mow to jump in is a pretty simple pleasure for city kids, or a playground area can be fun for the children while the parents are picking.

Growers and pick-your-own farms may appeal to customers in ways that they do not realize. The country atmosphere, the fresh air, and the country flavor are more or less obvious. But, consider a nursery or school class that uses the opportunity to teach children where their food comes from and how it is grown; a museum of old tools and equipment can be helpful here. How about the newspaper reporter that liked the "ground cloths" (mulch used as a standard cultural practice) to help keep down weeds and make picking easier.

Pick-your-own is definitely a form of recreation for many. Tables, swings, and picnic and play areas can add to the enjoyment of family visits. But when growers provide extra conveniences, invite people to stay, offer farm tours, have a picnic, and sell other items, etc., the increased maintenance, policing, and cleanup will undoubtedly increase costs. Also, insurance coverage and premiums may be affected.

There are two viewpoints on allowing children to pick on farms with their parents. Some do not allow children to go to the fields and pick, and establish a minimum age (12 or even 18 years of age). Growers may provide swings, a play area, and a shady area for comfort. One grower has a few berries near the check-out point where a child can be taught how to pick strawberries.

Each grower must decide what his policy will be. Certainly, children do enjoy going to pick-your-own farms and they hopefully will be the customers tomorrow. Most growers, it seems, strongly feel that pick-your-own is a family activity and that children should have a happy experience. Eighty-seven percent of strawberry customers in Illinois said that pick-your-own was a worthwhile experience for their children.

Customers enjoy pick-your-own farms for many reasons. The following are some less obvious ones: catching butterflies; a chance to polish and sort the intended purchase; seeing chickens, cows, ducks, goats, etc.; riding farm animals; walking the family dog (where do you curb the dog?); day school visit; dessert after lunch; hiking; picnicking; lovers who manage to lose themselves in the orchard or corn field.

Containers and Methods of Handling Produce. In the old days cattle were sold by the head. "We don't do it that way anymore." Cattle are now sold by grade and weight. But, would you believe there is still one sale that does sell cattle by the head today?

Quart and bushel measures are traditional with most growers. They have been used for years in wholesale and retail selling. It is natural to use the conventional measures when starting a pick-your-own operation. A few used today are: standard bushel basket; cardboard bushel box (often wax-coated); half-bushel bags (plastic or paper); 2, 4, or 6 quart cardboard hand baskets; and quart berry boxes.

Extra weight heaped on a volume container can vary from as little as 10 percent to over 30 percent, depending on the method of handling (whether carriers are used, etc.). To help prevent overfill, some

growers exhibit a filled container to show customers what they expect to sell as a full container. The choices of dealing with overfilled containers are to: simply charge for a heaped measure, remove the excess, charge extra for overfill, take time to weigh and charge accordingly, argue, or just forget it. Products sold by volume measure today include most tree fruits, berries, and many vegetables as beans, greens, peas, and tomatoes. Cabbage, corn, peppers, pumpkins, and squash are often sold each or dozen prices. Christmas trees may be sold so much each or by the foot.

More and more growers are changing from volume measures to selling by weight. The containers range from cardboard trays and plastic buckets for berries to bags for apples. The process of weighing takes more time than simply counting quarts or bushels, but most feel that it is the fairest system for both the customer and the grower. Sometimes size influences the price per pound and summer squash would be a good example (small squash bring the premium price).

Checking out can be a rather simple operation where someone simply counts or weighs the produce and collects the money. The checkout area can become congested, confusing and complicated, however. Planning and training of help can go a long way to eliminate problems that arise during busy, hot days.

Some check-out systems observed are drive-by checkout booth (or simply an attendant with a small table stand), drive-through shed to provide shade, portable building on wheels to move to a different field each day, and separation of the weighing operation at one or several stands and collection of money by one or two cashiers at another point. Whatever the procedure, it is helpful security-wise to keep the check-out as orderly as possible. One grower holds cars back in the parking lot, permitting them to exit one at a time through the check-out lanes to avoid congestion and confusion. Also, a telephone or two way radio at the check-out point (especially when remote from other farm buildings), can be a vital communication link in a time of need.

Records of individual sales vary greatly. It may be an amount of cash in the register, pocket, or elsewhere at the end of the day, a simple receipt showing the amount of purchase, or a multipage form on IBM paper showing complete details of the purchase, pounds, price, total charges and sometimes the address of the customer. Pick-your-own farms sell in large amounts compared with many conventional roadside markets. Average sales of \$10-14 are not uncommon. Some growers feel that their customers deserve a record of that purchase. Also, there are several advantages when the sale is recorded on some form of receipt: the customer may see the amount purchased and can check the figures; to record the number of containers given to the customer at check-in; provides a record for analysis of sales--day, weather, amount, etc., to help future planning; keep records of different crop sales volumes; record names of customers and even license numbers.

Communications. Growers use many means to inform customers about pick-your-own and how to enjoy and use the produce that they buy. Some of these means would be postcards or letters to tell when crops are ready to pick; recipe handouts; thunderstorm watch (to hand out in threatening weather); newsletter during the off season to let customers learn more about farming, risks, and costs; picking instructions; map of the farm; price sheets; or Christmas cards, gift certificates. The telephone is essential for nearly all pick-your-own enterprises, but the usage varies. Some growers insist on personally answering each phone call. "Most calls are long distance and the caller expects and deserves a personal answer."

Customers expect to find berries (or other crops) ready to pick when they drive to the farm. They don't understand if the farm is closed and they can't pick. "After all, the local grocery store is open every day." This is one good reason why many growers advise customers to phone ahead. The number of calls can be staggering in highly populated areas, so many use a recorded message for that convenience. Recording devices automatically answer the telephone and give a recorded message. Several machines can be used together so that a second one answers when the first is busy. The message may be changed several times a day and could include the date, what is being picked today, picking conditions (may be raining 20 miles away), bring your own container, directions to farm, price, and another phone number (the second telephone number can be very important when a customer has a reason to talk with the grower).

Weekend Crowds. Sometimes advertising is so good and the demand so great that huge crowds go to pick-your-own farms on weekends. Most people are off from work and it is their opportunity to go pick. Also, the children are out of school and it is the good time for the whole family. Some plan for family recreation more than for picking.

A traffic jam can be a trying experience for an unprepared grower. Casual customers are not always in the best interests of the farm. Loyal customers come back on a repeat basis and they depend on the farm as their source of fresh produce to can or freeze. Following is a list of ideas accumulated from various pick-your-own farms on what to do about "Sunday samplers and shoppers":

1. encourage week day picking in advertising;
2. have a minimum purchase;
3. minimum charge, regardless of purchase;
4. charge for entering farm (car, person, or adult), deductible on purchase;
5. exclusive to registered customers only;
6. exclusive to club members only (or club members only on weekends, anyone on week days);
7. sell only prepaid amounts on weekends;
8. one price system but discount on week days;
9. encourage picking on week days in ads;

10. reservations only;
11. time restriction;
12. limit amounts to be sold;
13. discourage family visits by your planning (picnic tables, etc.);
14. close on weekend days.

Many of these alternatives are unpractical for obvious reasons, but each grower must deal with the situation depending on his farm layout and management.

A farm market is a good alternative when huge crowds come to the farm. Those out for a Sunday drive can stop for refreshments and buy fresh produce without interfering with the pick-your-own customers. Separation of the check-in and check-out points from the market, preferably at some distance, can help. The check-out road conveniently leading by the market may entice the pick-your-own customer to stop by the market for other items.

On less busy week days growers may have the capability to shift their check-in and check-out procedures to the market facilities on those days when the conflict does not exist.

In many instances, pick-your-own selling is truly a "family affair." It is often a family business with the wife performing many essential jobs such as hiring and training part-time employees, payroll, record keeping, answering the telephone, stocking bags, food and other items in the sales area and generally pitching in to count, weight, and collect money as needed. Besides all the "small jobs" associated with the farm business, she still has the responsibility to prepare family meals, keep house, and get the children off to school on time. And the children, too, often pitch in and help on busy weekends.

Successful growers are well-organized and good at assigning jobs and following up to see that the work has been carried out. Efficient growers do not rush from one place to another attempting to complete unfinished tasks in the nick of time. Sometimes the grower has no assigned tasks but rather fills in where needed as the day and crowd demand.

The personal touch is important. Oscar Dowd from Paw Paw, Michigan, said his guiding principles were: (1) to sell pick-your-own berries, (2) give personal attention to customers, (3) wants children to have a happy experience. It is also important that the hired help feel responsible to the best interests of the farm. Charles and Marilyn Thompson of Bristol, Wisconsin, searched for a farm to grow pick-your-own strawberries. Their objectives were: (1) a population within convenient driving distance, (2) good field arrangement, (3) air and water drainage, and (4) irrigation. Herman Rinkenberger, Crown Point, Indiana, has stated that success depends on: (1) good quality, (2) clean weed-free fields, (3) straight rows, (4) a neat farmstead, (5) treating people right, and (6) irrigation is essential.

The successful grower learns how to handle large sums of money, on a day to day basis.

The future of pick-your-own appears to have promise as a profitable method of selling crops directly to the consumer. Growers should have good locations, grow the best quality, and be able to cope with the problems concomitant with crowds of people. The prospects look bright even in times of inflation and energy crises. Indications are that more people will travel together, they will stay longer, and harvest larger amounts during periods when travel is a problem.

Thank you.

"Survey of Pick-Your-Own Strawberry Customers in Illinois"

J. W. Courter, C. C. Zych and S. G. Carmer*

PICK-YOUR-OWN is a successful method of marketing strawberries. The customers drive to the farm, supply their own containers, select and harvest their fruit, and usually enjoy the farm visit. The use of the pick-your-own method of marketing strawberries, apples, peaches, and other crops is increasing in Illinois.

A survey of strawberry customers was conducted in 1970 on farms using this method in southern Illinois. Eight farms with customer mailing lists were selected. They ranged in size from six to fifty acres of strawberries. A four-page printed questionnaire containing 34 items of information was mailed to a random selection of 300 customers from each of the eight farms. The data from the questionnaires were put on computer cards for statistical analysis.

Pick-Your-Own Farms

All but one of the farms sold their berries primarily through the pick-your-own method. All growers used roadside signs and postcards to direct customers to their farms. Seven growers also used radio and newspaper advertising. One grower used television, another one used printed handbills for local distribution. All eight growers provided cold drinks for sale or drinking water. Two growers did not provide toilet facilities. Six of the growers had supervisors in the field showing the customers where to pick. Children under twelve were allowed to pick on all farms except one. Most of the growers posted rules of the field.

The cultivars grown were predominantly Sunrise and Surecrop. One large farm grew Pocahontas. Tennessee Beauty, Jerseybelle, and Robinson strawberries were also grown.

Questionnaire Returns and Results

The return of the questionnaires averaged 64.8 percent, ranging from 41.8 to 76.8 percent from the individual farms. The overall study includes data from 1,534 usable survey forms.

The following results and comments represent the highlights of the 1970 survey.

Sixty-four percent of the customers lived within 25 miles of the pick-your-own farm. Eighty-seven percent drove less than 50 miles, one

*Associate Professor and Professor of Horticulture and Professor of Bioetry, respectively.

way, to pick berries. Of the customers from two farms in rural areas, more than 30 percent reported driving more than 50 miles, one way, to pick their own strawberries. Fifty-five percent of the customers picked berries only one time.

The average amount picked by individual customers varied among the farms, and was influenced by the price and the distance involved. Overall, the average amounts harvested were:

	<u>Percent</u>
Less than 10 quarts	21.1
10 to 30 quarts	46.4
30 to 50 quarts	19.5
More than 50 quarts	13.0

The principal uses made of the strawberries were:

	<u>Percent</u>
Freezing	61.4
Fresh use	28.3
Preserves	9.6
Other	0.7

Sixty-three percent of the customers enjoyed the pick-your-own method as a form of recreation. Visiting the farm and picking the berries were thought of as worthwhile experiences for the children.

Eighty-three percent of the customers indicated that they had no preference for buying strawberries by variety name. Personal experience in growing strawberries influenced the response to this question. Of those who had grown strawberries, 23 percent said they preferred to purchase by variety name. Only 11 percent of those who had never grown strawberries gave a positive response.

Prices. The prices charged by the eight farms ranged from 10 to 35 cents a quart. Ten cents a quart was charged by only one farm, on a "clean-up" basis.

<u>Unit of measure</u>	<u>Prices charged</u>
Quart	10, 20, 25, 35, cents
Pound	20 cents
Gallon	\$1 (a gallon bucket holds 3 quarts)
Bucket	\$1.50 (holds 6 quarts)

Eight percent of all the customers said the price they were charged was too high, although the range on individual farms was 1.2 to 17.7 percent.

For customers picking 10 to 50 quarts, the price seemed to have little or no effect on the amount harvested. However, an increasing proportion of the customers harvested fewer than 10 quarts as the price increased. The reverse was true for customers picking more than 50 quarts.

Method of Sale. Since strawberries traditionally have been sold in quart containers, most people have not purchased them any other way. Therefore, it was not surprising to find that most of the customers in this survey preferred to buy strawberries in quart volume rather than by weight. However, a significant percentage (46) of those who purchased by the pound preferred that method. Selling by weight, compared with volume, apparently had little or no influence on the amount of strawberries purchased.

Note: Since this survey was conducted more growers have begun to sell berries by weight rather than volume. Prices of course have increased significantly.

Advertising. Customers first learned about the location of pick-your-own strawberries by word-of-mouth, newspaper advertisements, and roadside signs. The most effective advertising seemed to be by the pick-your-own customers telling their friends and neighbors about the strawberries.

For three of the eight farms, the postcard notice that berries were ready to pick was the principal means of notifying more than half of the customers. The response of customers to postcard, newspaper, radio, and roadside-sign notices varied considerably among the individual farms, apparently reflecting the amount of time, ingenuity, effort, and perhaps money expended.

Customer Satisfaction. Customers wanted better quality or variety (20.5 percent), refreshments for sale (18.5 percent), fewer weeds (13.7 percent), rest facilities (13.4 percent), something for children to do (11.3 percent), and greater courtesy (7.5 percent). Other items wanted were directions about where to pick in the field, booklets on freezing and preparing berries, and a place to wash up after picking. Comments were also made that such extras were not desired if they would increase the cost.

Strawberry customers at pick-your-own farms also want to pick other fruits and vegetables. Ninety-three percent listed other crops. Those specified most frequently were peaches, apples, tomatoes, beans, cherries, raspberries, sweet corn, blackberries, and blueberries. Numerous others were also listed.

Conclusions

For strawberries, pick-your-own marketing is popular in southern Illinois. People like this method, and they will drive 50 to 100 miles to do it. These customers also want to pick other fruits and vegetables. Strawberry growers like pick-your-own marketing because labor problems and the increasing growing and marketing costs have cut into net profits during recent years.

Although it is advantageous to locate pick-your-own farms near large metropolitan areas, operations can be successful in rural areas where fresh strawberries are in short supply. As indicated by this survey, customers living in metropolitan areas tend to pick more frequently, harvest fewer berries, and be more price conscious than customers living in rural areas.

FULTON: Thank you. Bill will be here today and tomorrow, if you have some ideas or questions. Maybe if you are thinking about changing your pick-your-own or get into it, it would save you some problems. Like this thing of separate exit-entrance--we found that is important. But, we had to learn the hard way. In fact, we still have one field where cars are going both ways on one lane. It is quite a problem.

There is one remark I would like to make on pick-your-own. Many times growers brag about the point that at 9 in the morning they had to close their field. Well, if you are like me, I don't ever like to close my field. I feel that I have done something wrong; especially true where you have a one crop item. If you have quite a few crops, like the Rinkenbergers, you have something else they can buy. But, if we have to close our fields, we have either handled our advertising wrong or we are not producing enough product. I know this is a problem with us--how to handle our advertising to get the right amount of people early in the season (when we don't have heavy production), build up to get the right amount at full time (but not too many), and then the right amount at the end of the season when the berries need to be cleaned up. It takes a lot of work. When you close the field, you hurt your business. If people have driven 50 miles and you close the field, on them, no matter what you say, they are not very happy about it.

Bill brought up a couple of questions about liability that we growers have. Some operations are getting pretty large and move a lot of people, and this could be a problem. We used to think the only problem was somebody falling out of the top of an apple tree. But, we can see even in vegetables and small fruits that there could be problems. So, we've asked Reed Varian to discuss this problem today. Reed just recently accepted the responsibility of heading the Farm Markets Division of the Ohio Agricultural Marketing Association. Reed, would you come up at this time?

"Liability, Liability Insurance"

Reed Varian
Ohio Farm Bureau Federation
Columbus, Ohio

Stan Kloss
Nationwide Insurance Company
Columbus, Ohio

VARIAN: Thank you, Bill. I know that liability and liability insurance is an important topic to be discussed in a pick-your-own operation. So, it seemed obvious to me that we ought to get someone with expertise in the area who could lay the groundwork in a very professional way and give you an idea of what you incur in terms of liability when you invite people to your farm to pick their own. So, I am not really going to make a presentation except to introduce Stan Kloss, who is with the Nationwide Insurance Company. Through its affiliation with the Farm Bureau, I happen to be able to use Nationwide's resources fairly readily so I went to Stan and suggested that we prepare a presentation. Stan put together a presentation on liability and some background on what the risks might be, some ground rules, etc. He will also leave a considerable amount of time for questions so that you can bring up any ideas or problems on your minds.

KLOSS: Thank you, Reed. I understand that all afternoon you people have been told how to make money. Well, I am going to play the part of the devil's advocate and tell you how you can lose all the money that you've made and will make next year. Not scare tactics, I assure you. I just want to make you aware of some of the problems you are facing from liability and safety standpoints. I suspect some of you have heard of OOSHA--Ohio Occupational Safety Health Act. I don't think it fits farmers yet, but it will get around to you eventually.

Let me talk about the legal and moral obligations in your farming operation, the pick-your-own and your roadside markets. I suspect many of you currently carry only a form of farm owner's policy. If this is all you carry, I suspect eventually you will be wiped out. One of the pitfalls in this standard policy is it doesn't carry medical payments. Medical payments is a coverage that is strictly paid if someone gets injured, irrespective of negligence on your part. It is a good-will type of coverage that your farm owner's policy does not cover. Therefore, if someone should get injured on your premises or as a result of consuming some of your products, there is no coverage for this from the

medical standpoint. You do have liability coverage, however, where the claimant seeking restitution must prove negligence on your part.

Prior to this time, when you operated strictly your farm, the rates were predicated on very little exposure to the public--you grow corn, soybeans, and have a dairy farm; how many people in the public go back in the fields? Now you are encouraging them to go back there. Therefore, you have increased exposure to the public considerably. There are exclusions in your policy for operations other than farming where you don't have coverage for this. So, your legal obligations (as far as insurance is concerned) have increased by your being involved in pick-your-own and establishing a farm stand on your premises.

One of the problems you get involved with now is product's liability claim. Heretofore, about 10 years back, claim conscious people were getting substantial jury awards. The laws have tightened up now so claims aren't that great, but now they've come across a new gimmick. That is product's liability. For example, your strawberries are luscious but somebody picks one and it isn't that luscious; you have advertised that it was a good product and it wasn't. They can sue you. You use insecticides on your fruit trees. If you don't warn them to wash the product before they eat it (they may not do this), and they get sick from insecticide left on the product, you've got what we refer to as a product liability claim.

I read in the Journal that about three years ago a lady bought a can of peaches in the supermarket, opened it up, and alleged that she saw a live cockroach swimming around in the syrup. She did sue, and it cost the insurance company quite a lot of money to defend the claim. She didn't get any restitution for it, but it was a defense cost. This is how far some of the people will go--nice Sunday church going people who come out to pick your crop. You've also got the contamination problem--spoilage.

A little bit further to some of the things you can look forward to. I suspect you furnish ladders (unless you all have dwarf trees or 6 ft. 7 in. people), and you have an obligation; that ladder has to be in a safe condition. Now, whether you use the picket type or step ladder, you should use an approved fruit picking ladder with a locking device on it. It should be knot free (if it is full of knots, it is weak) and splinter free. It is a good idea to print and pass out instructions on ladder use if you are furnishing ladders. Now, you don't have to be a Philadelphia lawyer to make this up; it can be pretty brief--make sure the ladder is set firmly on the ground; don't use the top rung; don't reach; wear proper apparel (some come straight from church); and don't lean it against a tree. These are the types of things you can do to warn the people. Once they have the instructions, and it is common knowledge that you gave this person instructions, if something happens out there chances are your liability is nil. They assume some risk automatically when they come on the premises--just like going to a baseball game.

Irrespective of whether you are using plastic or wood containers, they should be splinter free, easily carried, and light weight. Visualize a woman 5'2" weighing 97 pounds and carrying a 50 pound basket. It can create problems.

I don't know how the people get from the front yard out to the strawberry patch, but if you do furnish transportation (something like at the Ohio State Fair--a tractor with little bench seats), let's make sure that that driver knows he is carrying people now. You are in the delivery business. You may say, "I don't charge them for the ride," but in effect, you are. If you charge a dollar a bushel for picking apples, and the only way you can get out there is by this transportation, then indirectly you are charging them for transportation. So the driver of that carrier must be instructed not to jerk, to drive safely, and give people hand rails if they are riding in open carts, etc. The terrain where you send your people should be relatively smooth; any pot holes in the area should be filled in.

How about snakes? As a kid I seem to remember that snakes like strawberry patches. This is a liability that you are exposed to. Again, people assume that this place is relatively safe from any known hazard. Maybe you will have to beat the bushes and chase them, or warn the people if it is a known fact that there are snakes in the area. (Just visualize somebody picking strawberries and get bit by a snake! You imagine what would happen.)

One of the things you can do in this pick-your-own area is to use a disclaimer. You automatically give a disclaimer to everyone who comes on--it is dated and they sign it. It reads something like this, "The undersigned hereby elects to and does assume all risks for claims herein, known or unknown, arising from the subject of this release in favor of the undersigned, his heirs executors, administrators, successors, or assigned and hereby knowingly and voluntarily expressly releases said orchard or fields of all liabilities from claims arising out of such matters." But, then don't go to bed and sleep sound. That is about as valid as trying to carry water in a sieve. It is a deterrent, to some extent. What it does is make the people that sign it aware that, "Hey, I'm on my own. I'd better be careful out there." He starts thinking of the proper way to do things.

While this release makes the burden of the person signing it much greater, it in no way relieves you from the possibility of being sued by those persons entering your premises to pick fruits and vegetables. But, it is a deterrent and makes people aware of safety. As far as your fruit and vegetable stands are concerned, I don't think you have much of a problem from a liability standpoint, other than a product's liability for what you sell. It is your responsibility to make sure they are not contaminated; that insecticides are washed off or you have warned them to wash their fruit, preferably on a paper given to each customer. The grounds around the area should be relatively smooth; eliminate any tripping hazards. I have been in some fruit stands where, to walk to the vegetables, you stumble over crates and boxes. All walkways should be free--take your empty crates and boxes and put them someplace else.

The stands containing the vegetables and fruits should be very, very firm; if customers pick, reach, lean over and slip and fall on that table, make sure it doesn't cave in on them.

All nearby construction (if you are doing any repair in the back or if you are storing commodities in the back) should be fenced off. Remember that the minute you open up that stand, all the customers coming in, or your pickers, are called "invitees." You are asking them to come on your premises and this is where your responsibility starts. You must, by law, provide a safe environment for these folks.

If you have been in roadside marketing for a number of years, I suspect what I am saying will recall some of the problems you may have had. But, if you are just getting into it, I would strongly urge you contact your insurance agent when you get home. (I imagine all of you have policies.) Tell him exactly what you are doing and say, "Am I covered for all of this?" If he says, "Yea, don't worry; you are covered for that," say, "Fine, but I want to put it in writing." A year from now if you say, he told you that you were covered, he can say he doesn't recall saying that. Put it in writing; that is what you are paying your dollars for.

All I have told you can be undone by just telling him, "I need some help. I want your insurance company to send a man out here and tell me what I should do." Most companies have loss control people that are well-versed. They come out, look at your containers, your ladders, whatever, and give you some ideas. They will even help you write up a disclaimer, instructions for ladder use, whatever your problem may be; this is what you are paying your dollars for. But, make sure that you divulge to the agent exactly what you plan on doing. If it is a farm market stand, make sure you have the coverage, and don't forget the products' liability. Also, when you do contact your agent, in addition to the proper coverage make sure you have the proper limits.

Q. WE HAVE AN OLD BARN IN THE STATE OF OHIO. WHEN WE INVITE PEOPLE IN, WOULD THEY HAVE TO HAVE ANY SPECIAL INSURANCE LIKE IN A SALES AREA? WE HAVE A MARKET IN THE BARN. A. I would suggest that you talk to your agent; he should have something. You have a retail outlet; not a very expensive thing as long as it is on your premises. You'd have temporary coverage for it if something should happen tomorrow, but chances are the insurance guy is going to say, "Hey, this is not a farming operation. This is a retail outlet."

Q. WE GIVE FREE PONY RIDES ON SUNDAY: IS THAT COVERED BY NORMAL LIABILITY? A. Not normally. You should have special for that.

Q. WHAT ABOUT A PERSON WHO DOES NOT HAVE A LICENSE TO OPERATE A VEHICLE ON THE HIGHWAY DRIVING STRICTLY A FARM UNIT--IT DOESN'T GO ON A MAIN ROAD? A. Normally, you don't pay any insurance on that. There is never a charge for a strictly farm vehicle unless they are licensed to travel public roads; the fact that he is licensed or not licensed really doesn't enter into it. The major fact is that you are responsible for those people. All you have to do is injure one of them and also have an unlicensed driver--they just have a better case against you, that's all.

Q. I HAVE A MARKET RIGHT ON THE MAIN ROAD. LAST YEAR THERE WERE SEVERAL INSTANCES WHERE PEOPLE GOING OUT OF MY DRIVE ONTO THE HIGHWAY JUST ABOUT PUT ME IN THE HOSPITAL! DO I HAVE ANY RESPONSIBILITY FOR THEIR SAFETY COMING OUT OF MY DRIVEWAY ONTO THE HIGHWAY? A. You do have some responsibility. One of the things that you could do during your heavy traffic session is put someone (maybe yourself) out there to watch traffic. You have the coverage, but to eliminate accidents that is one of the things you could do. Or, put up a sign, "Watch Traffic." It is your moral obligation, strictly moral. They can't call you negligent unless there was a big bush where they couldn't see, etc. If it is open both ways, you are not negligent, but you do have a moral obligation to your customers; you want customers to come back again. If he is injured, say "Don't worry, Charlie. I'll pay your medical bills." He'll think you're the greatest guy in the world.

Q. HOW LEGAL ARE SIGNS STATING WE ARE NOT RESPONSIBLE FOR DAMAGE, LOSS, INJURY, ETC.? A. Just as much as that water in the sieve I was telling you about. It is a deterrent, to some extent. If you notice in parking lots, you get a little ticket when you pull a car in, and pay them a dollar, and they give you "Not responsible for personal items, damage to the car." Hopefully, out of every ten people there are nine who are going to believe it. But actually, it doesn't hold a drop of water. The minute they take a penny from you they are considered what we call "bailors"--they are in charge of your property. The same thing applies if you leave a coat with a girl in a restaurant coat room--they are responsible for your clothes. So, travel at your own risk.

Comment: Usually, when something is legal it scares them; they look for something. But, if you just sort of make a gentleman's agreement, I don't think it would be as hazardous.

A. What you are saying is that if you make them aware of something, they might capitalize on it; some people are going to do it anyway. All you try to do is make people aware that they have some responsibility out there; that they are assuming some risk. Now, if you tell them not to climb the tree and it is common knowledge that Mr. Farmer tells these people this and they climb a tree and get hurt, they don't have a ghost of a chance in getting damages.

Q. WE LIVE IN AN AREA WHEN THERE ARE A NUMBER OF NONLICENSED VEHICLES (SNOWMOBILES, MINIBIKES, ETC., WHICH, GENERALLY SPEAKING, ORCHARDISTS DO NOT WANT IN THEIR ORCHARDS. EVEN THOUGH YOU INVITE PEOPLE TO COME IN AND PICK, HOW DO YOU SCREEN OUT YOUR NONWANTED PERSON FROM OTHERS?

A. These nonwanted people don't enter your area the same way your invitees do; do they come from the back? If you have one incident with a snowmobile, you can put up no trespassing signs, or "Snowmobile Not Allowed." I'd put no trespassing--now there if they do come and get hurt, it is no responsibility of yours because you put up a sign and warned them that trespassing is not allowed; they are not about to sue you.

Comment: We have "No Trespassing" signs all over our orchard; that means we are protected all the way around. A. This is true, and you find that a lot of farms have this.

Q. IF YOU ADVERTISE LUSCIOUS STRAWBERRIES AND THEY PICK A ROTTEN FRUIT, IS THIS AN ACTUALLY BEYOND YOUR CONTROL? A. Normally it is. All I'm saying is that there is a way they can present a suit against you, not that they are going to win. If you have the proper coverage you'll be protected and the insurance company will fight the case and will pay if you are held liable.

Q. CAN THEY CLAIM THEY GOT A POISON IVY RASH FROM YOUR PLACE AND THAT YOU ARE LIABLE? A. If it is there, you should not allow people in there, or move the poison ivy. If you don't tell them it is there, and they go in expecting a relatively safe place, and if they do contact poison ivy you could be held liable.

Q. YOU TALK ABOUT "NO TRESPASSING" SIGNS, HOW CLOSE DO YOU HAVE TO PUT THEM IF YOU'VE GOT A COUPLE MILES OF FENCE? A. I don't know; this is one question I really can't answer. I suspect maybe every 100 feet would do it. I could check with an attorney, but he'll probably tell me the same thing. If you have a really straight road you could put a sign perpendicular to it, where they could see it from both ends. If you have a road going around corners, then you'd probably have to put one on each side of the corners. Chances are, if you have 500 feet along the highway, all you'd have to do is put a sign for cars coming either way, and that would cover the whole stretch.

Q. I'VE SEEN KIDS OF PARENTS WHO ARE PICKING BERRIES GO DOWN AND PLAY IN IRRIGATION WATER FROM A PUBLIC STREAM, OR QUARRIES 10 FEET DEEP. WHO IS LIABLE? A. You would be liable, if it is nearby. You have an attractive nuisance. Farm ponds are normally for farm use, but quarries usually aren't--they are just there because the soil has been dug up. They are dangerous and children will play around them. One of the rules you might have is that children are not allowed back to them. It also wouldn't hurt to keep the thing fenced in.

Q. WHAT RESPONSIBILITY DO YOU HAVE WITH PICK-YOUR-OWN AS FAR AS ARTICLES LEFT IN CARS, PURSES LEFT WITH YOU, ACCIDENTS WHILE PARKING, ETC.? A. You probably have some responsibility for personal effects in cars. You should tell them to lock their cars and if they don't you could probably be held liable. Your insurance would cover you with the proper liability. If you have a parking lot full of people you are just like a parking lot. Even though you don't get money for parking, people can't get to the farm unless they have an automobile, so when they leave the auto in your charge, you are responsible. This is all you tell your agent--"I have so many people parking their cars here, I want to make sure of my responsibility. I want coverage for it." Tell him you want it in writing on his company letterhead.

Q. WHAT IS A POLICY LIKE THIS GOING TO COST? A. I don't have the faintest idea, but it is not going to cost much more than you are paying right now for your farm, unless you have an extensive operation (pony rides, etc.). You have to weigh liability against what this does for the kids. Even if you have swings, sand boxes, jungle jims--the minute you put these up you have another exposure. This can be covered by the policy, and normally it is not very expensive.

Q. WHAT IS THE LENGTH OF TIME A CLAIM IS VALID FOR INJURY, ETC.? A. Normally, the court usually assigns a time limit. I can't say if it is 30 or 60 days; it all depends on the type of injury. This, again, is something for your attorney to decide.

FULTON: Before we close, is there anyone out there who has a special policy for their pick-your-own operation?

Comment: I have a \$1 million excess liability--costs me \$250 a year. That covers everything in excess of farm insurance, which right now is \$300,000.

Q. DOES YOUR INSURANCE COMPANY KNOW THAT THE REASON YOU WANT THAT MILLION DOLLAR POLICY? (Yes.) As long as it says so, but if you tell them you want it because you are a regular farmer, it still doesn't cover you. Now, I mentioned that I don't let kids in the orchard--I have been sued too often and children multiply your chances of liability.

Comment: I have a \$1 million one, too. It is definitely stated it is because of the pick-yourself operation and the added risk. It costs about \$300-\$400 additional over my regular farm policy. Incidentally, it is with the Farm Bureau. They are playing it by ear, going to see how much it costs. If they make money, the policy will go down; if they lose money, our rates are going to go up. They don't have enough statistics to come up with a real number.

KLOSS: I'd like to make one statement. The gentleman talked about the excess policy--that is referred to as an umbrella policy. It is kind of a catch-all thing, over your basic policy, and I am glad to hear the price. This umbrella policy covers you for just about everything, excess over and above what you already have. Now, if you don't have a certain coverage under your basic policy, the umbrella policy would cover it over \$10,000 deductible; it may cost you \$10,000, but it doesn't cost you a million.

Comment: In Ontario, Canada (where I come from), I have what we call a blanket policy that protects me from whatever happens to anybody coming onto the property, 365 days a year. We have a complete understanding; he knows what kind of operation I have. Half million dollars coverage, cost me \$175 a year.

A. Just a word of caution about whenever you hear the word "blanket"-- there is no such thing as a blanket policy covering you for everything. Look at it, there are always exclusions.

FULTON: Thank you, Stan; I want to thank all our speakers today. We apologize for so many changes in the program, but I think our speakers did an admirable job; and it was very informative to me. The exhibits are open.

TRACK II

SEASONAL FARM MARKETS

Chairman: Karl Clemons
Extension Specialist
Defiance, Ohio

Good afternoon, ladies and gentlemen. Welcome to the Track II, "Seasonal Farm Markets," session of our program. I am Karl Clemons, Extension Specialist from Defiance, Ohio; I will serve as your chairman this afternoon.

Let's get right to our first speaker of the afternoon. I'd like to introduce Jerry Witten, of Wittens Market in Lowell, Ohio. Jerry is going to give us an idea of the production and pricing strategies of his market.

"Production and Pricing as Merchandising Strategies"

Jerry Witten
Witten's Market
Lowell, Ohio

Thank you, Karl. I am Jerry Witten from Lowell, Ohio (about 15 miles east of Marietta). The surrounding population is about 200,000. We are all vegetables; we grow 60 acres of sweet corn, 23 acres of melons, 3 acres of peppers, 6 acres of potatoes, 4 acres of pumpkins, 2 acres of cabbage, 2 acres of beans, and we also grow some cucumbers.

Supposedly, my topic is "Production and Pricing as Merchandising Strategies." Our main production practice, as we see them relating to our market strategy, is earliness. In southern Ohio, we can grow these vegetables early. We also try to grow quality items, as related to varieties, and we try to keep up-grading practices as we go along to give us quality items. Whenever we operate this market in July and August, we go for a dependable supply; we try to have the products that we are selling every day in that period. If we don't have that product, we'll attempt to buy them from neighboring farms--best quality that we can buy. We also try to keep the product fresh.

When we grow early, we do what we think is necessary to beat out our competition and get the early sweet corn on the market. We have been growing sweet corn under plastic. Then, after the last frost, we'll pull the plastic off. That way we have corn about 10 days earlier than corn planted without the aid of plastic. However, this year plastic went up about 225%, and I don't believe it is economically feasible anymore. It would cost me between \$225 and \$250

an acre just to put the plastic down; that's not counting the cost of application and getting rid of it. We start with about nine varieties of sweet corn and hope to have sweet corn until the first of September, but not any later.

We use plastic on all the melons we grow to start with. The first ones we grow are potted and grown in the greenhouse then set in the field under hot caps--glue hot caps right to them. We can usually gain about a week or 10 days this way. We also grow early varieties of potatoes.

For some of these products we have to get top market price and one of these is tomatoes. We grow our own tomatoes and try to do as good a job of growing them as we can. We pick them when they are just starting to turn pink, and we pack them mostly into 3 pound baskets (all the same color in each basket). From there, they go into my father's basement, where it constantly stays about 70° and dark. We put tomatoes in there for our Sunday trade about Wednesday or Thursday. When we take these tomatoes out of the cellar, every one of them is deep red.

We have neighbors who use scales, and sell 3 pounds for a buck or \$1.25. We'll sell a slightly larger package of better quality tomatoes for \$1.75. When we sell sweet corn, we aim to have this corn every day. People know we have a dependable supply and after they say they want a dozen, we have a dozen bagged for them before they think twice. My five sisters and my wife work the stand exclusively. Everytime a customer buys a dozen corn, he gets 13 ears. For a field of corn that has small size ears, we just tell the boys packing for us to keep pushing those little ears in the bag; 17 or 18 is alright. We want people to get their money's worth and for them to feel they're getting their money's worth. Some products we don't try to get top price for, like very ripe cantaloupes. We will sell melons cheap when they are a little ripe and we've built up a pretty good trade after five or six years of selling these melons. They used to sell three for a buck, now they are two for a buck. We can't wholesale soft melons, but we can retail them out this way.

We have people that stop every day. We do some advertising, but not a lot. We have some weekly paper ads (they sell to the neighboring rural counties). It used to cost as little as \$2 per ad, and we always thought it was our best advertising.

Of the 100 acres of vegetables we grow, about half we retail and the other half we sell to other roadside marketers. We had a good many potatoes when the wholesale market dropped off substantially, but the retail people held on. At the time we were getting about 12¢ a pound, and the wholesale price was \$3 or \$4 a hundred, we advertised price for the first time. We thought the retail market was going to drop too, but retailers held onto the old price. It worked out very well for us.

CLEMONS: Any questions for Jerry?

Q. IS THE SWEET CORN MECHANICALLY OR HAND PICKED? A. Hand picked. I had a harvester last year for about one week; I was very dissatisfied with the appearance of the corn. It had smuts, and one came out black. Then we ripped some of the smutty ears off, and it came out with silk splattered all over the ears and lacking in appearance. When we went back to hand picked corn, our trade picked up a little bit. Our old customers, who were used to the hand picked corn, were sure glad to see us go back to it.

Q. DO YOU PUT THESE MELONS IN PLASTIC? A. Right. THEN PUT HOT CAPS ON TOP? A. Right.

CLEMONS: Thank you, Jerry. Our next speaker is Tom Lawrence, from Findlay, Ohio. Tom, will you tell us about your operation?

"Production and Pricing as Merchandising Strategies"

Tom Lawrence
Lawrence Home Produce
Findlay, Ohio

I consider it an honor to have been asked to say a few words here at the Annual Roadside Marketing Convention. I hope that the things I'm able to share about our experiences with early market production will be interesting, and perhaps helpful, to those here who are geared to these interests.

We are located about two miles east of Findlay, Ohio, on State Route 568, a highway that conducts local traffic for the most part. We have just 25 acres. There are three families involved in our business; my folks are retired school teachers, my brother-in-law is a teacher who spends summers with us, and I am a "moonlighting banker." We first started in the roadside marketing business 21 years ago, but never grew much until about seven years ago when I decided to use my College Vegetable Crops major practically.

When the subject of early market is mentioned, we think of this in two ways. One way involves the effort we all make to have the first sweet corn, tomatoes, melons, etc. from our own farms to our market to take advantage of the good prices. There are certain practices we have learned through experience which, if used, can speed up the ripening of certain crops.

We have made plastic covers by stapling concrete reinforcing wire to wooden rectangular frames to form a tunnel-shaped structure. We then drape 6-mil, clear plastic over these frames, and nail it to the wooden frames. These can be used on tomatoes to protect against frost and to take advantage of good growing weather that occurs in late April and early May. If clear plastic is laid on the soil after weed spray is applied, the soil will be warmed even more. This same method will benefit the cole crops, potatoes, peppers, and green beans. We are able to get a yield about two weeks earlier than if we were to wait until the recommended planting times for these crops. We do, of course, use transplants for tomatoes and the cole crops, which speeds the process. We are considering the use of ethrel as a ripening agent for tomatoes. Watering the plants under the covers with warm water rather than cold is a consideration to think about, also.

The use of good early-producing varieties is a must for early market production. The catalogs have excellent variety selections from which to choose for the various crops. For tomatoes we like Pixie, Early Girl and New Yorker; for green beans, Top Crop.

I said at the beginning that we have two approaches to the subject of establishing an early market. The second one is new to us, and we think it has unlimited possibilities. It involves the raising of spring-producing crops such as asparagus, rhubarb, perhaps some annuals, green onions, radishes, and lettuce, starting in late April or early May.

Our competition is from growers who open their markets with sweet corn in early to mid-July. People are interested in the first vegetable or fruit that you produce, so we are starting with a rhubarb and asparagus feature for early May and adding green onions, lettuce and radishes as side products. In early June our feature switches to strawberries, plus cole crops, while still having the asparagus and rhubarb, etc. About June 20th (when strawberries, asparagus and rhubarb are still in good production) we feature new introductions, new peas and early potatoes, and they are emphasized as the strawberries, asparagus and rhubarb phase out.

After peas and potatoes have been in for ten days or so we feature purpose raspberries. We use the Amethyst variety which is a lustrous bright purple color unlike the regular black lustrous purple raspberry common today. These berries have the desirable characteristics of both red and black raspberries. After these are in good production they are joined by early green beans as something customers buy while coming primarily for the raspberries. These crops, too, close the gap between strawberries and the start of tomatoes, then sweet corn, which is the main feature until the end of the season for us, although muskmelons are an added feature in early August. We feel that business for us drops off about the beginning of September when home gardeners have their own crops.

CLEMONS: Any questions for Tom while he's up here?

Q. WHAT HERBICIDE DO YOU USE UNDER CLEAR PLASTIC FOR CANTELOUPE?

A. I've used Dactal, but it really isn't satisfactory. The neighbors tried Vegeben E-2, and they had a disaster with it.

Q. HOW DO YOU HANDLE THE ONIONS THAT ARE PLANTED IN THE FALL? A.

Well, we just did it last year, but we planted them in August so they'd be sure to get a good start just as they advertised in the catalogue. When we tried them in the spring, they were never ready until around the 20th of June.

Q. HOW ABOUT THE SIZE OF THOSE GIANT HOTCAPS? WHAT IS THE HEIGHT OF THEM? A.

Well, we make them long (we don't call them hotcaps, they're covers). They're about 15 feet long; wide enough so that you can put two rows under them. You have to wood frame them, although we've made them so we can store them flat. THE WAY I UNDERSTAND IT, IT WAS LIKE AN INVERTED V. YOU MEAN IT'S FLAT ON TOP. A. They're high enough so that tomato plants, or potato

plants can get under there without any problems. We use 6 feet plastic and about 44 inches width to the cover. We use tail strand No. 9 wire on the ends of these. We've found that with construction in a similar fashion with wood, the corners are weak and you can't store them either. The price is getting out of sight. We're trying to make ends meet this way. It's been really successful; we're happy with it and we feel safe putting them on tomatoes. I might add that we do irrigate for frost protection.

Q. WHAT DO YOU USE FOR A FRAME, NOW? A. Just two-by-fours. YOU DON'T HAVE ANYTHING TO SUPPORT THE ROOF? We're hoping to get metal strips about a quarter of an inch wide. We'll drill holes in these on the ends where they fasten to the 2 x 4's. Fold those 2 x 4's together and the structure will raise up. HOW WIDE DID YOU SAY THE OPENING IS? The inner planting area will be 44". It depends on how wide you want to make your plastic, metal strips, and things like that.

CLEMONS: O.K., let's give Tom a hand. I just noticed their subject, "Production and Pricing of Merchandising," and I kind of have the feeling that both of them were trying to tell us something....

LAWRENCE: I would like to add one thing here. I meant to mention that if we get something a week early, like sweet corn or tomatoes, that as far as pricing goes we don't try to take advantage of that we just feel that we've got a week longer to sell the stuff. If the prices are high at that time of the year anyhow, we're gonna' get our money out of it. Instead of selling sweet corn from the middle of July until the end of August, we sell it from the 8th of July to the end of August; we've got a week's profit. Of course, they all come after us to get it first.

CLEMONS: WHAT KIND OF A PRICE DO YOU START WITH, TOM? I think some of the folks are kind of interested in that.

LAWRENCE: I think it started around \$1.20 a dozen in our area last year. I don't know; it might be higher this year.

WITTEN: We try to get the money for that early corn, and try to get it for the rest, too!

CLEMONS: I think what we really heard was, "Let's hit the early market with quality produce. Let's don't try to stick anybody, but sell them what we would like to buy ourselves and be in business over a

period of time. If we could synopsis quickly (because each one of us has our own pricing range and our own competition) the thing I wanted to hear one of these two guys say was that they were pricing from their cost accounting records, but I didn't hear it from either of them. So, I'm going to put in my two cents worth. If we're going to sell these things, we're going to have to know what it cost us to produce it. Some of us are going to have to get in a good record system pretty quick and do a good job of single farm cost accounting, and then take from our price cost accounting and save. We just can't sell corn for a buck, a buck and a quarter, or a buck and a half if we've got a two dollar production cost in it.

We'll kind of change gears a bit with "Market Successes in Out-of-the-Way Places." As we go into our next session, John Stahl will lead off.

"Market Success in Out-of-Way Places"

John Stahl
Stahl's Farm Market
North Benton, Ohio

I'm John Stahl of Stahl's Farm Market, North Benton, Ohio. We're located right in the center of a rather large population area--Akron runs around 300,000; Canton is 165,000; and Youngstown, 200,000.

I've been asked to talk about the problems distressing out-of-the-way market; our closest population is a village of about 5,000 people, and we're about 6 miles from a town of 30,000. The majority of nearby population is more than 20 miles away. There are 800,000 people in the three county area. This area also has probably the largest concentration of food production in the state of Ohio. We don't generally build markets in out-of-way places, but generally that's where your production place is and you've got to sell. (The fellows from the lake might contradict that, but I believe it is.)

We're on a county road, that is not heavily traveled, especially in the winter, and that is our basic problem. In the summer we have what we consider a fair business. I'll go through what we have in each season to give you some idea of what we're trying to do.

We start in the spring with bedding plants, seed and apples. (We also fill in with smaller amounts of produce that we buy for resale.) In regard to the apple season, we rely heavily on the Melrose variety. It is an apple which keeps quite late and has an excellent quality, but unless you're from Ohio you're probably not at all familiar with it. We have tried to find what we think are good varieties. If you find a variety of apple, fruit, or vegetable that has excellent quality but is not well known, there's an advantage to it. This particular apple has one advantage for us in that it can't be found in any market or store. When we sold it, everyone who bought a bag of apples of any kind got a Melrose apple to try. That worked pretty well; it's been accepted.

We've been in the bedding plant business for about three years. We started by raising our own plants for our own vegetable operation. It hasn't been any big success, but it has given us a major item for that time of the year. We sell more every year; it's picking up anyhow. I suppose at this point I should tell you what we raise and what

we sell. The bedding plants generally run from May to the second week of June (depending on the weather) and this creates our first problem--the gap between bedding plants and our vegetable season. We've got some asparagus, too, but this will probably be the first year we're gonna' get much from the planting. Maybe this will fill in at least a little bit. We also fill in by buying other produce, and sometimes we still have apples left. We are going to have apples quite late because we belong to a local co-op started this year. They have a CA room, and we've got apples in there for the late sale. This will be the first year we do it, and how well it will go, I don't know. Again, these are Melrose. They do keep quite late under regular storage, and in CA we're hoping they'll be even better.

Some previous years we closed for about a month during this gap, but we don't like to do this. I suppose I should mention we basically do tend to stay open all winter. Sometimes we don't take in much money, but we're open. We don't like to close for that month because it seems once you close up it takes a certain amount of time to get going again and get them back in.

Once we get started in vegetables, we get into our lake business. There are a lot of cottages up there, and families come from Akron, Cleveland, and Youngstown to spend whole weeks, while the husbands commute. These people are extremely good customers. Most of them don't have gardens to start with, they're just there to swim, water ski, and whatnot.

We try to arrange as many vegetables as possible to give us a wide variety. One of the items at this time is the mixed yellow and white corn, which I suppose all of you are familiar with. We've pursued this with the same policy as Melrose apples; again this is an item which everyone does not have. Sometimes this pursuit of a different variety does not work. A few years ago, when we were in the peach business in a bigger way, we got into a variety named Redwing. It was a real early peach, about the first week of July, and the quality was something else. We thought this was really going to be a good thing, so we got them. We had peaches the first week of July, and they were a white peach but every one of them split. The water got down in there and the mold grew. People grabbed them up because it was the first peach. One day a car came in and a little old lady weighing about 90 pounds got out carrying a peck basket that had just about enough peaches to cover the bottom and said, "What did you sell these peaches for? I'm sick." I said, "There is nothing in there that can hurt you. We don't spray and we follow the limitations," and so forth. She said, "Well, I'm sick. I got this basket of peaches and look at my tongue." She stuck her tongue out and I don't know what I was supposed to see; I was trying to get out of it the best I could. She kept talking about that mold around the seed, and she was sure that was making her sick. I told her the only thing I could do was give her her money back, if she was not happy about the peach, but there was nothing there that could make her sick. She took her money and left. After she left I thought--they got that basket, went home, and ate that whole damn basket of peaches--no wonder she didn't feel good. She ought to have a stomach ache.

After we get started with sweet corn, we go into the peach and melon seasons. At one time we had 25 acres of peaches; but in our area peaches haven't been a good thing to grow and now we're down to about two. Since peaches are a good selling item, we started buying peaches for resale. We don't feel that you get quite the same peach (because we tended to pick rather ripe), but you had to compromise somewhere. Fred and I have argued about this for a couple of years but I keep telling him that if he has enough money to have a hobby of raising peaches, fine, but, we have not made any money out of it in our area.

The melons, which for us are primarily cantaloupe, and early apples become larger items for us at this time. From there we go into pears and fall apples. The apples are partly done on pick-your-own, which draws quite well but also creates some headaches. (My wife is listening to the pick-your-own session right now, to see if she can find out what's wrong.) After the first of November we start into a sales decline, with some pickup around Christmas. We do buy citrus and some other produce items during this time, but it's primarily apples until spring plant sales. Competition varies with the season. Bedding plants have a lot of competition, with as close to town as we are; but as far as vegetable plants go, I think we have the advantage in the fact that we also raise vegetables. People come out to buy plants, and I think you can talk with a lot more authority than greenhouse operators can. All he's doing is raising a plant. We raise them out in the field and we see what some of these varieties do. In vegetables, our competition is mostly front yard type in the immediate area. There are a couple of larger known operations not too far from us, but they've been in operation longer than we have. The apples are probably the most competitive item for us. As I mentioned, we're close to the largest apple producing area in Ohio; and during the fall, 95% of these turn to retail outlets to some degree.

Most of our advertising is done in our local paper, with some radio advertising. But, radio advertising is a very tricky thing; it's probably the hardest to measure.

I was asked to comment on our successes and failures. I can't think of anything that's really been a bad failure or a big success. We started selling out of our garage in 1961 when we bought the farm; our house is located about 700 feet back from the road. The first few years we were primarily a wholesale operation. In 1968 we built our present market next to the road, and our business has gone up every year. Nothing spectacular, but it goes up. I think, basically, it takes time to develop this type of market. Most of the markets I'm familiar with have been there for some time, often they're in the second or third generation.

There are times when I get a little depressed about the market business and things don't seem to be going too well. My wife reminds me that I have two children who just love me. Now, that makes me feel pretty good. The only trouble is I've got 5 kids;

but 2 out of 5 isn't real bad! I think that is the way with ideas-- two out of five good ones is pretty good.

We're a business that hasn't gotten to the \$100,000 a year figure, but we're getting close. I mention this because, at these meetings, we listen to quite a few of these bigger businesses and think "This is way out of my league." I know there's got to be some, one or two of the rest of you, that don't sell a million dollars worth of stuff. We've tried several ways to increase our winter business but not many want to come 15 or 20 miles in the winter for a bag of apples. Well, I'll just leave it go at that. Any questions?

Q. HOW DO YOU MANAGE THE DIFFICULTY OF BEING A SEASONAL MARKET OPEN ALL YEAR? A. Well, we've got a lot of apples to sell; that's the primary reason we stay open. If we didn't have the apples to sell, I guess we wouldn't. When we start back into vegetables, it doesn't come on with a bang. We're just not suddenly loaded with a lot of vegetables; it comes on kind of slow. We have a little bit of this start or a little bit of that start, and all it is is a big problem for us. If you're not there with some other things to sell, you've got basically small quantities of stuff you don't know what to do with.

Q. WHO RUNS YOUR STAND? A. Mostly my wife. IS SHE ABLE TO DO THIS YEAR ROUND? ARE YOUR CHILDREN OLD ENOUGH? Well, the two that love me are gone; the other three are the ones that are home. They do help, and we have a couple of girls that live close to us that help part time. Of course, there's a certain amount of bookwork, too, with our business. My wife does a lot of it at the stand in a little office space and my mother helps out occasionally.

Q. WHAT IS THE VARIETY OF YOUR WHITE AND YELLOW CORN? A. We started off with just Butter and Sugar, because this was, basically, the only one we knew. Now we're going completely away from Butter and Sugar this year. We might use Butter and Cream, or whatever it is. We had to strike Butter and Sugar and Sweet Sue; Sweet Sue is a much finer kernel and a lot bigger ear. These are basically Herrod seeds, and they have a new one this year called Harmony that we're going to go with. Butter and Sugar has a kernel that is a bit too coarse for most people.

CLEMONS: Shall we give John a hand? We will continue into the next portion of our program with a change of pace. Ladies, Mrs. C. L. Manfull.

"Market Success in Out-of-Way Places"

Mrs. C. L. Manfull
Manfull Fruit and Vegetable Market
Augusta, Ohio

When I was asked to be on the seasonal market program, and suggest ways for markets to be successful in out-of-way places, I wasn't sure they had the right person. After you've lived in the same community all your life, and your husband and his father have had a market at the same location for 50 years, to you it doesn't seem out-of-the-way. So maybe that's part of the secret--just don't let anybody tell you you're out-of-the-way. What you don't know won't hurt you! And, with this confidence, it isn't hard to convince others. In this day of the Mother Earth entity (people wanting to get off the beaten path) I think maybe it's an advantage instead of a disadvantage.

We open our market with strawberries in June, followed by cherries and early vegetables by around the 5th of July. We're open all through the year until sometime in May, whenever we sell out of apples. With only a month off from March to June, it seems like a long season to me. We live in little Carroll County (where I have lived all my life) in the tiny village of Augusta. Our gardens and farm surround the town. It is a rural population, but very few really make a living from the farm. Yet, they are rural minded or they wouldn't be there. Although they don't sell their own fruits or vegetables, they do have that background of preserving and having their shelves and freezers stocked with home canned fruits. That's where we come in and try to be first with fresh picked, home-grown cabbage; sweet corn; tomatoes; peas; red beets; green and yellow beans; cucumbers and some hot peppers; acorn, butternut and covered squash; and, of course, our own potatoes. When the green limas start, I couldn't agree more with the statement that good gardening is a matter of taking pain, mostly in the small of your back.

Our fruit is really our main crop, and luckily we had a crop of peaches this year. The vegetables are just a fill-in to add variety and color, or to keep the wife out of mischief. After picking about 75 bushel of lima beans (besides keeping up with all the other garden goodies) this wife wasn't too mischievous! We sell probably three-fourths of them and pack them in little plastic bags that hold three-quarters of a pound. At 70¢ a bag, we have people come for miles to grab up 6 to 20 bags at a time. Although it would be easier, you can't put all your eggs in one basket, unless you want to really fold up in a hurry.

We've never had every crop turn out well the same year. This year peaches finally came through, after a few bad years. But, it does take some of the joy out of it when they have to buy them in a 1974 potato sack. (If you want to hear those sorry tales, talk to my husband.) Our customers know, after all these years, that they will get quality fruit and vegetables at our market or they will be marked otherwise. We do have those who want top quality and size, and we have others that are looking for seconds. We try to satisfy both, but you won't find the qualities mixed.

I know that we're not supposed to think of ourselves as indispensable. But, those in business that sell their produce under their own name better be on hand to know what's being picked, graded, and uniformly packed throughout. So, I say we are indispensable--you can't have absentee supervision. It's got to be a show and tell operation. Sure, we have hired help and they're mighty dependable, too; but we're there on the job. In many ways, the more help you have, the harder you have to work yourself to be sure things are done to your standards. After all, it's your name and your reputation on and in that bag.

We're located on the direct scenic route from Youngstown-Warren on State Route 9, so we also have a lot of transient trade. These transients are headed to and from one of the many lakes in the area and may make several trips a season. From 3:00 Friday afternoon until Monday, the trailers and boats start their exodus and return. Although they're not bushel customers, they do like our vegetables and fruit. And, of course, every camper has sweet corn on his mind. Once people find out that you will give fresh produce daily, they'll drive to your out-of-the way place. We don't put out a whole wagon load of corn for people to see, only three or four dozen at a time. The rest is kept refrigerated, until placing it in the sales room. We've tried to sell only the best quality sweet corn. A lot of people tend to feel that corn-on-the-cob should come direct from the farm; we find that we can sell more than any one around. People will drive out several miles from town to buy it, even when we deliver to the town stores in the morning and they're selling the same corn cheaper.

Although I was too busy to do much advertising this summer, I do enjoy dreaming up ads that are perhaps a little unusual. I never repeat the same ad. I've made up a poster of some of our ads, and here is a picture of our market and the little apple of our eye (our granddaughter).

There are some varieties of apples that are money makers and we do plant more of these, but we try to keep some of the old favorites, including Northern Spy, Grimes Golden and Maiden Blush. Many times a person will say they just can't find those varieties any more. We have found that everyone who has tried the early Lodi apple keeps coming back and asking for the good old transparent.

I can sell transparents that aren't any bigger than walnuts. I tell people not to bother peeling them; just slice them down to the core, cook them, and put them in the freezer. People try it and come back for more. We have many that buy several bushels for canning and freezing.

In the last few years we have quite a few Mennonite people moving into our community. Don't think they aren't good customers! They raise their own vegetables, but they buy plenty of apples, peaches, and plums for canning; we have about 16 varieties of apples, 20 varieties of peaches, and 5 varieties of plums. Bud and his dad before him had raised about 20 acres of potatoes. I think he's serious this time; he's phasing out potatoes.

One of the most important jobs of the fruit and vegetable gardener is the spray program. "Nowhere is it more important to see what has to be done, when it has to be done, the way it ought to be done--whether you want to do it or not." (That was Jerry Becker's definition of successful gardening.) That should be in an almanac. Here is one part of our program that's "hands off" to everyone but my husband. You have to know what you're doing, and be somewhat of a chemist and weather prophet combined, to have an effective spray program. And, as you know, the environmentalists aren't making it any easier for us. When our cash customers ask, and they do, "Has this been sprayed?" I tell them it certainly has, and they wouldn't want it if it hadn't been.

We do have one trademark that not many markets can truthfully carry--we sell only our own, home-grown produce. Not because it's easier that way, but just because we like to do things that way.

One big day of the year is the day our daughter brings her kindergarten class on a field trip. She usually invites some of the mothers to come, too, and it's a good way to let some of the young homemakers see what's behind the scene at the farm market. We take them into the sales room, storages, grading room and packing room; show them the apple and potato grader, and apple bagger in operation, and then we give them a hayride through the orchards and gardens. We stop along the way for them to fill their bag with the biggest potato they can find in the potato storage, an ear of corn from the field, the cap from a head of cabbage, and then we watch in amazement as they finish filling their bags from the apple tree. We try to show them the proper way to pull an apple from the branch, and then we tell them we hope they will grow up to be excellent apple pickers. These field trips have brought in many new customers--the children carry the propaganda home.

What better way to sell your produce than by an attractive display with clean, fresh produce. It takes plenty of action back in the scrub brush room. We never put out a vegetable that hasn't been washed. We certainly have all the colors of nature to work with, as we arrange things artistically, by letting the greens, the blues, the red of the beets contrast and so forth. My housekeeping at home may

get neglected during the summer months, but never at the market. It's a daily challenge to keep things clean and neat. It doesn't just happen, we work at it; but it's a labor of love.

When fall comes, it's time for fun decorating when Augusta becomes Pumpkin Lane. I line the driveway and fences with pumpkins, horns, gourds, and squash. And, by the way, we wash the pumpkins, too. Who can resist the time of fall in the air, and the taste of our good cider that has pure apple flavor with no preservatives added. For the Christmas tradition, I always make an apple tree with tiny, shiny lights. I think it's important to be friendly, take time to listen, and not take on that impersonal efficiency of the checkout supermarket. I like to pass out some of my favorite recipes, using our produce naturally. Many people have copied my recipes for strawberry pie, apple sauce, nut bread, fresh apple cake, apple cider punch, barbeque relish, and squash delight casserole.

So, yes, I'm sure we are a success. It must be because we do our best and God does the rest. There's nothing like getting out in the soil, and really working with it and seeing yourself sometimes as a help to mankind. A job well done and pride in good workmanship should be our goal. Unless you take a healthy pride in what you do, and how you do it, there's little point in all this stuff. So, after 50 years on location as a residential market in this out-of-the-way place, consider this twice:

It's a land that was settled two centuries ago by men who surmounted great peril and woe. It's a country that's grown across rivers and stream, with factories and farms building fortune and fame. It's a nation whose spirit you and I claim, that's brought forth the finest in liberty; It's the town of my father and his father, too. It's a church, and a school, and all the living we need. It's a field and forest and meandering stream; It's the home of our family and laboring dream. It has needs and big problems and goals that we share; It's a test of our purpose and how much we care. It's a hope and a promise of future reward; it's a challenge to work for the earth of the Lord.

Consider this twice, consider it well.

CLEMONS: Thank you very much, Mrs. Manfull. Any questions?

Q. DO YOU MIMEOGRAPH RECIPES, AND DO YOU HAVE A COOLER? A. We do not have a cooler ourselves, but our storage is connected right beside one. That way we do without it. I do not mimeograph things. If people want them, they copy them. You copy your own, and I have recipe cards there in case they need them to copy.

Q. ARE YOUR VEGETABLES MAINTAINED ON ICE? A. Not in the sales room. Now, we have a refrigerator we put them in, but those out to sell are not refrigerated. They are stored in cold storage.

Q. HOW LARGE IS THE SALES ROOM? A. My husband says 24' x 32'.

Q. ARE THE VEGETABLES WASHED BEFORE THEY GO IN THE COOLER?

A. Usually.

CLEMONS: We'll get back to work. Our basic objective in a group like this is to present some ideas that you might use at home. Our very basic objective today is, of course, the objective of education. Without our educational strives and without groups of folks like you who are willing to share and visit with each other, we would probably be back about 200 years. So, we are really pleased to have a chance to get together and share experiences. As one of you mentioned a while ago, we haven't all reached a million in sales yet; I gave that up several years ago and started on my second one.

One of the things we're concerned about is our pricing and production practices, the good quality, the kinds of things you and I as consumers would be willing to buy within the season and within reason. Since you and I are concerned about selling, we need all the ingenuity we can muster to do the job for our own business. Now, with this, Reed Varian will visit with us. Reed's with the Ohio Farm Bureau Federation and, of course, the people we're interested in getting to. So, Reed, if you'll take over.

"1973 Customer Survey Results"

Reed Varian
Ohio Farm Bureau Federation
Columbus, Ohio

Basically what I'm going to do is give you a summary of a survey that we did at Ohio State about six months ago as a research project. Dr. Cravens and Dr. Lois Simonds helped in this project and we got it to a certain point, but it's certainly not completed yet.

The reason we wanted to do a study on do-it-yourself activity is simply because there was some indication that consumers are involving themselves more in food preparation. They're spending a little more time at it and they are a little more concerned about how it comes out. There's a certain amount of satisfaction and pride involved. We knew it was there, but we wanted to study it carefully. So, we took four activities to study--home preservation, shopping at farm and roadside markets, vegetable gardening, and pick-your-own fruit and vegetables. The one factor that goes through all these activities is the amount of time that the consumer spends at it, as opposed to going to super-markets or as opposed to buying a pre-cooked or pre-processed food. Each one of these activities requires a little extra effort on the part of the consumer, and this is really what we were trying to study.

We sent out 3,000 questionnaires (we received back 1,009) into the Canton metropolitan area, the Columbus metropolitan area, and the Dayton metropolitan area. We randomly selected people from the phone book so that we would get a representative sample from the outlying areas of the metropolitan district as well as the urban. Our tests showed that the sample was very representative, so we proceeded on the basis of a valid sample.

One of the things needed was an indication of why there might be more do-it-yourself activity, and some of the factors involved. We found that retail prices of fresh fruits and vegetables increased more than processed fruits and vegetables over the period 1960-1975. Another was variation in supply, or call it production and price. We had an interesting inverse relationship between production and price: production goes down, price goes up; production goes up, price goes down. Toward 1972, we had a drop in production and a corresponding increase in price. So, we had a lack of supply which endorsed consumers activities and we had a price increase which endorsed their activities. It's not one or the other; it's both of them.

This statement was used by an author who was trying to indicate to us why convenience foods are on the increase: "As scarcity of products disappear, towards plenty, the scarcity of time ascends the

value scale." Basically, what it means is that as plenty of a product is available, a consumer's time is more important to him. Therefore, if we have plenty of products, let's use convenience foods because we can spend our time elsewhere. If that's true, look at the inverse: as scarcity of products reappear (in other words, a lack of plenty) then a scarcity of time descends the value scale and time is not so important. Here we might find some of the philosophies that consumers are thinking. If you can't get the product, you do things that might be more time consuming.

Let's look at the housewife; she's pretty important to all this. In 1950, 23% (moving up in 1973 to over 50%) of the housewives were employed. I'm sure it's more than that now. A large 63% of the women who are working are married. Now, I find that kind of amazing. The reason I bring this out, of course, is because of her activities in the area of food preparation and vegetable gardening and canning.

When you talk about the housewife, you have to talk about the husband. Well, this is a funny one. Husbands and housework--average contribution per week is eleven hours. That's all right, but if she works, he doesn't add a single hour. As far as her contributions are concerned, her hours increase if she goes to work. The time she spends at home in these activities may be in home preservation, shopping, vegetable gardening, or pick-your-own; obviously, the time she has available decreases. So, if she works, that effects what she does.

Let me talk to you about household tasks; which does she like to do best. (She's probably gonna' do a better job at what she likes to do than at what she doesn't like to do.) About 43% consider cooking the most liked task; ironing, 6%, and dishwashing, 2%. If we reverse this and ask which task is the least liked, we find that ironing is the least liked of her activities; cooking is not disliked. Maryann Beckman told me that they did a study on shopping and found that it was a very disliked task. This might counterbalance an interest in cooking: If she doesn't like to shop for the food, then she won't have it to cook, you see. How about that? It takes a lot of money and high society professors to figure that kind of thing out.

Moving right along, why are some tasks liked? What's the motivation behind cooking, if she likes cooking best? Almost 63% said that one of the reasons was satisfaction received; appreciation by the family, about 60%. So, if you can do things in your farm market with the end result being satisfaction by the family, or satisfaction received by the housewife, then you've got it.

Basically, I'm trying to give you some relative indications of the activities of the consumer so that you know how to approach them at your market. Now, let's get into the nitty gritty of what we found in our study.

Now this study was taken in March of 1974, and it is an indication of what they did in the prior year, 1973. Look at canning--18% of the people had canned some fruit in 1973, and 26% had canned vegetables. That's pretty good for canning, because canning isn't really a very easy thing to do. It takes knowledge, and you might have some spoiled fruit in the basement of homes where the knowledge wasn't there. Moving down to freezing, there is one thing that is particularly pertinent and might be of some surprise. In 1973, 40% of the people froze some fruit; vegetables, 45%; either fruits or vegetables, 65%. So, if you're worrying about canning supplies, maybe you ought to be worrying about freezing supplies. Of course, space in a freezer is limited; but nevertheless it is easy and it will involve more households.

Here are some descriptive questions that we asked, that give us a little bit of an idea of what's happening. (Questions were asked directly in a mailed questionnaire.) Is canning something that members of your family have always done? Here, 59% indicated that the tradition had been passed on in their family. That is kind of amazing, really, since this was not a rural group. Were you able to get all the canning and freezing supplies needed in 1973? Yes--78%. How would you describe yourself as a canner or freezer? I asked them to indicate "beginner," "experienced but learning," or "old pro." This would give us some idea of whether or not they're just stumbling around with their canning or freezing, or whether they know what they're doing. Generally, about 14% answered beginner, experienced but learning was approximately 45%, and the old pro was 25%. It's surprising how many people thought they were old pros at canning and freezing.

Now, we studied vegetable gardening as well. A total of 53% indicated that they had a vegetable garden in 1973. Do you plan to have a vegetable garden in 1974? Here, 71% indicated that, at that time in March, they were planning to have a vegetable garden in 1974. Do you have a place where you can plant the garden? No, said 40%. So, you have 10% who are going to plant it in their living room or perhaps rent-a-garden! Really what we have here is a misinterpretation on the part of the respondent. I don't think they understood what we meant by having land available where they can plant a garden. I think some of them indicated they would like to have more land than they have to plant a garden, but they probably do have a garden--a row of tomatoes or maybe more than that in the backyard, already. But if the answer was no, would you consider renting a garden plot? Approximately 31% said yes they would consider renting a garden plot. So, rent-a-garden and rent-a-tree concepts are something to take a look at.

The third activity was pick-your-own. What was their exposure to pick-your-own? Have you ever picked your own produce at a farm? We knew that we needed to differentiate between a commercial farm and a relative or a friend's, and we were right--21% said a commercial farm; 38% indicated that they picked at sometime at a friend or relative; 70% said they picked at both, 16% said they had never picked their own fruits and vegetables. I think the important thing is the

friend or relative, because it tells you that they've had exposure to the activity of picking their own fruits or vegetables. They know what it's like somewhere back in their recollection, but they haven't done it at a commercial market. Only 16% had never done it, and I'm not sure you can touch that 16%. We ought to be interested in getting to these people who have some recollection of picking their own. Changing approaches a little bit, the question was posted, did you pick your own fruits and vegetables in 1973? Here, 29% indicated that they had. Of those who had picked fruits and vegetables some-time during their lifetime, 35% did in 1973. You can draw your own conclusions. Do you raise fruit for yourself on your property? Yes, 30% indicated. Do they harvest it? Very good question. Do they ever harvest those wormy and scabby apples?

Here's our shopping at roadside markets section. How often in the months of June to October have you stopped at a roadside market? Here, 9.5% indicated that they never stopped at a roadside or farm market; 47.8% said they stopped two times or less per month. These questions are taken exactly from a 1967 study done here at Ohio State by Ed Royer. The answers in 1973 were almost identical to those for 1967. What is the approximate distance from your home to the nearest farm or roadside market? The percentages of people who responded to these miles are: 0-3 miles, 36%; 3-6 miles, 31%; 6-9 miles, 15%; 9-12 miles, 9%. What is usually the destination of your trip when you stop at a roadside market? Getting some idea of where they are going when they stop there at the farm market, 42% indicated the market itself was their destination (Royer's 1967 study showed about 10% less); passing by to and from work, 60%; just driving around, 17%; and, on business in the area, weekend vacation trips, to and from the supermarket, 13%. Let's move along.

Market characteristics, and their importance in farm markets are ranked--freshness, cleanliness, easy access from the highway, friendly personnel, prices, attractive display, able to buy from the farmer, advertising, open on Sundays, etc. Notice in the differences from our study and Royer's that produce freshness is still right up there, and it will be there forever. But what about the others? Cleanliness is still number two. "Prices considered low" comes up to three, followed by friendly personnel, easy access, and right on down the line. We thought that price might increase in importance slightly, but the difference in the response was really not great enough to start shouting about. Open Sundays is right down on the bottom, as it was in 1967. You do plenty of business on Sunday, but it's not all that important, apparently.

These are the number of people that responded affirmatively to home preservation activity in our study. I've already talked about canning fruit, 19.5%; canning vegetables, 31%; vegetable gardening, 52%; pick-your-own, almost 30%; buying from a roadside market, 75%; freezing fruit, 40%; freezing vegetables, 45%; look at making tomato ketchup--boy nobody likes to make tomato ketchup even though tomatoes are probably the most commonly grown item; cooking with fresh fruits and vegetables, 87%; baking pies, 67%; making pickles, 27%; making jam, 28%. This was simply in response to "did you do these things in 1973?"

HOUSEWIFE EMPLOYMENT

1950 23%
 1939 39%
 1970 43%
 1973 50% +

WORKING WOMEN BY MARITAL STATUS

1940 Single = 48% Married = 36%
 1969 Single = 21% Married = 63%

MOST LIKED HOUSEHOLD TASKS

	Most Liked	Least Liked
Cooking	43%	6%
Dish Washing	2%	11%
Cleaning	18%	22%
Ironing	6%	43%

WHY THE TASK IS "MOST LIKED"

Pride in Work	11%
Satisfaction Received	63%
Appreciated by Family	60%

TRENDS IN HOME CANNING AND FREEZING

1955	Canning = 44%	Freezing = 19%
1965	Canning = 34%	Freezing = 24%
1973	Canning = 33%	Freezing = 65%

DESCRIPTIVE QUESTIONS ABOUT HOME PRESERVATION:

Is canning something that members of your family have always done?
 Yes = 59%

Were you able to get all the canning or freezing supplies you needed in 1973?
 Yes = 78%
 No = 22%

Do you have a food freezer separate from the one in your refrigerator?
 Yes = 51%

DESCRIPTIVE QUESTIONS ABOUT VEGETABLE GARDENING:

Did you have a vegetable garden in 1973?
 Yes = 53.5%

Do you plan to have a vegetable garden in 1974?
 Yes = 71%

Do you have any land available where you could plant a garden?
 Yes = 60%
 No = 40%

If "No," would you consider renting a garden plot?
 Yes = 31%

SHOPPING AT ROADSIDE OR FARM MARKETS:

How Often: Never = 9.5%
 Two times/month or less = 47.8% (June through October)
 Three times/month or more = 42.7% (June through October)

What is the approximate distance from your home to the nearest farm or roadside market?

0 to 3 miles = 36%	9 to 12 miles = 9%
3 to 6 miles = 31%	12 to 15 miles = 5%
6 to 9 miles = 15%	over 15 miles = 5%

What is usually the destination of the trip, when you stopped at a roadside market?

The market itself	= 42%
Passing by to and from work	= 16%
Just driving around	= 17%
Weekend or vacation trip	= 6%
On business in the area	= 8%
To or from the supermarket	= 13%

CHARACTERISTICS IN RANK OF IMPORTANCE:

Rank in 1967 Royer Study		Rank in 1973 Varian Study
1	Produce is fresh	1
2	Cleanliness	2
3	Fasy access	5
4	Friendly personnel	4
5	Prices considered low	3
6	Attractive displays	6
7	Able to buy from grower	7
8	Advertising is conducted	8
9	Open Sundays	9
10	Shopped by my friends	10

In conclusion, these are the activities we studied. We tried to get information on all of them because we felt that, as far as the consumers participation in farm or roadside marketing (be it pick-your-own or be it supermarket), these are the important activities to consider. Thank you for your attention.

CLEMONS: Let's give Reed a hand. I think we're just about ready to kick off with our number six batter. Ransom Blakeley is a professor with the Horticulture Department of Purdue University, West Lafayette, Indiana. Give us a little of your pedigree, Ransom--but not much.

"Advertising and Promotion Case Study"

Ransom Blakeley
Extension Specialist
Purdue University

A Slide Presentation

Thanks, Karl, but they're not interested in my pedigree, they're interested in what I've got to tell about our market and advertising. So, I'll get right into that.

Advertising--that's sort of the black magic of the business world, you know. It's condemned by economists as being wasteful; it's damned by the Federal Trade Commission as being deceptive; and it's diligently ignored by the majority of the people in the United States--consumers in particular. Yet, when our sales curve goes down, we can't resist going out and looking for some Madison Avenue "witch doctor" to give us some of those incantations they call ads in the hope that it will bring our business back to life. I would submit that advertising is the first thing we think of, and the last thing we should do.

One of the biggest hoaxes that the advertising industry has foisted onto the business world is that old cliché, "It pays to advertise." Now, of course it pays. The newspaper makes money on it. But, it doesn't necessary pay you to advertise unless you invest those advertising dollars wisely. And, advertising is an investment. Now, why should you spend 3%, 5%, or some other funny figure of your gross sales on advertising? So what if your neighbor does spend 6.3% of his gross on advertising. Maybe he has a poorer location, maybe he has different products, maybe he's got different objectives for his business.

You ought to consider this matter of objectives. What are your objectives in placing an ad? Who are you trying to influence? What do they want? Where do they live? What part of the city, or what part of the area are you talking about? What type of housing do they have? How much money do they have to spend? I suspect more ads fail for lack of a specific and clearly stated objective than for any other reason. Sure, your objective is to make as good a move as possible and increase the sales of your particular merchandise. Now, do you want to get new customers or do you want to bring back old customers? What is your objective specifically?

You may have other objectives in mind. I know some people advertise more to boost their own morale than to get customers, at least this is the indication I get from what they say their advertising does for sales. And, watch out because you can spend a lot of money for some of these secondary objectives and not really have it show up in the cash drawer.

There's been quite a bit of criticism of advertising. But, advertising is a good bargain in form, in so far as it tells the consumer what is available--and that is a very worthwhile objective. Does your advertising inform the consumer? I think a lot of advertising just blows up your own ego, and doesn't really tell them what it can do for them.

Why do you need to advertise? As I understand it, about 20% of the population of most of your counties will be moving out within the next five years to be replaced by people coming in from other counties. Now, that's a lot of people on the move, so you need to advertise just to maintain your present level of sales. These kids don't know about fruit markets, unless you take them out and show them where that market is, what it has, and what they're doing there.

Now, I would like to explain a very interesting little case study that I ran with Dave Byers, a fruit grower in southern Indiana. Dave bought his market, he calls it Apple Acres, a couple of years before I was working with him. This is a slide of the stand as it was about 1969 or so, and you can see part of the orchard behind him. It had just a little loop driveway in front for parking. The little shed in back is where they packaged the fruit; they had another cold storage area which we'll show you later. His location is just south of Bedford, at the intersection of Routes 50 and 37. To the north is the city of Bloomington, which is a college town with a much bigger population than Bedford; he was aiming much of his advertising in that direction, hoping to get the people to travel down.

One of his problems was that the four-lane highway runs almost to his market, but the highway commission ran out of money. He doesn't know if they're going to continue with the four-lane highway and wipe out his present sales room or not; he can't get any sort of information. So, he decided to go ahead with his present sales room, he's added a third building, and he's increased the parking area.

At the time we started working with him, he had a new planting coming in bearing and he was expecting a crop of about 20,000 bushel that year. What was he going to do with all of it? The old cold storage had been inadequate and could not maintain the fruit in good condition past the end of January, so he put up a new storage which could run up to 7,000 bushel and could hold the temperature at 31° F plus or minus a half degree. His fruit has remained a much better quality as a result of having that storage, and he has a longer marketing season with a better product over that season.

Half of the building is used for packing, and this is an idea of what that looks like. The carts you see in the foreground are used to move apples to the sales room from the store room for more rapid stocking. He had already gotten to where he just couldn't keep the stock up to par; couldn't keep enough merchandise on the shelves on a busy Saturday afternoon or Sunday, so he needed a better a better packing room that was closer to the sales room. He also needed a better way of getting the merchandise out when it was needed. The sales room now has palletized displays and shows that he has the capacity to handle the fruit.

He also increased the parking area on the north side of the building (previously, as I said, all he had was a little loop driveway). Now he has a much bigger parking area, so that even on peak Saturdays and Sundays he has space for the cars.

We analyzed his market situation, serving Lawrence County where there's a population of 38,000 in that county; Monroe County (where Bloomington is located), 84,000; Jackson County to the east, 33,000; Martin to the west, 10,000; and Orange to the south, about 17,000. We didn't count anything from Washington County, because there just aren't any roads that connect well with his market from Washington County. So, he has essentially the 5 county area. We totaled up the number of apples that consumers might use in that area, and it came out to about 60,000 bushel. Now, Dave was wanting to market about 1/3 (20,000 bushel) of what the consumption would be in that area.

We realized, of course, there's a problem using national consumption figures on a local basis. People will consume more in an area where the product is produced than they will nationally on the average. But, this at least gave us an indication of what he was up against trying to move his fruit out in this area. It's a sparsely populated area; it's not the richest part by any means. So, he was up against a real problem.

He was advertising in Bloomington, and expecting people to drive down through Bedford to his market. We studied his previous ads to see how they might be improved. His ads mentioned several things, but didn't really tell a great deal about any one. Just, "We have it. Come out and get it." He also advertised in the classifieds.

His situation, as far as traffic count goes, was 6,000 vehicles a day, on the average, passing right by his door. He was trying to get people through the town of Bedford, which is not the easiest in the world to get through, to his market--all for a ten pound bag of apples? Why do it? I spent half a day looking at the supermarkets up in Bedford, and they had good apples there. I couldn't see any reason why people would come down.

So, we looked to the south--to the little town of Paoli. Traffic builds up as they go to Bedford to do their shopping and go to work. These people were going by his door. Why not aim advertising in those directions? He advertised in weeklies and the Orlean's Enterprise. He went to a new sign with the logo, Johnny Appleseed; and now uses Johnny Appleseed on all his newspaper ads. He has Johnny Appleseed right on the market, so people know and recognize this when they get there. It is important to have some landmark so the people know they have arrived at the place they've seen advertised in the newspaper or on highway signs. He also has a newsletter which he puts out. This, of course, is good for getting his old customers back. He has a registry which many customers sign, but that's not going to get him new customers. He also has field trips and visits by school children. He takes them on the wagon, through the orchard, and shows them how the cider is pressed. Then he takes them back to the sales room and gives them

each an apple to eat and, of course, a map showing how to get back to the place.

Here is the type of ad that we went to. This was just for Christmas, but it's a single product ad featuring just one item. It tells the complete story of why the consumer should go out of his way to buy that one product. It featured a gift pack--a styro-foam apple cooler, 12" high, 15" in diameter, that holds a third of a bushel of red and yellow apples, large navel oranges, and pink grapefruit. They can use the cooler after Christmas for a party bowl, punch bowl, fruit bowl, centerpiece, and so on. Another ad features cider made with four varieties of apples. No preservatives added, and strictly fresh flavor. He also gave a recipe for hot, spiced cider.

What we were trying to do, by going to the single product ad, was build up enough enthusiasm or interest in the consumer sitting there reading the paper that he'd think, "Gee, I'll have to get myself out to Byers. Their product sounds like its better than at the supermarket." When you list the price and the product, and the supermarkets are doing the same thing, why should they go out of their way to come to your place?

We learned one thing about pictures. If you take a photograph (which I recommend for your newspaper ad), don't try to get everything in your market in your picture. You lose a great deal of detail when it's reproduced in the newspaper. It's much better to get close so that the photograph will have a lot of detail in it when reproduced in the newspaper. A lot of white space adds an image of quality, whereas a black ad, heavy with print, implies a cheap product.

Another experiment we tried and soon gave up was coupons. The only thing we could conclude was we were fighting his image. We were saying, "Quality, quality, quality," and now, all of a sudden, "Cheap, cheap, cheap." And, we got very few of those coupons back. So, this brings up the question of how the heck do you evaluate advertising? How do you know you did anything?

Well, we saw new customers coming in; new faces. They would come in specifically for nuts, or for grapefruit, or for cider or apples, and then they would look around. That was just what we wanted them to do, because our idea of a single product ad was to get them there once, and after they come once and they see the products and the displays (if we did a good job of displaying and laying out the market) then they would come back again. This is about what happened. He saw new faces, and this was one indication that the advertising was working. These new faces came, and sales began to increase.

This black line is the year we're interested in, 1971; and this shows the sales the previous year. You can see sales during the previous year were pretty terrible. He had a peak in fruit, and nothing after Christmas. Well, we started this change of advertising strategy right about the first of November, and we had a 14% increase in sales the first week which was nothing to get excited about. We were doing

pretty good with 15% the second week, considering the average increase in sales he had over the past three years was 3%. It kept going on up, past 47%, and instead of going down after Christmas, it kept on going up. He wound up the year with an 87% increase in sales. So, how do you evaluate advertising? Well, I think this is a pretty good technique right here.

The point of all this is, well, we did increase sales. We did it by having a good product on display; you can't do it without it. Advertising won't pay at all unless you have a good product. Display it so that it looks good to the consumer. I've seen many places where they have a good product, but they didn't display it well and it wouldn't turn. Packaging is important, too. Dave changed from a paper, handled bag (which the customer couldn't see through) to the plastic bags and feels this was a help. We analyzed the market situation, so we found where his best potential customers were and how to reach them. Finally, we went to single product ad so the consumer would be motivated to come out for the first time. We feel there is no black magic about advertising anymore.

Ladies and gentlemen, thank you.

CLEMONS: Do we have questions?

Q. WHAT IS YOUR OPINION OF THE POLY BAG? A. Dave Byers didn't want to use paper bags. He was packaging, putting back into the cooler, and then bringing them out; so he had a moisture problem with the paper bags. Secondly, people said that the apples were all self-contained in the plastic--they weren't rolling all over in the trunk of the car, and they didn't have a mess. At that time, at least, it was also cheaper than paper bags. I think the prices have gone up, but we feel it's nicer to see through and know all the apples are good.

Q. DO YOU FEEL IT DOES ANY GOOD TO ADVERTISE OVER RADIO? A. It depends a lot on the station that you have and the programming. I know in some areas, where it's strictly rock and roll, I say no. Where you have a station that appeals to potential prime apple buyers (people who are in the fruit buying age), there's a possibility. I know one guy who does a real good job through the radio. He uses it in conjunction with newspaper advertising for U-pick. With U-pick, today it's really red hot and tomorrow the weather is bad or you're out of berries or something. You've got to keep track of this. He advertises in the paper, "Listen to our announcements on U-pick on the radio at 7:00 in the morning, station...." The station likes this a lot, because they were getting free advertising in the paper. They gave him twice as much time for his dollars as he would have gotten otherwise. It worked out nicely for him.

Q. DO YOU THINK FRUIT BASKETS WOULD BE A GOOD THING TO ADVERTISE? A.
I think that there are better ways of advertising fruit baskets. Dave Byers made out a brochure showing what a basket looked like; it was a four-color deal; and it cost about 14¢ per ad; and it had an order blank on it. He used it as a mailer, and also distributed them at dental and doctor's offices, car dealers, the Rotary, Kiwanas. He finds that these professional people, who have to get Christmas gifts, are the best market for the gift basket. Why waste your advertising dollars on the whole population when you can hit them more successfully with this method?

Q. WHEN IS THE BEST TIME IN THE WEEK TO ADVERTISE? A. I think you have to consider how they're going to shop your market. Now, if you live way out in the boondocks and they're going on a weekend, maybe Friday night is the best time if they're also shopping from the grocery store, so they can compare. This way they can see whether they're going to buy from you or the store.

CLEMONS: I'm going to ask Ransom to stand up; Jerry; Mrs. Manfull; John; and Tom. Del had to get home, I know. Now, let's give these folks a real big hand. There's a whole lot left of the program for you, so have a lot of fun at the Conference. Tonight's activities are non-tax deductible! Thank you.

TRACK III

YEAR-ROUND, FULL-LINE FARM MARKETS

Chairman: Herbert Hadley
Extension Economist
The Ohio State University

"Personal Motivation and Management"

Edwin Ricker
PLRS Management Consultant
Flint, Michigan

There are all types of levels or degrees of authority, responsibilities, delegations. Employees need this--because it is an orderly way of organizing work and motivating the people involved by validating their sense of personal significance. It enhances their self-image. In other words, when you have delegated responsibility and authority to them it enhances their self-image. The more you can work in this dimension, and direct your efforts to your employees in this direction, the more respect they will have for you. They'll protect your assets and business like you would do it. People who are motivated to meet the expectations of others like love, attention and affection. In other words, if they can get love, affection and attention--recognition from those who mean something (including the boss)--they are going to be further excited by your business and further excited about making greater contributions to that business.

Now let's look on the flip side of the coin. Instead of motivation, let's look at a new word that I've created called "demotivation." This comes from poor supervisors who really undermine people by making their work meaningless. The employee feels that the supervisor is really saying, "You are nobody. The work that you are doing is menial, lower than low." So, he's demotivated. People become dissatisfied when events transpire which lower ones opinion of ones self. Unsatisfying work, lack of recognition, and low pay are parts of that. But, pay is not the main aspect. You also must consider the working conditions.

Let's talk about working conditions. One of the main concerns that exists for the woman worker is the restroom, or her break area. I have had many complaints by gals who think the boss could care less because he has dirty, smelly, filthy restrooms. That is a working condition. You are actually telling people that they are not worth much by having such working conditions. That's a fact.

Now, here you are--you are treating people right or wrong, from the standpoint of self-respect; helping them to reach their dreams or self image. You are convincing them that they are worth something. And, if you are not meeting this need, the labor union is going to come along and say, "We are going to do something about it for you." If you think you have problems now, you haven't even scratched the surface on sleepless nights, lost money and lost profits, until you tackle a labor union. It is like a tornado went through your business when you start to pick up the pieces.

Let's scoot on to industry problems. With more government controls, increased operating costs, and shrinking net profits, I'm glad to find out (in talking with some of you this morning) that, because you are now getting involved with more retail than wholesale, there are more net profit dollars for you. That's great, especially in today's times. Let's look at the feeling that businesses make fantastic profits. For example, the AFL-CIO News states, "Corporate profits topped \$72 billion. Corporations roll-up a 36% profit boost. U.S. firms tied 27% profit hike; profits jump \$70.5 oillion." Now, this is the AFL-CIO News that goes out every week to the 18 million members around the country. But, let's look at a typical newspaper, "1973 corporation profits are record." This newspaper is a year old, but today you see the same thing for the oil companies, sugar companies, and many other companies. Now, when your employees read articles like this in the newspaper, are you considered one of those businesses making fantastic profits? You very much are, as far as your employees are concerned. The impression that your employees are getting from reading the newspaper and being involved with television and the various news media is that they are really not getting their share.

Another type of pressure is from the labor movement itself. For example, you are in an industry that gets attention from farm workers, the teamsters, retail clerks union and retail wholesale department store unions. Now, because a lot of companies are going out of business, and because of layoffs, many companies are organizing. All those labor unions are concerned about sales and income. For example, in the general offices of the labor unions they chart income every month (every quarter, too) and how do you think their graphs look right now? Seminars by various labor unions are going on around the country. How, who is going to help fill the membership decrease of these labor unions? You people. New businesses are coming on, getting recognition and hiring more people by drawing on your various communities. And, every community has labor organizers looking at businesses, and becoming involved with these dimensions. So, this is another pressure coming from organized labor.

Do any of these problems exist in your company? Very much so. Today we want to explain the dimensions of what can happen at your place of business and share with you what can be done when it happens as well as what you can do now to help prevent your employees from following a third party.

When a labor union comes around the only question is who do the employees have more leadership credibility in--you or the union organizer? If you treat your employees with respect, as if they are a customer, or your own son or daughter, they can identify with you and you will have leadership credibility. If you treat them in the manner that they are lower than low, they are not going to have respect for you. When that union organizer hands them a card to sign and says, "We'll get you what you should have coming," if they don't have a good feeling about you and the way you treat them, they'll sign that card. Away goes the union draft.

Non-union companies. You want to manage your business properly, without cost or interference by a third party representing the work force. How are you going to do this? Through the use of sound management principles and practices.

Now, some of you may not be aware of what I would consider to be sound management. If one is going to be successful, continue to grow from a small business into a well-respected business enterprise, he really has to know about the four functions of management: (1) to plan; (2) to organize; (3) to direct and control; and (4) to evaluate. Those are the four basics of any business or service organization. (I'd like to have the government practice them, but somehow they always stray from them.) First, plan your work; plan what you want to accomplish. Organize who is going to do it and how they are going to do it. Then, sit down and direct your employees in how they are going to do it. Follow up with evaluation and control activities. This is why you need good yardsticks and standards. This is why, later on in today's program, you will learn about the financial aspects of your business: How well are you doing? Which are your costly operations? Who is pulling their weight and who isn't?

These are the four functions in management. Now, with that there is a big area called communications. Communications is a skill and, in all my dealings with retail managers in the Midwest, I find that communications with employees is their greatest void. So when you talk about job security it is not being fired from a job that is important, that only counts for 10% of what job security means, as far as employees are concerned. Ninety percent of what job security really relates to is the type of communications that management has with its employees. So, good communications promote good motivations, and are good for establishing rapport and leadership credibility with employees.

Let's move on. We should learn how unions organize and operate, because, if you aren't helping to motivate these employees, an organized union will obtain the leadership of your employees. You should learn what needs your employees have that prompts him to join a union, and then fulfill those needs. Why shouldn't you, as a successful business, provide what the union provides the employees?

It is not high wages. Wages are important, but I have been involved in many union drives where the employer was paying \$2 an hour less than the union scale and the employees voted the union down with two or three votes. Do you know why? Because that manager has leadership credibility, communications, and he treated his employees with respect. He was paying good wages, but he wasn't paying union scale. Don't think you have to pay union scale to ward off organization. Why is labor making such large gains?

First, managements do not know how they stand with employees. You might say, "I only have 10 employees; I'm not going to be organized." But, I can show you where each month every union in the country organizes businesses with two or more employees. And, there is no difference between full-time and part-time--all the votes count--so you treat everyone the same way.

Unionization is very widely communicated today through news media. Besides city, state, and federal government employees, we even have high school teachers and college professors joining unions today because the heads of the various schools aren't practicing good management. Believe it or not. Everytime a major settlement takes place in the steel industry, the automobile industry, etc., it is in the papers and your employees see that. They say, "My goodness, look what they're getting and look what I am getting! Miles apart." The business community is doing very little to tell their side of the story and educate their employees. Public opinion is that corporations make excessive profits, advertise their products inadequately, and show scant interest in the needs of the people. On the other hand, labor unions obtained 60% of their support by promoting that the reason the country was going so well was because of labor unions; they played the most important part in their society.

Now, let me ask you a question. Do you do your share of sponsoring such things as Junior Achievement and the "free enterprise" way of business? Junior Achievement is the only high school activity that really promotes a free enterprise system. It is an excellent program; we all have to do our share.

Only 22% of the working force in the U.S. belongs to organized labor. My purpose in sharing this information with you is because many of you think that everyone belongs to a labor union. Many of you may have the feeling that you are going to get your share of the income while the getting is good, and when the labor union comes along you'll just have to join like everyone else and go from there. I think this is a false concept. What you should do is share your profits now on a fair basis with your work force and grow together. Don't overexploit now and make fantastic profits while sharing nothing with your employees, because you'll get it sooner or later--it costs \$800 per employee more a year with a labor union. How would you like to have that come off your bottom line? The reason I share this with you is because I feel it is important for you to realize what it could cost so that you can share with your employees now on a fair basis. Even

if you don't go all the way to union scale; share more than what you are now, get closer to that, and it will go a long way towards helping you remain an unorganized company.

Let's look at how unions organize so quickly. They start by developing a file on non-union companies. For example, let's say an employee quits an operator with 40 employees and goes to work for a union company. After 30 days the employee signs up to join the union and the business agent asks, "Where did you work before?" "I worked over at Rogers Food Market." "Yea, how many employees are over there?" "Oh, we had 40 or 50." "Forty or 50--what did they pay you over there?" "They paid me about \$2 an hour." "What were your benefits?" "What benefits--we didn't have benefits." "What was the management like--what was the boss like?" "The boss could care less. He was always giving us hell in front of everybody." The business agent puts that in your file and, at some point when an emotional activity takes place at your business, he'll go right to the file. Believe me, you'd be surprised at what they know about your business. Every little thing that they can find out goes in that file, because they need sales (income from dues and initiation fees) for their own self-existence.

Many times an employee will be planted in your place of business if they think you aren't using good practices of food and management. Many times unions will work on employees who work for you through relatives who are in the union. They also use informational picketing, hoping to close off your front door and send customers away; then you'll agree to recognize them so you can get your sales back. They will try to get union authorization cards signed by employees through letters, so keep the names and addresses of your employees confidential.

It is against the law to fire an employee for union activity. Many times, however, an employee is fired for good reasons but wants to get even with management. He goes to a labor union and they say, "Alright, sign an authorization card today (January 6). Let's see, you got fired last Friday, so we'll date this card about December 21." This way it looks as if he was fired after he signed the card, and a charge goes into the National Labor Relations Board that this employee was fired and away goes the union drive. One of the things you can do to counteract this is to keep records. Keep records when you counsel an employee because they have gotten out of line, broken rules and regulations, or because they run short on their cash register. Many employers do not keep adequate records, and are very vulnerable for this type of thing. They also watch for the manager bawling out employees in front of other employees or customers. They listen for employees talking negatively about their working conditions or their management. If they see the manager or the owner working, while the employees stand around, that is a good sign for them. When they see these things they know that the manager is not a good manager and that they are close to successfully organizing activity in that particular operation.

It takes a sensitive management to be aware of what motivates employees. Remember, improve his self-image, his self-respect. I'm from Flint, Michigan and I say the reason that people working in automobile plants there are so militant is because they have so little self-respect for themselves. That is why they are ready to go on strike at the drop of a hat. How much self-respect and dignity would a guy have who is paid \$14,000 a year to put eight screw nuts on the cars as they go by?

You people have a lot of opportunities in this dimension because you are in the retail people business. It is exciting and a lot of people get turned on if you let them share in the authority and responsibility of your business. You've got to motivate them; it takes some analysis of the type of operation, the type of community, these things.

Now, an example. You may or may not be familiar with a company called Holly Farms--poultry processors in North Carolina--they provide supermarkets with fresh cut chickens in a chill-packed program. Talk about a group of employees that are really motivated, respect their work, and really have a good feeling about coming to work; they do. (Incidentally, they mainly hire 90% female). It requires analyzing your people's needs and working conditions, how you treat them, how you communicate with them. At Holly Farms the gals have music and the opportunity to go to the restroom or take a comfort break at anytime. They feel free to get up and go; there is someone to take their place. Little things like these make the difference, especially for women. Gals require different types of motivation and leadership than men do. The same goes for different races, ages or hour classifications.

All of you can be non-union if you want to be, if you work at it. It is more difficult work to remain non-union than it is to be union. Do you believe that? It requires more work, but the rewards are much greater because you are dealing in a positive climate. Labor unions today have to dwell on the negatives to get members, so when you have a labor union involved, in my opinion, you have a negative work climate. Eastman Kodak, a pretty good sized company, is basically non-union. IBM and Texas Instrument are huge companies; they are non-union. Proctor and Gamble is basically non-union. They have all worked hard at it. If you really practice the four fundamentals of management along with your other skills, you will make more money and, as a by-product, you won't have a labor union. So, why in the heck shouldn't you have a good, sound operation?

At this point, I'd like to pass out these handouts. At one time or another you will be confronted with a union situation, and we thought you should have this information so you will have something to go by.

WHAT TO DO WHEN THE ORGANIZER COMES AROUND
(Claiming Representation and Asking You to Bargain)

1. TAKE IT EASY - You are not the first one to face this problem. If you show anger or fear, the organizer has the advantage.
2. BE POLITE - The organizer may be looking for trouble. Courtesy and calmness disarm them.
3. INTRODUCE YOURSELF - Then get the organizer's name and title; write it down or get his card.
4. BE A GOOD LISTENER - Allow the organizer to talk . . . to you only. Make notes, if that is at all possible or appropriate.
5. STATE YOUR POSITION - If your organizer wants to start dealing, or discussing working conditions, say that you cannot recognize the union as the representative of the employees, but that you are willing to have the question determined by a secret ballot election handled by the NLRB. You can deal only with a Board certified union. You should also inform him that you have a good faith doubt that his union represents a majority of your employees.
6. WATCH THIS ANGLE - You may then be asked whether or not you would consent to an election. You can tell the organizer that you must obtain advice and guidance - that, however, you are willing to follow orderly processes of law, doing nothing to hinder these processes.
7. IF "PROOF" OF REPRESENTATION IS OFFERED - The union organizer may offer to show you membership cards signed by employees, or a list of the employees who have signed up, or otherwise try to prove to you that the union represents the employees. In no case should you look at such a list or examine it. To do so may force you to negotiate with the union without proof of its representation.
8. APPEARING INDIFFERENT OR BRUSHING OFF THE ORGANIZER ISN'T THE ANSWER - Firmly point out that it is up to the employees to show by secret ballot whether or not they want a union. Until the union has been duly certified by the NLRB, it cannot correctly represent the employees.

9. PASSING THE BUCK WON'T HELP.
10. CALL YOUR LABOR COUNSELOR OR LABOR ATTORNEY AS SOON AS THE ORGANIZER IS GONE.

DO'S

1. Allow organizers to shop around on the sales floor as customers only.
2. Show them common courtesy.
3. See that the organizers do not interfere with customer service.
4. Urge them to sell their wares outside of the store.
5. Have a responsible member of management such as you or your assistant manager stay with any union organizer as long as he or she is in the store.
6. When any outsider seeks information concerning employees, payroll, policies, or any other practices, advise top management immediately and don't give any information until given approval by top management.
7. Courteously, but firmly, tell organizer that they have the privilege of discussing matters with employees outside the store during non-working hours.
8. Provide close supervision of employees for business reasons only.
9. Keep your head and use it. This experience is just another part of the store operation in today's labor field.
10. Top management will help you or provide help to you when situations such as this occur. Do not hesitate to call no matter what hour of the day or what day of the week concerning any problems of union organizers.

DON'TS

1. Don't permit organizers to talk to your employees during working hours.
2. Don't forceably eject organizers from your store.
3. Don't direct the arrest of an organizer, because the store might be liable to an action for false arrest. Call top management for any advice on ejecting or arresting an organizer.
4. Don't permit organizers to upset the morale of your store.

5. Don't allow organizers or any outsiders to question employees while working.
6. Don't accept any statement on the part of an organizer as being necessarily true.
7. Don't discuss the pros and cons of unions with an organizer.
8. Don't talk about what you will and will not do.
9. Don't let outsiders rob you of your standing in the store.
10. Don't let the union take away your leadership.

WHY DO EMPLOYEES JOIN OR VOTE FOR A UNION?

This list was developed nationally and makes up the most common reasons (not in order of importance):

1. LACK OF SECURITY

- A. No complaint or grievance procedure
- B. Management too busy to listen to gripes
- C. Management too busy to investigate and obtain answer to gripes
- D. No observation of seniority principles
- E. No warnings before disciplinary action or discharge
- F. Frequent layoffs with no reason given.

2. WAGES

- A. Not competitive with like jobs in other companies in the same industry in the same operating area
- B. No increases either on merit or general basis
- C. Not informed about wage scales and how to make increases
- D. Favoritism - different employees receiving different rates for same job

3. BENEFITS

- A. Not competitive with other companies in the same industry in the same operating area
- B. Does not meet the basic needs of the employees

4. DO NOT KNOW WHAT IS EXPECTED OF THEM (CONDUCT AND PERFORMANCE)

- A. No periodic appraisal of performance by supervisor
- B. No uniform rules or regulations
- C. Rules and regulations not known or communicated
- D. Unfair standards
- E. Poor training for job

5. DON'T HAVE A SAY ON THINGS AFFECTING JOB
 - A. Suggestions not given consideration
 - B. Changes made without being informed
 - C. Changes made without being consulted
 - D. No planned upward communications from employees

6. POOR WORKING CONDITIONS
 - A. Poor ventilation
 - B. Poor rest areas and lunch areas
 - C. Poor or inadequate parking
 - D. Unclean rest rooms
 - E. Poor lighting, unclean work area, and safety hazards

7. NOT KEPT INFORMED ON THINGS
 - A. Wage scales
 - B. Company benefits and what they mean
 - C. Expansion, new management, new supervisors, promotions
 - D. New methods and equipment
 - E. Company plans, profits, sales, etc.

8. LACK OF ADVANCEMENT
 - A. No promotions from within
 - B. No consideration given to employees
 - C. Employees do not know how to work for promotion
 - D. Employees do not know why not promoted
 - E. Employees not informed of promotions made from within

9. POOR PERSONNEL POLICIES
 - A. None written
 - B. Not published or communicated
 - C. Not understood
 - D. Do not meet the needs of management or employees

10. INCONSISTENT AND UNFAIR ADMINISTRATION OF POLICIES, RULES, AND REGULATIONS
 - A. Favoritism
 - B. Promises are broken
 - C. No recognition

11. NO IDENTIFICATION WITH COMPANY OR MANAGEMENT
 - A. No sense of belonging
 - B. Employees do not feel important as an individual
 - C. Management does not run company with employee
 - D. Employees do not participate in change

12. FIRST LINE SUPERVISION

- A. Not concerned about employees, their problems, their roles, their advancement
- B. Do not appear often enough in the working area

PREVENTIVE-PRODUCTIVE EMPLOYEE RELATIONS PLAN

- 1. Establish and communicate company philosophy.
- 2. Establish and implement a planned employment program.
 - A. Standards
 - B. Sources
 - C. Application
 - D. Testing
 - E. References
- 3. Establish and practice a strong first week orientation and training plan.
 - A. Welcome check list (standards of conduct)
 - B. New employee kit
 - C. Management trainer
 - D. Employee helper
 - E. Job duty check list (standards for performance)
- 4. Communications
 - A. Management Manual
 - B. Employee Handbook
 - C. Bulletin boards - questions and answers
 - D. Meetings (participative management)
 - 1. Weekly - department managers
 - 2. Quarterly - store
 - 3. Top management luncheon
 - 4. Department - problem solving
 - E. Complaint ladder
 - F. Positive counseling and discipline plan
 - G. Performance evaluations
- 5. Wages
 - A. Establish and communicate policy
 - B. Establish and communicate wage scale by classifications
 - C. Establish method and procedure for granting and communicating increases
- 6. Working Conditions
 - A. Audit
 - B. Recommendations
 - C. Implementation and communication

7. Benefits
 - A. Audit
 - B. Recommendations
 - C. Implementation

8. Management training - employee relations plan
 - A. Wages, benefits, and working relationship with top management
 - B. Employee attitude survey
 - C. Determine weaknesses and establish program
 1. What
 2. Why
 3. How
 4. When
 5. Follow up

To Our Employees:

Several of our employees have informed me that they are being bothered by outsiders and organizers who are putting pressure on them to sign union authorization cards or attend union meetings. Since a number of you may be unfamiliar with union tactics, I would like to explain some things to you.

THE DANGER OF SIGNING CARDS

One of the first things that a union does when it tries to organize a business is to get employees to sign "authorization" cards. I understand that the union organizers are now pressuring our employees for signatures to these cards. Let me tell you that you are fully protected by the law in refusing to sign these cards. I hope you decide not to sign these cards and let me explain why.

A card is like a legal document. Before you make your decision whether to sign or not, make sure you know what it is that you are signing.

The cards may merely authorize the union to bargain for the employees or they may be applications for membership. In either case these "innocent" looking cards can cause employees a lot of trouble. For example, these cards rarely say anything about an election and by signing a card, frequently employees have given up their right to have a secret ballot election conducted by the National Labor Relations Board (NLRB).

Also, a signed card can amount to a "blank check" signed by you. When you authorize the outsiders to act for you, who knows how much it may eventually cost you in forms of dues, initiation fees, fines, and assessments? Therefore, you are really signing a blank check payable to the union.

Under NLRB rules, an election can be requested if a union secures signed authorization cards from only 30% of our employees; however, if an election is held, employees who have signed union cards can still vote "No" in the election.

Finally, the union may tell you that these cards are secret and nobody will ever know who signed them. This is simply not true. A court recently stated: "Union cards are not confidential material. They are executed for presentation to the employer. The remotest possibility of an employees' understanding that his signature is a secret should be dispelled . . ."

Now that you know a little bit more about the danger of signing cards, I hope you decide not to sign one. Remember . . . you are fully protected by the law in your refusal.

Sincerely,

Management's First Week Plan in Combatting
a Union's Demand to Recognize Them

Usually, the union contacts management in one of two ways, in order to obtain recognition of the employees. The first usually occurs when the union organizer, or business agent, comes in and asks management to recognize the union. You are not to look at any cards, nor at any list of employees. Simply inform the union representative that you have a good faith doubt that they represent a majority of your employees, and inform them that they should go to the National Labor Relations Board.

When this demand by the union is made, either in person, in writing, or both, during the time prior to your receiving notice from the National Labor Relations Board, you should immediately do the following: Send a registered letter to the union informing them that you have a good faith doubt that they represent a majority of your employees. *

You then should post a notice in the store where it can be read by all of your employees, stating that (name of union) has, on that date, demanded that the company place the employees in the union, without their (the employees) having been given a chance to vote, in order to decide the issue. Inform the employees that you will protect their rights, and they will have the opportunity to decide for themselves, in the form of a secret election. *

Now, when and if you receive the official notice from the National Labor Relations Board, you should advise the employees through another notice that the union, after finding out they couldn't pressure you into giving them your employees, did go to the Labor Board, and that an election will be held. *

Along with the notice, you will receive from the Labor Board additional forms and information. The questionnaire does not need to be completed, as your labor attorney will handle this technical phase for you. You will receive a supply of posters indicating to the employees that a union drive is on. THESE DO NOT NEED TO BE POSTED, AND IT IS STRONGLY RECOMMENDED THAT THEY ARE NOT POSTED. The Labor Board will also request a list of the employees and their addresses. Do not send this in either, because at a later time a special list will be sent to the NLRB according to a different provision.

You now should call a meeting of all your management personnel involved with the employees to review with them the special ground rules that are in effect at this time. *

Now, you need to obtain assistance. You either may get a labor counselor to handle most of the campaign, supplemented by a labor attorney, or you can obtain a labor attorney who will advise you as to what to do, and to assist you in part of the campaign. In either event, your labor attorney needs to communicate with the Labor Board that he has been retained by the employer to handle this case. He then will agree to an election with the union involved.

The main issues to be decided by the labor attorney, the Labor Board and the union, are the date of the election and who will be eligible to vote in the election. This may, or may not, take a lot of time. If it is decided that more time is needed in order to find out the feelings of the workforce, the labor attorney needs to know this so he can take as much time as possible prior to agreeing to all the above dimensions.

At this point, a plan should be developed with the labor attorney, the labor counselor, or both, along with the management of the company. The first part of this plan may be the calling of a meeting with all the employees, which is done during the first week. The employees should be informed as to what is transpiring, the process of the National Labor Relations Act, structure of the union, the use of authorization cards, etc. This meeting, if handled correctly, will strengthen the credibility of management.

All of this plan was designed, only if the union demanded recognition, prior to going to the labor board. The second method is used when the union goes directly to the Labor Board, and in this event, you would not follow the approach as listed in the second, third, and fourth paragraphs.

However, notice to the employees in the fourth paragraph should be written in a different manner, depending upon many variables that are present, the remainder of the first week plan would remain the same.

* A suggested letter, notice or lists available upon request for these purposes.

(Registered Letter - Return Receipt Requested)

Mr. _____ (Union)

_____ (Address)

Dear Mr. _____:

Reference is made to your letter (or visit) of _____ in which you claim to represent the majority of employees in our company (or department) and are demanding that we undertake bargaining with you for the purpose of entering into a collective bargaining agreement.

First, we do not believe you represent a majority of our employees. Please be advised that we believe that a decision by our employees regarding representation is of vital importance to them in that it may affect them for the duration of their working lives. As you are aware, the National Labor Relations Act provides for the use of the elective process which insures a secret ballot election. We feel that only through the process of a secret election can the wishes of our employees be properly expressed.

Therefore, until such time as the employees of our company have expressed through secret ballot their desire to be represented by your organization, we must decline your offer.

Until such election is held, we remind you that intimidation or coercion of our employees for the purpose of inducing them to join a union is a violation of the National Labor Relations Act, and that it is our intent to see to it that illegal pressures are not brought to bear upon our employees.

Sincerely,

(COMPANY LETTERHEAD)

BULLETIN BOARD ANNOUNCEMENT

DATE _____

SUBJECT: Protection of Employee Rights

There has been some recent developments concerning the attempt by the _____ Union to organize our company that we felt you would be interested in learning.

On _____ we received a (Letter or Visit) from the _____ Union, and they (demanded or insisted) that we immediately place all employees under their jurisdiction without an election. Of course, we refused on the basis that we do not believe their union represents a majority of our employees.

In addition, we informed them that we did not have that right under the Federal Law nor did the Union have that right. In addition, we advised them that we would protect our employee's rights under the Federal Law and have them decide in a secret election conducted by the Federal Government.

As you might suspect, they were not too pleased with our response about following the law and an election by the National Labor Relations Board. Attached is a copy of our letter which we sent to them verifying our position in protecting your rights.

We will keep you posted as to all further developments.

Sincerely,

I just want to share some quick facts with you. Some of you may or may not be covered by the federal law, the National Labor Relations Board. It depends upon whether you get goods or services across state lines (if you do, you are covered by the NLRB). There is also an annual sales volume level for coverage; if you do over \$250,000, you may be covered. I'll assume that all of you will be covered by the NLRB Act or a state labor relations act. If 30% or more of your employees sign union authorization cards, the union can take those cards to the government and ask for an election. Even if a person doesn't want a union, he may feel some obligation to vote for the union after he signed a card. Once an election is held, if 51% or more vote for the union, you have a labor union to bargain with. It doesn't mean you have to sign a contract, but you have to sit down and bargain in good faith.

Many times a labor union organizer will bring these cards to you before going to the government saying, "Hey, we have 60% of your employees signing cards." The average manager won't believe it and will ask to see the cards. When he does, he stands a very good chance of having a union without an election. Never look at anything a labor representative hands you. It is good business practice to always know who you are dealing with. Ask for calling cards; what company they are with? If they don't identify themselves, don't talk to them.

These handouts may help you stay out of trouble. They are very brief, but they will give you some ideas. When the union organizer comes along, don't panic; if you panic it is a good sign to the union organizer. The best thing you can do is try to keep your composure; be a good listener, and confer with them. The union organizer will try to read you and if he finds you shoot from the hip or make irrational statements and decisions, he'll know you'll get involved sooner or later. So, excuse yourself for a minute and go to the back room for a drink of water and take it easy. The calmer you are when you go back, the better it is for you. Tell him, "I just don't believe you. I really don't think you represent the majority of our employees, so I recommend that we follow due process of law." Be polite to him, but after he leaves I recommend you send a letter directly to him, going on record that you don't believe him and you are going to follow due process of law. Post that letter where your employees can see it; you will go a long way in establishing credibility and communication with your employees at this time.

You may say that this is only for big, sophisticated companies but it is not. Good management practices fit the needs of all companies, whether you have two employees or 2,000. You need to hire good people and you have to welcome and establish the people on the first day they come to work for you. The more time you spend with them, the more they will respect you. You should have a well-planned program. Make them feel at home by introducing them around the store, let them know where everything is, tell them what their job is and what is expected of them, and tell them you'll check back with them at the end of the day. Assign a person who is their peer as an employee

helper. All of you should have an employee handbook. Company philosophy should be, "I feel that my employees are my most important assets and I am going to treat every employee with respect." Thank you.

HADLEY: Thank you, Mr. Ricker. Our next speaker is Bob Tuinstra. He is from Comstock Park, Michigan, and he is going to talk about their store. They just completed their 25th year at Fruit Basket Flowerland, on the outskirts of Grand Rapids. It is a corporation composed of Bob and his sister, Doris. At this time let's hear from Bob on bedding and nursery plants as sales items.

"Bedding Plants and Nursery
Plants as Sales Items"

Robert Tuinstra
Fruit Basket Flowerland
Comstock Park, Michigan

A Slide Presentation

Thank you, Herb. Yes, we have been a business for 25 years, and here, more than anywhere else, I feel like a roadside market again. Because, we actually are just a roadside stand. Twenty-five years ago we started to grow, and we grew and grew and grew. Actually, my first experience getting into the business was when I was a little kid (standing on an orange crate) in a city retail market selling three lemons for a dime, two cukes for a nickel. I hated it. Every day I'd put my canvas up, and take it down at night. When it rained or it snowed, we'd get soaked. Business would be lousy at times and Dad would make us stand there, until 9 or 9:30 at night. But, we learned what it was like to sell because we had 100 other merchants with the same product trying to hawk their wares, too. The same principles carry on today, even more so. And, I would like to show you (by means of pictures) just what I mean.

We are located at a busy intersection just outside the city of Grand Rapids, but when we built there it was nothing but a wide spot on a country road--no traffic light on the corner. We had a great Grand Opening. The night before we opened we had an ad in the paper advertising the Grand Opening of our little produce store; it looked like a three-stall garage, painted white, with a basement. That night we had a picnic for all 25 of our newly hired employees, but we had nothing in the store to sell--it was empty. By 4:00 the next morning we had two truck loads come to the market. We grew nothing; we had farmers delivering sweet corn, celery, radishes, etc. to us from their farms. We opened at 9 a.m. and I counted 55 cars there within one hour. So, that was our Grand Opening.

We started with a bang, and we have been growing ever since. As we grew, however, we added additional lines--annuals and perennials, garden tools, and fertilizer. Soon we ran out of space and six years ago we built a new building. We have approximately 275 feet across the front, but we are hemmed in by a ruin on one side and apartments on the other, so we make every square inch count. In 15 years it has grown into quite a metropolis.

Because of our heavy traffic (approximately 25,000 cars a day), we make good use of our front marquee and change it often. We let people know our store hours on the marquee, too. You'll notice that we close on Sundays; we believe that "Six days thou shalt labor and do all thy work."

About two years ago, when we could hold no more people in Store #1, we built Store #2 on the far side of town; but it did not take the load off Store #1. At Store #2 we have unlimited parking and room galore (we are on 16 1/2 acres). Nothing is crowded, but I hope that day will come when it will be. Now it is just sort of a roadside stand out in the country, in the middle of nowhere. We are more of a garden center now than a roadside or produce kind of stand.

To show you what we do in the winter, I have to first show you that our nursery is void--empty--because we sell out every year. Every fall we completely sell out our nursery department. But, we do get traffic in the wintertime, and we do it with apples, for one. You'll notice that we also sell other items (all at a very close margin). We sell seeds even now, and we have huge displays of seeds--it is the latest thing. We get traffic in the winter this way; but I defy any customer to come into our store for bargains and just buy the bargains. Eventually, they get to the main part of the store and buy other items. Last Saturday we had four checkouts going continuously all day.

In our hey-day we were in produce. Gradually we went out of produce because we failed to find sufficient room for it. The only time now that we possibly do have produce is January or February. When we had produce we used ice (as you see here)--ice as the base and ice as dividers; it kept the produce nice and fresh. We had a good turnover. In our hey-day on one evening alone we sold seven truckloads of peaches! We were well-known in the city of Grand Rapids. You wonder why we don't have that now? Produce was the item that brought customers in; we sold customers the garden items on impulse. Finally, it got to the point where the customer came in for garden items and bought produce items on impulse. Then we knew it was time for a change. Besides, there is more of a mark-up in the other items we carry; we make more money on them.

We run a lot of coupons in the wintertime. Coupons work like magic, but we hate them--I despise them. What I do like about them is that it is easy to make them most of the ad. Also, they save changing prices, and people think they are getting a bargain--and they are. By giving them a bargain, you can increase your volume threefold. For those who don't have coupons, we keep coupons in the store. They can take a coupon off a display and use it at the checkout. On a Monday morning, I have actually picked up three big bushels of coupons taken in during the past week--it works. That's called merchandising.

We carry flowers year round too. We always carry gift mums, but now the best thing is plants. People go bugs on plants, and I advise all of you farm marketers to get into the plant business. Try to get tropical plants, and keep them looking nice. Put a sign out front; do some advertising. That's where the money is right now, and that is where

the volume is. Last Saturday, I dare say that one half of our volume was in tropical plants and related supplies. When we had produce, no matter what kind of a market we put on items, people bought the cheapest one. Now, when we put a good special on plants, say philodendron, they'll buy the philodendron but also pay the full price on tie-in items--soil, fertilizer, pots. You make really good that way. I consider it a great advantage over our produce days. It is nice to have flowers around. Another place we are missing the boat is on flowers and plants for special occasions other than Mother's Day and Memorial Day. Valentine's Day is almost as good as Mother's Day.

In the way of records, I put notes in my ads before I file them away. It's very nice for checking back from year to year. I also keep accurate records of my plant purchases for Valentine's Day, Mother's Day, Easter--all the holidays. It says there that sales top between 6:00 and 9:30 p.m. on Valentine's Day (that's when the men come in). So, I always try to get a good gal on the floor to direct and help the men in buying these plants. Keep a person on the floor at all times that last day; you can sure sell a lot of stuff in those last three or four hours.

The Thursday, Friday and Saturday before Easter are great. We try to extend the season by having an ad in Monday's paper, and now we have more sales on Tuesday and Wednesday. We have to do it with specials. We cut our lilies as much as possible, but we make our money on tulips and hyacinths. In one store only, we can do about 800 pots. And, people will buy more than just plants. Terrariums are a great favorite, especially if you have a little stand where they can see actual terrariums. Sometimes we have a fellow to demonstrate making a terrarium. Everbody that buys a terrarium kit buys the glassware, the soil, and the charcoal, too, so we like to sell the kits cheap and make money on the tie-ins.

Here is our "full page" ad. I try to leave one or two columns off the left hand margin so that the newspaper will put an editorial there. That way I get as much benefit as if I had a full page. But, sometimes they fool me and put an ad there! This ad was for roses at 77¢; this spring it will probably be \$1.19. We make a special on about five varieties and try to get our mark-up on the rest of them. Most of this ad is for roses, and tie-in-items--that little sleeper again, "Peat moss, 3 bushels for a dollar. Self-serve, fill your own bag." You know, it brings people in. I can remember when a big, shiny black, chauffeur-driven Cadillac drove up and two old ladies got out. With their bags and baskets, they shoveled up the peat moss, and got the chauffeur to put it in the car. Then, they paid their dollar. That's how they get these Cadillacs! So, all walks of life hit for bargains, and we give them good quality. A newspaper man once said, "Your advertising image should always be better than your store." Mine is not.

I found out when I was a little kid selling lemons that crowds attract people. If I had two people by the stands, I'd take my time putting them in the bag, and take my time making change. Because, when I have two people there, I could get a third; if I got a third,

I could get a fourth. Pretty soon everyone is wondering why people are crowding around my stand; and I've slowed down the traffic to keep the people coming. A crowd will attract crowds. Same thing goes for parking lots--on slow days park all the employees cars up in front-- it looks like you got a lot of customers. When you get real busy, have them park behind the building. We have to have our employees park two blocks away right now!

I told you that half our business last Saturday was in plants and plant related supplies. The other half, believe it or not, was Christmas--we sold a lot of Christmas stuff last Saturday. The biggest day of the year for us was the day after Christmas. We couldn't afford the space in the parking lot for our 75 employees' cars; they had to park in a church yard two blocks away. We ran a shuttlebus there to pick them up and bring them to work.

We should phase out of the apple situation in a little while, because seeds are taking over. We buy and then have a special on them, 15¢ or a dime a pack; but we will put a limit of five or 10 packages per customer on the seeds. People will buy all the other seed related items on impulse. We have one huge aisle of seeds with related items on the bottom. I know that aisle is going to be the busiest place in the store for the next month. There is money in seeds, and the best thing is you don't have to pay for them until July; you can use that money all the time.

Q. WHAT DO YOU DO TO HANDLE PILFERAGE? A. We installed mirrors at the end of each aisle, overhead. We hire security at each store for \$5 an hour; we vary the hours. And, if he doesn't catch a shop lifter once a week, we try to hire a new security man. That's not funny, that's true! We are harsh, aren't we? If you think you are not being shop lifted, you've got another guess coming. I hate catching shop lifters; boy, oh boy, you tremble when you get a shop lifter. But, we do prosecute them. Somehow, they get you on the phone and try to beg you off. It is hard, and I'm a soft touch. They always have an excuse-- age, mother is going to have a heart attack, they are a school teacher and they would loose their job, they are somebody active in church; it can be a lot of things, and boy that can hurt.

Most fertilizers are brand names and have a price on it that you must stick to. But, most of them have a pre-season sale--a few dollars off a bag until a certain date. So, we have a pre-season sale on brand name fertilizers. In addition, we put a sleeper in there, like cow manure and limestone sterilized rich soil. We pot a lot of roses and use that same sterilized soil and bag it ourselves; gives people work in the winter time. That brings up a problem with a store like ours, or like yours. After Christmas you cut back employment and lay people off, and if they are any good they'll get a job somewhere else. When you're ready to start your spring season, who do you have that's trained? You don't have anyone. So, you try to find work for these people and keep them. That is why we promote so heavily; it is a vicious circle.

The ideal is a twelve month business where your sales each month are on an even keel, ups or downs. Now, we have a very high sales volume at Christmas and its high in the spring, but in the summertime and January and February it hurts. So, we try to extend the season and one way we do it is by having these big advance sales. It gives you money to work with, and gives you a chance to get your displays up, too. You can also paint your floors, traing your help, etc. We are a service store, but we try to operate as much as we can as a self-service store, but here it shows a clerk adjusting a spreader for a customer. We'll let the customer use the spreader free for 24 hours but we'll ask them to return it clean. We write out a little note, customer keep a copy, we keep a copy, customer returns the spreader, we take the copy out of our file, try to do it in an organized way.

We have a philosophy that "It doesn't sell in the basement." Stock just does not sell if it's in the back room or the basement. I've seen roadside stands that have 10 bushels of apples on display and 200 bushels setting in the back room. Man, get them all up! The closer to the road you can get it, the better. Put up a sign, "Free apples." Give them one to try and capitalize on these people. We jam our stock full, up to the ceiling if we can get it there. Then, when it starts to sell, we don't have to move it around as much. Also, a large display increases sales because the customer thinks it must be good or I wouldn't have so much of it. We stack it like it is worth something. When we are very busy we keep a clerk in each aisle-- not so much for anti-shop lifting, but to help customers.

We try to keep our labor at a figure where we can make money. If we go over 20% gross on labor, we know we are not doing so hot; if we can keep it at 18%, we think we are doing alright. We have set a figure of 18% on labor (that includes office, my wages, everything involved with labor) and we keep weekly and yearly records of wages. We are very, very labor conscious. If we close at 9 p.m., but things are slow at 8:30, we send people home.

Signs are important. We put signs up so people can find the porch department, where we have roses and fruit trees, shrubs, seed, etc. And, we are busy there. We make "department head" signs, too. You know how it is at the busiest time of the year when people ask, "Do you have forsythia? Where is it?" We like to eliminate these questions, so we put up on a sign where the forsythia is, etc., so people don't have to ask. Anybody can make them; I used to but now I'm too busy. You just need practice with a brush. I trained my son, and then my daughter to paint them.

Around April, people like packaged things, but they like potted better. Because of that, we have both; in the early part of the season we have packaged, later on we have potted. About the week after Easter we go big into nursery stock; by that time our nursery is filled. In another month we put out potted roses and, I dare say, we can go through 75 loads of evergreens and shrubs in about two months time. We move fast.

Mother's Day is great for potted plants. What else can you sell for Mother's Day? Bird baths, magnolias, flowering trees-- just let the people know it. Half of our Mother's Day ad featured all the nursery items that would be good gifts for Mother's Day. We have pansies too, and one of my boys came up with a good caption for them--"For the Kid to Give Who Has More Love than Money." We use that now and it sorta' hits the soft spot, you know? We sell a lot of those that way, but they are impulse sellers.

Now is the time to promote and sell. This simple structure didn't give much shade, but it gave the appearance of a structure, something to attract people to the farther corner of the lot. For added sales we have some maples there that we are trying to sell for \$100 each, delivered. We built these boxes in the winter time to keep the employees busy and these are built of scrap lumber. Now, here is a tough one--sod. Nearly all of you have probably tried sod, and the easiest way is to roll it out, water it, and sell it after it is rolled out. But it costs you money to roll it out. So, we stock it up in a pile (watered down), and keep one roll open and priced so that we don't have to touch it. You'll notice we have two prices--87¢ and 67¢. The 67¢ is the price that everybody pays because they save 20¢ by handling it themselves. That eliminates us having to put these items in customer's cars (that costs money). We do a pretty good volume on sod. You must watch this very close because if on Saturday night you have sod left and it is hot on Sunday, it will be burned up by Monday. So, you have to reduce the price on Saturday afternoon, or take it to the back of the nursery, unroll it, water it and, maybe on Tuesday or Wednesday, roll it up again and put it on display out front.

People can shop with a shopping cart or with a little red wagon. One of our employees came up with the idea of a trailer hitch on the back of the wagons so if a customer buys too many roses for one cart, he can put a trailer behind it by using another wagon. It is very handy, too, when pulling the carts off the parking lot; one man can do it. Because people don't know when they come in if they want a cart, we distribute them throughout the nursery. Sometimes they don't want one until they are out there and see something, so we try to get the carts spread out throughout the entire nursery. If they buy a large order, however, we take care of it with our electric cart.

Later in the season we move on with the roses. We have sales on them; we'd rather sell them out than hold them over--we don't hold anything over. To get the summer season started we generally put an ad in the paper after Mother's Day featuring a little item in the left hand corner--"Geraniums--6 for \$1.22." They are little six packs that we put a limit of two on. We do volume on it; it gets the season started by bringing in a lot of people. We have two qualities of geraniums in addition to those little packs. We have a potted geranium that goes at 57¢, and then we have a quality spaced geranium with a heavier bloom that we sell for about 20¢ more. Of course, this year will be higher still. We also feature landscape designs and may take one or two petunias or tomato plants and make a special on them. And we are off with a bang!

The roughest time to make an ad is Memorial Day time; you get so busy you just don't have the time. But, you just have to take the time. The easiest way is to just make squares in the ad and fill in the squares; try not to make them fancy. You are in a hurry, but let people know you've got the stuff. The old story is, "Advertising what you got, when they want it, at a price they can afford to pay." You can't go wrong.

HADLEY: Thank you Bob. We are fortunate this afternoon to have an accountant who is working with a roadside market operator and who can tell us why we should keep records, what we need for records, and how we can use the information generated not only for the government but for our own business. I would like to introduce Mr. Richard Oberholzer, a public accountant in Newark, Ohio.

"Business Records and Analysis"

Richard Oberholzer
Public Accountant
Newark, Ohio

Ladies and gentlemen. Vern Vandemark informed me that you all are market operators of fairly good sized operations but, just out of curiosity I would like to know how many of you use an outside accounting service? Now, how many of you do your own bookkeeping work, or does the outside service provide this? How many of you prepare your own, or you have somebody prepare for you, a monthly or yearly balance sheet and P & L? Most everybody gets a statement sometime during the year then.

When I thought about giving this presentation, I was thinking about it from the standpoint of why we should keep records. I think probably the first reason that comes to mind is tax purposes. Uncle Sam wants us to have a good set of records and, if we have a good set of records, when a revenue agent comes in for an examination, it's not very long until he's on his way out. When your records don't meet their specifications you've got him asking you questions while you're trying to operate a market and it's very embarrassing. If you do have an adequate set of records, it makes it very easy.

One of the things that goes along with a good set of records is that you'd have all the information contained in it and wouldn't pay too much tax. I think in this day and age there are probably more people than we realize that actually pay too much tax. This goes along with the adequate records.

A successful businessman, which I'm sure you all are, needs to know what his business is doing. This is the purpose of a monthly statement--so that you know what your expenses are running, month in and month out, or what they were last year; how much your sales went up. You'll also know whether you're selling your products or whether you're selling products that you buy. You have to arrive at a figure of what it costs you to produce what you produce. (If you buy the products and resell them, you've got a dollar amount for the purchase so that's no problem). Unless you keep a record and know what your costs are for the items you produced, you really don't know how much money you're making off your own items.

What we come down to is the use you make of your financial statements. How do these financial statements benefit you? One of the biggest benefits is that it does permit you to compare your operation this year with your operation last year; this may help you to determine what you'd like to do next year. As far as expenses are concerned, you may be interested in specific areas and if you have a yearly comparison of your operation it gives you a base to start with. Another area that becomes more and more important, as far as financial statements are concerned, is obtaining a bank loan. Usually their first words are, "I'd like to see a financial statement." This means a lot to them and, of course, it means a lot to you. Bankers can ask an awfully lot of embarrassing questions, and I find that and the more information you have at your fingertips, the better off you are. Utilization of these financial statements is important. Spend time in analyzing your own statement.

Another benefit that you can obtain out of this is a chance to compare your operation with another operator's. You can compute percentages on growth and compare your operation to anothers.

That's probably it in a nutshell. Let's get into some discussion to find out what your problems are. With that, I'll turn the discussion over to you, Vern.

VANDEFMARK: Thank you, Dick. We'll have the opportunity to ask the "revenue" some questions a little later; he's going to be available. At this time, we're going to let the operators tell us how they're using financial information from their records. Let's give Bill Eysen a chance to tell us what he does at Mapleside Farms.

William Eysen
Mapleside Farms
Brunswick, Ohio

By the way, we have a CPA doing our books and my secretary is also a bookkeeper.

I think one of the biggest things which helps us is a cash register with a lot of items on it. At the end of the day we compare it with last year's results. We have a cash register that has eight units to it and, of course, being an apple grower you might assume that the first one is apples. One of the indications in the records, if you look at apples for this year compared to apples last year, it is a lot better. In the northern part of Ohio we had a wonderful crop of apples this year and, of course, this made my accountant very happy. Our percentages were a lot different; we were more or less trading dollars last year when we bought somebody else's apples. But, this told us of course that the hub of all our activities at Mapleside is bent around one product--apples. When we get our reports back and we are on a quarterly return we can tell what we did last year.

Our season, since we are incorporated, starts the first of August. As most of you know, the four months in the fall are certainly one of the greatest quarters, so at this time of the year we are not in too big of a hurry to get all our quarterly reports in (except, of course, our employee reports which have to go to the government). Of course, we take our inventory in our low season, which would be the last of July, and we can really throw our accountant off. He says, "Bill, you don't have all this stuff there. I know you don't." Well, we do.

We have three separate units--a farm house, a cheese house, and an apple house. Believe it or not, we do have that stock available. Last year it was too high, and this told us something in our records. We looked back and said we perhaps bought too much at Christmas time. I do think records are very important, as is our inventory, where it's all in black and white.

VANDEMARK: You know, when he talked about a cash register--I just happened to look in another session and a fellow was saying, "I have 120-150 acres of vegetables and we don't have a cash register; somebody might rob us and take all the money!" With that, I'll turn it over to Bill Penton.

William Penton
Penton's Country Market
Lorain, Ohio

Being candid with you, until recently we had the so-called "barrel system;" you know--you throw everything in a barrel and when you need some you take some out. When the barrel is empty, you know things must be at a low, low ebb. I know that I relate directly to many of you in the audience.

We have just engaged the services of an accountant a couple years ago and initiated an accounting system. His words at that time were, "With this, you are going to sleep better." Whenever anything gets a little sticky, I remember those words and, by golly, that's the way I feel about this accounting system. When an official looking gentleman comes into your establishment wearing that official look, case under his arm, and he isn't one of the regular salesman type and you wonder, "Who is he?" When that guy comes into my place today, I stick out my chest, raise my shoulders, and look him in the eye. I don't really have to wonder who he is, because I don't care who he is. Be he a little labor organizer or whatever, we are going to meet eyeball to eyeball and we are going to have it out. I don't have to worry about, "Hey, let's take a walk in your office and look things over." I know how that feels--its a little shaky in there. That's what this thing gave to me; indeed, a peace of mind.

I have an extremely competent individual to take care of this. She can well testify because everytime I do so much as write a check the whole mess gets complicated. We have two seperate checking accounts, as most of you do. We have a payroll account and a regular checking account, and invariably I'm making entries into the payroll account when they should go into the other account. So, by and large, I stay far away from it. I just get things terribly confused, and she does a very efficient job.

We put in three eight section cash registers three years ago at a cost of about \$5,000. We thought that was a lot of money, and I still do; but in the ensuing years I find that this is one of the things that you've got to go through in this business. One of the things that is more important than the actual cash total is being able to compare the daily figure to what you did last year. I do it, you do it, we all do it. It's a disease of the industry.

I found out something else. In this inflationary economy in which we are working those numbers will fool you; you can play a lot of games with those numbers. One of them that really has impact is the customer

count total. You're probably better off to look at your total income for the day. You might fool yourself; someday you have fewer customers and you take in more money. It's not always a true picture.

VANDEMARK: Thank you, Bill. That was a new approach to what an accountant can do for you. Now, at this time, James Robinette from the Robinette's Apple Haus in Grand Rapids will tell us what he's doing.

James Robinette
Robinette's Apple Haus
Grant Rapids, Michigan

I couldn't understand why I was asked to be on this program, but I think now I understand. I'm the other extreme. I'm basically a farmer. I go back so far that I sold apples and peaches to Bob Tuinstra's father--and that was before they had those beautiful markets. I'm still a farmer, and I'm afraid I keep records like a farmer does.

We went into the retail business in 1971. We built our cider mill that year, the next year we built a donut shop, and the next year we built a completely new apple house. So, our business has been growing and I find right now, at this time of the year, that I don't sleep nights like I should. Way back when I was single, and things were simpler, I was enrolled in Tel-Farm at Michigan State. But, I found I was doing all the bookkeeping, and they were just analyzing and sending me print-outs. So, after about 10 years of that, I dropped it; I felt I was doing the work anyway. But, I realize right now I'm going to need something like that again.

In September, I bought one of those cash registers, and that is one thing that has helped me. It sounds like we're selling them! It's the electronic type, and it gives me far better records than I ever had. We had a 1910 National with two drawers; a big beautiful brass thing I will never part with. It was a great attraction and when we replaced it with this modern thing a lot of people asked me where it was. Well, we have it at the Cider Bar now.

I don't think I can give you any more wisdom other than the fact that I am going to have to do something like these gentlemen are doing. I'm going to have to get some professional help.

VANDEMARK: Thank you, Jim. Now we have heard several sides of the picture and I imagine there are a number of you in the audience who can contribute some more thoughts and observations. Shall we now open it up for comments, questions, and additions? That gives you a pretty wide field.

Q. I WOULD LIKE TO KNOW WHAT ROLE THE ACCOUNTANT SHOULD PLAY IN THIS THING. You know, I would guess that most accountants (no offense) don't understand our business. I don't feel the accountant we have (who is extremely capable in the accounting business) understands what I'm doing; therefore, he can't make a good, substantial judgment and give me good business advice. ISN'T THIS WHAT HE IS SUPPOSED TO DO, OR IS HE JUST SUPPOSED TO JUGGLE THE NUMBERS PROPERLY? A. It depends on what kind of service you want and what kind is available to you. If you're going to get full value out of it, you want someone who understands what your business is about. You know, I'm in the food area. When I work with an accountant he may say a retailer has information he can compare with national figures. But, really, national figures (total national averages) don't mean very much. He has to compare apples with apples, oranges with oranges to come out with anything. If you get an accountant who understands what he's working with, what you're trying to achieve, and what this means to you, then he can help you with financial and business management. Figures are great, but I think you have to breathe into them some of your own feelings like what is management or why is labor high this year compared to last year. Accountants are not there every day, and you really have to sit down and analyze these figures and interpret them yourself.

Comment: I have a solution that might help Bill. For several years we had an accountant in our business and we always carried everything to his office. We began to get the feeling that the guy didn't even know what the farm looked like. Probably 12 years ago a young accountant came into the firm. He was enthusiastic and came to our office and spent quite a lot of time, which really made us feel better. Then, four years ago, he became a fifty-fifty partner in another orchard and now he really understands what is going on!

Q. I'm wondering HOW MUCH TIME CAN A FARM OR MARKET OPERATOR JUSTIFY SPENDING ON RECORDS? A. Now, there is a good question because you are important in other ways, too. How much time can you really spend working on books yourself? I think it depends on how much you want out of them. It's very difficult for an accountant to understand your problem when he's sitting in the office and the information is sent in. We have departmentalized our market and our farm operation, so when we get our information at the end of the month we run three different check accounts coded in the market office. We reconcile all of the cash, and the market operator or whoever you're dealing with is only as far away as the telephone. So, if you have a problem you can always get in contact with him, but you still have to go out and talk to him to find out what his problems are. This is a very important point, but it comes back to the same thing, "How much is it going to cost me?" We are selling a service and you are paying for it. You only get as good a service as you pay for. Still, there is a difference in accounting firms. Many accounting firms, as they begin to increase in size, lose a lot of their smaller clients because they can't provide the service for them. Let's go back to the other question, how much time you should spend on books. You must provide records for tax purposes, and it does take a certain amount of time to accumulate these records. There are simple ways of accumulating them. For instance, if you use a checking account, the

checks are coded with classification of expense or purpose. This cuts down on a certain amount of your time, but you're still going to have to allocate so much time to do basic accounting work. Plus, when you get your statement back, you're going to have to go over it or there is no sense in having a service in the first place. But, I can't give you a specific time because a lot depends on the size of your business. It is going to take you some time to get used to whatever system you put in.

Q. Since most operators are involved in an integrated production and retailing market operation, HOW DO THEY FEEL ABOUT ASSIGNING A COST TO THE MERCHANDISE AS IT COMES FROM THE FIELD (keep separate production and retailing measures)? A. I see people shaking their heads. I think if you asked them they would say, "Gee, it's nice. But, how do I do it?" We have moved from a strictly production operation into a commercial operation and the move has astounded even me. It wouldn't even surprise me if, in a few years, we were no longer producing at all. The best we have been able to do is put one key on the register that is our own farm-produced merchandise. Of course, we have a record of cost on all of that. We have made an effort to try to divide labor, but this is a problem because all of our labor runs through one time clock. We have them turn the card around on one side if they are working in a field, and the other side if they are working in the market to divide it up; we have found it impossible to check the merchandise individually. I'm sure others have found they can do this; we haven't.

Q. HOW DO YOU KNOW WHEN IT IS MORE PROFITABLE TO PRODUCE? A. I made the decision a long time ago that I am stuck with some ways of life; that it wasn't profitable to be in the farming business. My wife and I simply look at the records and analyze what we buy, what we sell, and what we produce. We know very well that our production operation is out of yesteryear; that's all there is to it. I'm thinking if a lot of people in the audience who are evolving through this thing the way we did were honest with themselves, they would know they can't be both places--either produce or sell, you can't do both.

Comment: Maybe you could make money producing or make money selling, and you have to decide what you want to do.

Comment: Could I take a moment to inject a thought on that? I toyed with this many years ago and I finally decided, like this gentleman here, that the farming venture was definitely the poorer paying operation. However, being one who has had his feet in the ground all his life, I just couldn't give it up. So, a couple of years ago I hired a manager for my retail outlet. Instead of offering him top dollar (figuring that I was getting the best man, I selected an individual who I thought was good for the job), I paid him a reasonable price and then offered him a percentage of the profits. Now, because he is on a percentage, everything that comes from the farm which I operate into the market sure gets billed in. We bill it in because quite frequently we have a surplus, which I wholesale. We bill it in at a fair wholesale price, and then it becomes my job with my accountant to make that farm pay. The fellow that I'm paying assures his standing, because his livelihood determines it.

Q. In contrast to the last panelist, Bill Eyssen commented that he was just trading dollars. So, I would like to press further on the question and ask HOW DO YOU KNOW WHAT SORT OF A COST TO THE MARKET TO SHOW AND WHETHER OR NOT IT IS PROFITABLE? A. A lot of the positions you make are trial and error or just plain gut feelings. If you're not making intelligent decisions, you fail; make the right ones and you are a success. Spending time putting down a lot of figures sometimes is a complete waste of time. Some of you may say, "I'm really not making much money by producing," but if you suddenly cut off this producing arm, you'd have a failure as a retailer, too. You wouldn't have the quality produce you wanted to sell and you wouldn't have it when you wanted. You might lose the whole image.

VANDEMARK: If somebody would say, "I'll supply you with the wholesale market. I'll bring you everything you want," wouldn't it be nice? You could depend on them, have tomatoes when you wanted them, strawberries and everything else. Boy, you would be a great operator.

Comment: Sometimes we have our pet varieties of a certain vegetable or those which we do an exceptionally fine job with; you can't get a commercial man to raise it that way.

VANDEMARK: And, don't you also have an enthusiasm for selling your own products? You might be able to buy something just as good, but you really feel that yours is better than anyone else--the best sweet corn in town.

Comment: I think you hit on a big point. If you don't raise it yourself, how do you buy the quality that you want to sell? If you could buy the quality that you wanted to sell, I think a lot of us would get out of the farming business. The problem is, you can't buy it when you want it. This should mean something to someone who doesn't want to farm; if you were a young farmer that didn't like to farm but wanted to buy and sell to other people. You could make yourself a darn good business, if you know quality. To buy right and sell right, he wouldn't have to farm.

Comment: I don't think there is any question in most of our minds about which is the most profitable end of the stick. We keep monthly profit and loss statements for the market and for the farm, and I'll disagree a bit with the comment made about keeping the records just for inventory. We had about \$22,000 more inventory this year than last year, and you think you had a dismal year!

Comment: We run the farm as a separate business with separate checking accounts. I'd like to comment on the question about how much time management can afford to spend in bookkeeping. Actually, the lady who runs our pie counter does all our bookkeeping. Someone has to put a figure on the market merchandise, and I'm the one to do that. But, we had a built-in farm supplement because we knew we couldn't make money without the farm; we couldn't get the people out to the country without the farm products. What we can buy as consistently good quality as we can grow, we buy. What we need to get the people out or what we can't buy as well as we can grow, we grow. That is our whole philosophy.

Comment: As managers, we should certainly be able to make more money looking at the records than we can driving a tractor.

Comment: If you have an outside accountant, it is important that the facts and figures (records) you keep yourself are sufficiently good enough that, when you give it to the accountant, he doesn't take three or four months to return it to you.

Comment: I don't spend very much time on bookkeeping, but I am pretty well aware of what is going on. I have a very simple system for this-- George takes care of the bookkeeping (makes out all the checks for all the payments) and I sign them. Now, this isn't because I don't trust George; this is my way of keeping in touch.

VANDEMARK: I wish to thank the panelists for their contribution and the audience for their participation. We'll turn it back to Dr. Hadley, your Chairman; he says we are adjourned.

BANQUET

Master of Ceremonies: William Penton
Penton's Country Market
Lorain, Ohio

I think the dinner hour is over, and we are going to move on to the program. We want to extend a hearty and gracious welcome to each and everyone of you, and we have a few people in the audience who we would like to extend a special welcome to. We have all the Extension people who have thus far contributed so enormously to our program. May we have the Extension people and their wives please stand for applause? And, we have the trade show people (on whom we lean now for financial, moral and any other type of support); may we have representatives of all our trade show people stand? We have Gene's two secretaries who have contributed enormously--Susan Sullivan and her husband, please stand; Sue Haliena and her husband, please stand. At our head table, we have a gentleman of who I'm very fond; I admire him greatly. Dr. Roy Kottman, Dean of the College of Agriculture here at O.S.U. I have asked him if he will kindly give us a few words of wisdom.

KOTTMAN: Thank you very much, Bill. We are delighted to be here this evening; it is always one of the highlights of the year for us to meet and greet the folks who are here for our Roadside Marketing Conference. I see a great many faces in the audience tonight that I recognize; it is always good to see all of you who are back. I understand that we have some 25 states represented here and speaking of seeing folks that I recognize, and I am always glad to see you again. We are very pleased with the way you folks support the Roadside Marketing Conference. We hope the program each year will be worthy of you driving many miles to participate in this program. We hope you'll tell us if there are ways we can improve the program; we'll certainly try to do it. It is a great privilege and pleasure for Mrs. Kottman and I to be here this evening. Thank you very much.

PENTON: Thank you very much, Dean Kottman. It is good to have you with us. We have one more personality on our list of acknowledgments. This program wouldn't be complete, and indeed this wouldn't be a program at all, if it weren't for him--Gene and Louise Cravens, please stand.

Actually, my name is Bill Penton. My primary purpose is to introduce the speaker, inasmuch as I know her rather intimately--that is to say, we have shared the same bed many times and have bathed in the same tub (a 100 times, if once). Now, for all you people with evil in your mind, we also played in the same sandbox when she was 2 and I was 3. We also shared the same mother and the same father! So, with memories alone

I could stand up here no less than two or three hours and bore you to death; but, I'll condense it into two really significant events. The first one would be a trip that my sister, Pat (who incidentally is the speaker), and I took to Europe in 1956. I think that was one of the high points of my life; we spent eight weeks over there touring the continent. We did a lot of interesting things and met a lot of interesting people (if you knew Pat you will understand why; she meets people and they are automatically a part of you). It was a most outstanding trip; it was mid-winter and we drove 4,000 miles through the Alps, Venice, Rome, back up through Switzerland, Paris, Amsterdam, England, and came back home on the Queen Mary.

The other event is of much greater significance, and that is the fact that in 1957 my sister, Pat, and her husband, Paul, were the host parents of a Danish International Farm Youth Exchangee. Do I need to go on from there? My wife (would you please stand?); she is that Exchangee and the best emissary anyone could send to America. She has completed my life (what I consider to be a full one) and has made me completely happy; and I owe that to my sister, Pat.

So tonight, it is sort of with mixed emotions that I stand here and introduce my sister. The contemporary definition of "mixed emotions" is when your daughter comes in at 3 a.m. with a Gideon Bible in her hand. That "mixed emotions" follows on the heels of another--when your mother-in-law drives off the cliff with your new Cadillac! Pat--soon we are going to get to you.

Pat has written a book, and I think this is most outstanding event in her life. The name is, A Thread of Blue Denim; how many have heard of it? It is a collection of Pat's essays which she has written for the Elyria Chronicle "Telegram" over a period of about 10 years. It is excellent reading; it was first published last March, and it is in its third or fourth printing already.

Pat is a French major. She graduated from Western Reserve University and did some graduate work at McGill University in Montreal. Pat is the mother of three boys and the wife of Paul Leimbach; they are potato and vegetable growers in Vermillion (which is in Lorain County). She has lived a rich and full life, as she is competent in many areas. I pride her on the fact that she discovered she could hustle the city folks by writing about the country folks. But, then I have to give her additional credit because she found that she could hustle the country folks by finding that they were so lazy that they wouldn't read the material. So, she comes here and reads it for you, and charges you for it! I can't fault her for that!

If Bill hadn't swiped my mixed emotions joke, I would have stuck it in here; I am not sure that this is going to apply to you. I noticed that these roadside market people are so successful that they would just like to get rid of everything except the market. They are kind of succeeding but you know the rest of us farmers are succeeding by expansion. Emerson once said, "Their way of life is wonderful; it is by abandonment." And, when a farmer abandons his land, his neighbor picks it up. It prompted me to write this article which I call "Not Another Farm." Paul has long been guilty of violating the 10th Commandment--he always coveted the Schuster farm. "Best soil in the area," he would say, as his father had said and his grandfather, and his great grandfather. He really took spiritual possession of the place years ago. He never drove past there in mid-summer without appraising the abundance of the crops, and the covetness in his remarks was ill-concealed.

Now, farmers are a matter-of-fact lot and they don't rhapsodize, but good land means more to them than almost anything else. Farmer's wives who are more inclined to measure wealth by fluid assets don't get as carried away by this drive for land acquisition. So, when the property was finally offered for sale I fought the purchase all the way; we already have land I haven't found time to walk over, I said. "Don't you realize you are going to be 90 and 10 years dead before that property is paid off?" Paul found himself an ally in his farming partner, Ed. They sat down with their record books and Ed's little calculator and they figured that they could make it. "What are you going to do with another old house and all those barns?", I argued. "We'll sell them; we'll just keep the land." "But we are not in the real estate business," I pleaded. I might as well have saved my breath--the land instinct is deeper than reason with farmers. They discussed it with their legal advisor, who shared their optimism. "Can't go wrong," he said. "Oh, you'll struggle awhile, but in the end you'll make out." All they heard was the "make out." All I heard was the "struggle."

So, we bought the Schuster place. Paul and Ed were as happy as clams. The day they put the "For Sale" sign on the farm house they had a celebration. I stayed home and wrung my hands and pondered ways to increase the income to meet the payment; but of course life inflicts its little ironies upon hard-working men like Paul and Ed. I have a feeling born of long observation that in the end they will have the struggle and their widows will make out.

I don't know about you, but I don't happen to come from one of those Farm Journal model farms. Our house is 100 years old and I think the barns were there 150 years. Every one of them is crammed to the uppermost beam with junk, and this is an essay I call "One Man's Junk." Everytime one gets ready to do a good cleaning job, some tourist comes around blabbing, "Don't throw that away; they are paying fabulous prices for that stuff." Where? Where are all those people paying those prices for barn siding, Mason jars and old bottles, rusty nails, wavy window panes, and--are you ready for this one--worn and faded blue denim. Yep, I was just fixing to go down to the cellar and make a clean sweep of those old overall jackets that I inherited when we bought the Newberry

farm (that was the farm before this one). Then I read it right there in Time magazine, "Saks Fifth Avenue is selling faded denim jackets for \$26, and bikinis made of old denim go for \$20." If Nelson Newberry thought his overall jackets would be resurrected as bikinis he's have himself reincarnated.

But, odd as it may seem, there is real justice in placing such value on genuinely faded blue denim. It seems they try to simulate the faded effect, but imitations don't command the price of the real McCoy. In order to achieve real integrity blue denim needs to do a lot of bending in the sun, and whipping in the wind. It needs to be dunked in farm ponds and ground in the slag. It needs to fall from horses or motorcycles or bikes a few dozen times and be forgotten on a fence post. It should kick around in a dusty pickup truck awhile. Most of all, it needs to be soaked repeatedly in sweat. It has to lie in dirty laundry piles on damp cellar floors and hang for long spells on clothes lines. It needs to be shortened and lengthened again, mildewed in mending piles, and be nursed back to health with patches. Then, and only then, does a garment of blue denim have real integrity, and believe me it is worth more than any city slicker's money can pay. I wonder (idly, while I am pondering the new values) if there is any market for a retread farmer's wife who can make bread in an old black stove; make apple butter in one of those old kettles; can tomatoes, she raised herself, in those old Mason jars; make butter in a churn; and manufacture faded blue denim as a matter of course.

I suppose that it is true that many of your roadside operations grew from sitting for long spells on market lots; that is how our finally had its beginnings--in Lakewood, about 30 miles away. This is an essay I call "Market Day." The market days of my childhood were always hatched from the cocoon of night several hours before the summer dawn. While mother went with a flashlight to feed the chickens and make last minute additions to the load, we children dressed and ate our oatmeal. Then, taking the change box and a crock of cottage cheese or butter from the kitchen, we made our way through the darkness to the truck and the long, sleepy trip to Cleveland.

Ours was a retail market, assembled on an empty lot adjacent to a suburban shopping area. The hope was that before the sun and the customers appeared we could create, on our allotted space, a commercial extension of our country garden. The market load represented the total hectic effort of the previous day when the fruits and vegetables were picked or dug or pulled (whatever verb suited the object) sorted and packed and washed. Fruit was our specialty, but like most gardeners of the era we dabbled in everything from eggs to asters. All of this we handed down from the truck and spread about in traditional arrangement--potatoes on the left, corn at the side, flowers out front, culls to the rear, and so on. Alongside the change box on the market stand up front were quart measures of everything at higher prices. Down through the middle went half bushels of apples, peaches; in such quantities it seemed like we would never sell them all. Then, like a triumphant banner about the hole, we raised the stripped market umbrella.

When the set-up was complete, we children were free to roam about the market until trade grew heavy and we were needed to fetch and carry and replenish the small measures. We were, in fact, encouraged to run up the line and take a quick price check on the competition. Mama was a shrewd market lady with an air of confidence about her and she usually commanded a price 5 or 10 cents higher than anyone else and everyone in the area says Uncle Bill still gets a price 5 or 10 cents higher than anyone else. In my young mind that seemed justifiable as I always thought that Mama was superior to the lot that fate had dealt her-- being a widowed farm wife with seven children. I very much hoped that her real quality showed through the butcher's apron she wore, I needn't have worried.

Market day was a wonderful day of smells--the odor of ripe melon as brother Henry (always our best salesman) cut a slice and offered it to reluctant customers; the mingling fragrance of peach and plum; the tangy smell of peppers; the smell of homemade butter; but, most prominent of all, the heavenly scent of dill. I don't even remember that we grew it, but so pervasive was it through the market place that even today dill is "market" to me.

There was a code of ethics about our market--understood, if not written. That no one dealt in produce not his own; middleman profits were a thing of scorn and a market jockey who bought wholesale and resold was the lowest form of merchant. There were some of whom it was said that their produce was junk bought at the downtown food terminal. The irony is that for all of our farming life Leimbachs have marketed their produce at downtown food terminals and sold it to those market jockeys and those roadside market people!

The market day wore on, the crowds grew thick, and the confusion was wonderful. Nothing thrilled us so much that we were too busy to think of emerging from the rush with a helter-skelter pocketfull of dollar bills and change. During those busy times we grew proficient at snapping the wormy tip off an ear of corn and slipping it in the sack when a housewife turned her back. (People who remember corn infested as it once was with ear worms don't raise much fuss about insecticides.) When the rush slowed in late morning there was time to exchange news with our market neighbors. We knew them well in that temporary environment, but we had never seen their farms. In our limited rural world, unless you knew the real substance of people you were inclined to be suspicious. Thus, the market people had, for us, a strange reality.

The climax of market day was having lunch at a restaurant and paying the check from that great wad of dollar bills. Then mother made the rounds of the candy store, book store, and the department store where she indulged us with little treasures we picked out by ourselves earlier in the day. Taking down the umbrella, finally folding the stand and bundling the empty baskets was welcome, but somehow anticlimatic. We were usually the last of the growers to leave, and as we pulled away from that empty lot in the heat of afternoon it seemed that the bustling market village of early morning had been some sort of dream.

This is an essay which I wrote through the inspiration of my sister-in-law in my long years of tending the stand. It is called "Damsel in Distress--Help." There is a breed of farmer's wife who stands before an altar, in the off-season most likely, and says wedding vows with a strong and wind-burned youth, dreaming of bliss with a rural view; only to find when the white orchid wilts that what he has really married is a roadside market. While other brides pore through cookbooks and experiment, this harried girl struggles with the subtle differences between the Hale and the Red Haven and tries to learn which apples are good for eating and cooking; which for baking and eating; which for eating,, which for eating, cooking or baking alone; and which will do for all three. Hundreds of sympathetic customers worry through each pregnancy with her, cautioning against lifting a peck of potatoes--needless of the fact that when they aren't around she has to lift them by the crate. Later, with an infant securely draped on one hip, she masters many a task with one hand--weighing string beans, sweeping corn husks, and making change--while a two year old screams from where he is strapped to a potty chair. His harrassed mother watches in dismay as three or four more cars drive in while her potatoes boil dry in the kitchen. She smiles politely and fidgets as a compulsive talker drones. Frequently she is tempted to tack a notice alongside the "Eggs--3 doz. for \$1.29" sign--"Counseling Service Extra." And by appointment only.

There is little that a 10 year veteran of the roadside market doesn't know about human nature. After watching so many thoughtless women finger through quarts of peaches and listening to them quibble over pennies, one thing of which she is certain is that men make better customers than women. The roadside market wife becomes familiar with the flavors of a thousand forgotten varieties. When she has explained 300 times that Golden Bantam sweet corn has really been improved upon, she is willing to concede that yes, this is Golden Bantam, and no, there will probably never be another sweet corn as good. The customer is always right.

On her first anniversary her husband makes her a gift of a bell ringing device, triggered from a hose in front of the market stand, and the poor, frazzled creature is even grateful. If the business prospered beyond the expensive expansions of added display areas, walk-in coolers, hydro-cooled vegetable tables and a sure-enough cash register, further thought may be given to feminine convenience. She'll get a table out back where she can share her hectic meals with the flies and the passers by. She'll certainly be treated to a telephone out by the road which improves the business and compounds the problems. Maybe she'll even, glory be, get a kitchen at the stand so the long talkers can wonder in and watch her fool with the burned potatoes.

She is the one who operates the place, she will be thoughtfully consulted about all major changes, but will ultimately observe that most of her counsel has been ignored. The Sundays she was brought up to cherish now haunt her dreams. Relatives and friends sit about on up-turned crates and make small talk, or are pressed into service as make-shift clerks while she dashes off in a pick-up truck to replenish the sweet corn.

The dreams of children running bare foot through the meadow are displaced by the reality of very dirty kids hauling toy truck loads of slag across the parking lot, in peril of life and limb. She is stupefied at the realization that an acre of block top seems worth the sacrifice of a year's profit. As she daily hurries from house to roadside to corn patch out back she formulates the words that would deliver her from this nightmare: it is an ad which she thinks of sending to a small town newspaper somewhere in the heart of Appalachia, "Situation Wanted--Will exchange thriving roadside market business for small shack with front porch and rocking chair, turnip patch, pigs, and a few chickens. Paved access neither necessary nor desired."

Now I don't want you to think that I am some ding-a-ling farmer's wife who finds everything funny, but you know what they say--humor is pain made bearable. Again, I have mixed emotions about this article because I think, in picking from the galaxy of farm women across the nation, probably the roadside marketer's wives are the most liberated women among them. And they understand liberation completely; they understand that it is liberation into bondage--I am a female chauvenist in a sense, and I want to share this with you. It is called, "The Fault, Dear Brutus," and that is a quotation from Julius Ceasar you'll recognize which goes on--The fault dear Brutus is not in our stars but in ourselves.....

When my husband shows up at the back door (incidentally, before coming here today I took my husband to the airport to go to Europe skiing, so I know what it is to be a liberated woman), after a month's absence I am going to hit him with the old joke about some good news and some bad news; which do you want first? And, after I have delivered both, maybe he'll disappear into the snow for another month! "I don't know how Paul can be away so long," says the grocer where I am delivering potatoes one afternoon. (I detected a note of sympathy for me in what he was saying, and anyone who knows Pat Leimbach knows that she neither wants or deserves sympathy.) "It is very simple," I said, "you just liberate your wife." I suppose he thought I was kidding; I wasn't.

What my husband told me by his going was that I was a person as capable as he of running our business operation. It is not entirely true, but after many years I recognize at last that the capacity exists, and for a women who has grown up to think of herself as inferior to men, that is a great milestone. This is what women's liberation is all about. Women are not nearly so repressed by men as they are by their own feelings of inadequacy, created of course by lifelong conditioning. Men begin to take us seriously as individuals only when we begin to take ourselves seriously.

It is a ridiculous notion that a woman cannot run a farm for a month or forever. When I consider that my mother was widowed with a farm and seven minor children when she was my age, I realize what a coward I am. How many times in the past month have I thought to myself, "Oh, what should I do.? I wish Paul would telephone." And then I'd lecture myself, "For crying out loud. You are 47 years old, you have a grown son and two more nearly old enough to support themselves, you earned a college degree, you go around giving advice liberally, now make your own darn decision!"

It is no accident that the liberation movement has been strongly supported by unmarried women. It is certainly not an aggressive outcome (sour grapes) of a bunch of old maids. These are simply women who have been forced by circumstances (where married women are not) to make their own decisions. They have every right to demand that equal opportunity be accorded them for equal capability.

What is the good news and the bad news? The good news is that I sold all the soybeans and made a killing; the bad news is I also sold the seed--which could have been the bad news. The bad news is that I overheated the furnace, boiled the water system dry and split the boiler. The house is freezing cold and there is a cold front moving in. Mother told me there would be days like this, but she didn't know about women's lib.

Big shindig in town Saturday night. One of those astronaut fellows came through and we all got gussied up to do hear what he had to say. We had our local Vietnam Prisoner of War there, too; gave him a flag that flew over the capital. Everybody who was anybody was there, and a lot of us who were nobodies, and the somebodies mixed with the nobodies, and the everybodies couldn't tell the difference (except that they kept shaking your hand and looking over your shoulder to see if anybody was standing behind you). That always makes me lonesome for my dog, who puts his big paws on my shoulders and licks my face and lets me know that it is me he is talking to. But, the Mayor was there, the Chief of Police, the Building Inspector, our Congressman--you name it, he was there.

We always thought of our town as a little whistle stop on the way to nowhere, but you wouldn't have known it that night. Sort of like a big prom with a pre-prom at the country club (and I hear tell an after-prom someplace). The high school gym looked like a garden party, with all those somebodies and anybodies and nobodies sitting at round tables with candles and flowers. Paul wore his purple suit, I wore my patchwork skirt; my, we was fine. Ate pretty high on the hog, too; prime rib of beef. Nobody complained about the price of beef or the price of the tickets--10 bucks a head--or anything else except that they had a lot of friends that couldn't get tickets because the shindig was a sellout. But, what was impressive was that sitting right there on the stage in our town was a real life man that walked on the moon! He came to talk to us nobodies and anybodies and everybodies and what he said was that God lived; that he felt His presence out in space and on the moon in a strange way that he had never felt before. Watching the earth shrink from the size of a basketball to the size of a golf ball, to the size of a marble, he said that changes a man.

I thought a lot about that since I have heard it; read it quoted in the local paper. We cannot all go to the moon to confirm the existence of God. It was good to share this one man's revelation of the truth, for every man's revelation in some way reinforces our own discovery. I never watched the earth (as James Erwin did) shrink from the size of a basketball to the size of a marble, but I have been in groups where I felt my identity dwindled like that. I have flown over Amherst, however, at distances that make it look like another fly speck on the map, and I have a sense of our relative insignificance.

Having those two great individuals representative of American triumph and American tragedy in the 20th century here on this insignificant platform made me realize, finally, that all platforms are significant. That the imperatives of triumph that put men on the moon and the imperatives of tragedy that condemn them to lowly, stinking prison cells were there in that room, on that night, as in every other assembly of somebodies and nobodies the world over. Inherent here was the power, the intelligence, the fortitude to do anything under the sun; inherent, also, the weakness, the greed, and the fear to destroy all meaningful existence.

It is ultimately the power which shall prevail, but where was God? I had the feeling that those people looking over my shoulder were looking for Him. For them perhaps, He is out in space someplace, or on the moon. Anybody who shook hands with my brother, Ted, that night (who was being honored for being a big wheel in a local industry, slicked up in a tie and the suit he expects to be buried in) felt God in the experience. My brother, Ted, shakes your hand warmly, looks you squarely in the eye and you know you are somebody with a capital S. That is all any of us really need at a big shindig or anywhere. A reaffirmation of the love of God moving through and among us. Human confirmation of the fact that we are not insignificant. It is what the Chamber of Commerce was trying to prove about Amherst that night, that it is not insignificant--and they succeeded in a fine sort of way. Everything was real, real nice.

My brother, Bill, is my little brother; I have four other brothers. When I got married I married into a family where there were three brothers and no sisters and when I had children I had three sons. So, it isn't surprising that I feel overwhelmed by men. This is an article I call "Men!" (My husband says I have diarrhea of the exclamation point.) It just happens to be the way I feel about life; in the way a housewife has of budgeting her time (I allow a few minutes a week to self-pity--the time it takes to turn all the socks right side out). I always supposed, perhaps wrongly, that this is a curse belonging only to a household of men. Girls, I tell myself, learn the sexy art of running a finger down their heel and removing the sock by its toe and if they don't, they should. This is the time I reserve for bemoaning my fate as the slave to a bunch of men.

There are four haphazard laundry piles here, about 2 feet high each. My laundry I can carry upstairs between my thumb and my forefinger. There are 18 pairs of jeans and 3 pairs of underwear. Now, what manner of slob are these? When they were infants I changed their diapers as regularly as any well-bred mother, and during the formative years I lectured on cleanliness and Godliness and the importance of changing underwear. Why this small, sad, grey heap? Men! The socks themselves are a source of trauma; 47 socks, one each from about 43 pairs. I often wonder if anyone would notice or even care if I didn't turn them. By law of averages, they would be right side out 50% of the time. One night I was sharing this with a group and a woman (one of the director's wives) came up afterwards and whispered to me, "You know, I don't turn their underwear anymore either." I said, "Gee, I think they'd notice." And Paul was standing there and he said, "What is he, right or left handed?"

But, there is no need to dwell just on the laundry, with its incidental yield of nuts and bolts and coins and pins. Upstairs on the sewing machine sits a pair of dirty work shoes--why? It was an empty surface and handy, that is all. There are some ragged tennis shoes sitting on the dishwasher, along with eight old spark plugs. The problem with spark plugs is you can't tell if they are old or new. Or flashlight batteries that men scatter around counters and dresser tops; you can't tell if they are coming or going.

Many of the plagues of an all-male household concentrate themselves in the cellar. The enthusiasm between 8 and 14 is bikes. Now if you dismantle a bicycle in the cellar, nobody will bother it again for weeks. Good old Mom will just hang the sheets around it, and she is better than anyone else at telling you what happened to the thing-a-ma-jig that fits on the thing-a-bob that you left on the third step from the bottom of the stairs.

A ring in the tub, unmade beds, unhung clothes are standard neglects in a male household. On the rare occasions when I am fed right up to here about such things and complain, my husband says what he has said for 24 years, "It is your own darn fault. Don't make their beds; let them make their own. Let them hang up their own clothes." So, I don't make their bed or hang up their clothes but then, neither do they. There is a world out there and life to live and who wants to squander any of it on such trivia? Mother. Mother cares. Mother does. Mother makes the bed, hangs up the clothes, collects the nails and screws and empty flashlight cases. She empties the gym bags of the wet and reeking gym clothes. She cleans the ring from the bathtub and disposes of the gasoline left in the drinking glass. She empties the jars of forgotten lightening bugs and disentangles the fish hook from the bedroom curtains. She turns the socks, empties the sand from the toes and (on her better days) ponders--it could have been worse--she could have had daughters who would litter the house with curlers, makeup, records and twice as many unhung clothes; who also have a distaste for making beds; and hang on the phone by the hour. At least around here you can always get into the bathroom, even though the place is littered with dirty towels and the john seat is always up.

Well, I don't know whether I can do better, but I have one that people always enjoy. It really speaks to all farmer's wives, whether you are a market gardener's wife or what you are. You know, life on the farm is just full of trauma. There is no trauma, however, more deep than what strikes a farm wife's mind in the middle of July when her husband goes to get out the combine. This is an essay on that subject that I call, "A Death in the Family," and it could just as well be the apple grader, or the potato digger or the sprayer, or any other piece of equipment of this sort.

When I write my primer for young farmer's wives, I am going to title one chapter, "What To Do When the Combine Breaks Down." The sun is shining, the wheat is ripe, the crew is on hand, and the damn thing won't run. This is a circumstance so solemn that it determines the mood of the whole operation; it is to be treated with the seriousness of a death in the family and requires many of the same actions and precautions. In the first

place, it is essential that everything else be subordinated to the tragedy. The children must be immediately silenced, whisked out of sight if possible. They must be cautioned that their personal wants and desires are of absolutely no consequence for the duration of the emergency. It is desirable that young children of an impressionable age be kept out of ear shot. Now, the preparation of food at such a time is of little importance but, as in the death situation, it is an important diversion for the farmer's wife. He won't care if he eats or not. You can herd the children into the kitchen and fill their plates with food from the pans on the stove, bustle about waiting on them, keeping conversation at a hushed minimum. You can carry a plate to the shop where the farmer is working on the blankety, blankety, thing, but don't be forceful about suggesting that he eat. You might gently suggest that he might feel better if he tried a few bites, but the better part of wisdom is to just sit the plate down as you would with a wounded animal.

Much of what you do in the circumstances of a combine breakdown will be dictated by the mortician himself, starting with "Take this hickey down to the...", and from this point on pay strict attention. You are as committed to orders as a leader in a commando raid. Never mind that your jelly has just reached a full rolling boil on the stove, or that the baby is turning blue from a marble lodged in his throat. When you are standing in a farm store 25 miles away and the guy says, "Do you want a left hand thread or a right,"--well, you sure as heck better be able to say something.

You will probably be doing a little speeding on the highway and if a state patrolman stops you, just tell him the facts, "Officer, we have just had a death in the family." But, as is the case in all fatal situations, sympathy is your most appreciated offering. The autopsy will probably be taking place somewhere near the barn. Parts will be lying around in oily confusion. If he has all the help and advice he needs from an auxiliary mechanic, all you need do is maintain a safe distance. But, if the poor soul is struggling alone (against fierce mechanical odds) he needs you, if for nothing else than to listen to him swearing. Maybe you can hand him a wrench or hold a bolt, but be very cautious about making suggestions. Prayer sometimes helps, but not often.

One further precaution must be heeded by the zealous farm wife, especially the young and uninitiated. It is very easy in situations so tense and emotion packed to get carried away and make confessions you may live to regret. Do not, under any circumstances, permit yourself to be persuaded that what is needed is a new combine. Death is one thing, but eternal damnation is something else.

PENTON: I would make no effort to upstage that whatsoever. You understand now why I am so filled with pride to call her my sister. I am thrilled to think that we have shared so much of life and I am extremely thankful that we are only a year and half apart. We went through school only a year apart, her friends were my friends, and she has contributed so much to the happiness of my own personal life. Pat, my deepest and most profound appreciation for your appearance here tonight.

That just about sums up the evening's activity. We wish, in a sense, that we could repeat what we have done in other years. We can't do that, but through the activities of today and tomorrow somehow you are going to get to know a lot of people.

Morning Chairman: George Staby
Department of Horticulture
The Ohio State University

I would like to welcome you to the second and final day of the 15th Annual Ohio Roadside Marketing Conference. My name is George Staby; I am from the Department of Horticulture here at Ohio State. There are two reasons why I am here: (1) Gene Cravens knows he doesn't have to pay me anything, and (2) I have been involved for the past several years here and at Michigan State University in the rental of garden plots and that is essentially our main topic for discussion for the next hour and a half.

I would like to explain the format for this morning. We have five speakers who will talk to you on the concept of garden and tree rental. One of the first things that President Ford did (when he became president) was come to OSU as a commencement speaker for the summer graduating class. One of the next things he did was speak to the FFA and told us about how profitable it is to have these backyard vegetable gardens. That inspired a lot of people to consider this, I am sure, for the future and inspired some of us at OSU to do some research in this area to see exactly what is profitable and what is not in these backyard gardens. We know from research and experience that as the economy goes down horticultural interests tend to go up. People say, "Well, we can't travel as much--we don't have as much money and not as much gas is available; so we have to spend a little bit more time around home. What can we do? Let's plant some flowers; let's plant vegetables; let's go rent-a-garden." So, I think it is a very timely subject.

We have five speakers and we'll just go right down the list. The first one is Bob Martino, and he comes to us from Schodack Landing, New York (which is about 12-15 miles south of Albany on the Hudson River). Bob has approximately 150 acres of apples, strawberries, vegetables, what have you. This past year he had his first experience with renting garden plots--about an acre of them--about 150 total. So, Bob could you come up now?

PANEL: RENT-A-GARDEN, RENT-A-TREE

Robert Martino
Peacedale Farm Market
Schodack Landing, New York

Our location is approximately 12 miles south of Albany, New York. Actually, the renting of farm land is nothing new. I imagine most all of us have been involved in the rental of farm land at one time or another.

Our original idea in renting small gardens was not a direct-profit motive. We have always enjoyed a pick-your-own strawberry operation, on the piece of land where our gardens were located this year. We realized our land needed a rest from berries, but dreaded the thought of not having the benefits of a pick-your-own activity. As we all know, there is not a better car-stopper in the roadside market business than people busily picking in plain sight, walking, or just standing in your fields! And, one nice aspect of gardens is that you have them all harvest season instead of a few weeks.

With this idea in mind, we launched our "Rent-A-Garden" program. We took a one acre piece and laid out 150, 10 ft. x 20 ft. plots. We provided 3 ft. walkways on all sides. A 10 ft. x 20 ft. plot does not seem very large, especially to a farmer, but it was surprising how many single plots we rented and how satisfied the customers were. Of course, we did rent multiples to individuals; I would say two plots was the average, although we had gardeners with four or six and one ambitious family had ten!

When more than one plot was rented, we let the gardener stake out the perimeter of all his plots, therefore making available to them (at no extra cost) the 3 ft. alleyways that fall between the plots. Speaking of cost, I came up with a figure of \$5.00 per plot rental. I really had no sound basis for this figure, but we believed it to be reasonable enough to guarantee our objective of a full house, and it was.

We started in March with a sign on the road "GARDEN RENTALS." We spent approximately \$25.00 in small ads in the local papers, and this seemed to be sufficient advertisement; although in April we received two rather large newspaper articles. So, the question of how much promotion is needed to rent a number of plots is still up in the air, as I am sure the articles did rent a number of plots for us.

I believe a quantity of plots can be rented only if your location is within a few miles of a heavily populated area. When I say a quantity, I am talking 500 plus. In fact, I was rather disappointed in my deal this year because 150 plots did not give me the amount of activity that I first anticipated. The gardeners' activities were spread out from early

morning till dark, and after the planting period it was rare to see any more than two or three gardeners at one time in the field.

Weeds are a problem in the plots and in the alleyways. Land preparation would be necessary the year before, such as you would do for a crop of your own. If you are using strawberry ground and you are looking for rotation (because of verticillium problems) perhaps fumigation is the answer. I figure it would add roughly \$1 to the cost of each plot. I fumigate strawberry ground, and it pays. I am sure it would for gardens as well.

Weeds could be handled in the alleyways with a pack-tank and paraquat, on a very quiet morning. (You certainly wouldn't want to scorch one of Mr. Jones' prize tomato plants and you have to blame it on some unknown wilt that is going through the area.)

Probably the biggest problem you would encounter is the neglect some plots receive, and in some cases abandonment. You will experience this regardless of how good a job is done on your part. The only way to combat this is to have a registra in your market with an understanding that gardens must be attended regularly, on perhaps a once a week basis. Also that you reserve the right to reclaim plots if they are not. This will bring them into your market on a regular basis, and you will be surprised to find out that most of your gardeners are not tight with a buck, as I suspected they would be. In fact, some of our best market customers for the season were gardeners. They spent wisely, but freely, and everyone was a pick-your-own strawberry customer.

As you can see by now, the direct profit potential was not uppermost in my mind, but using a \$5.00 figure and 150 plots to the acre, it still came out to a respectable \$750 per acre gross. The costs are practically nil. Land preparation, staking, and twine were a factor, but I didn't even bother keeping track. We supplied a water truck and, later in the season, we loaned the gardeners our little red wagons that we use for express carts. With their own garbage can and a good lid, this would take care of one plot with one fill up, and at our market again.

Of course, you folks with garden centers, this is a natural! We do not bother with garden center plants during the spring, but there is no question it will help your vegetable plant sales, fertilizer, sprays, etc. We even had women plant flowers in the garden!

One big surprise, was how little help was requested. I thought I was going to be deluged with questions, and that I would have to devote considerable time to the gardeners. They will want to do their own thing. Just like the fellow who went right ahead and put 48 hybrid tomato plants in one plot, after I stood on my head telling him not to!

In closing, one amusing thing that did happen in the course of the season was a newspaper requesting information regarding our plots. They also wanted some farm background information. I proceeded to tell them that we had 150 acres, consisting of fruit trees, strawberries, and vegetables, BUT that only a very small portion of this was devoted to garden plots. The next week, we had a beautiful, full page spread, headlining, "FARMER WITH 150 ACRES, RENTS MINI-GARDENS AT \$5.00 FOR 10 ft. x 20 ft. PLOTS. COME JOIN HIM FOR A RAKING-IN GOOD TIME!" Of course, it wasn't hard for me to assume that they believed I was the one raking it in! In fact, everyone who had a mini-calculator in the capital district had me down for \$150,000 bonanza, with hardly any expense!

With that, I shall close. Thank you.

STABY: Thank you, Bob. Our second speaker this morning is Marvin Twigg. Marvin is from O. M. Scott (the Scott Seed lawn people) who are located just about 20 miles west of here in Marysville. Marvin is going to tell you a little different concept of the use of rent-a-gardens. Unfortunately, Marvin is a graduate of OSU (we will have another member of our Michigan State team up here soon). O.K. Marvin, tell us how O. M. Scott handles these garden plots.

Marvin Twigg
O. M. Scott Company
Marysville, Ohio

As you may know, the O. M. Scott Company (which is located in Marysville about 30 miles northwest of Columbus) has long been noted as a leader in the production and sale of lawn care products. The company has also recently become quite interested and involved in the production and sale of horticultural products for both ornamentals and vegetables.

The Scott company has likewise been a leader in the field of extra or fringe benefits to its employees, or associates, as they are referred to. Last spring, so associates would have an opportunity to become more involved with vegetable gardening, better acquainted with gardening problems (and responses expected from users of proposed Scott Vegetable Gardening Fertilizers under home gardening situations), garden plots were made available to any associate who might be interested. This, of course, was not in any way a commercial venture. There was no rent or charge made for the use of the plots and the company made certain things available that probably would not normally be provided in a commercial arrangement. However, I think some of our experiences with the project could be of value, or at least of interest, to those of you who might be considering a "rent-a-garden" program.

As we were late in getting the program started (I don't think the idea was even considered until around the first of April), we didn't have much time to make elaborate plans. A fairly level sodded area within our park, having for the most part a clay loam type of soil, was selected as a site for the gardens. Other factors considered in selecting the site was accessibility and the availability of water for irrigation purposes. Plot size was set at 20 x 20 feet. Forty plots were first laid out and then, to meet the demand, 20 more were added. We had 20 continuous plots in a row with a grass strip between each strip of plots. Water lines were planned and laid out so that there would be a hose connection for every four plots. The sod was cut and removed, the soil plowed and worked, and the plots were ready for planting by May 10.

Fertilizer, along with suggestions as to the amount to use and methods of application, was made available by the company. A copy of the Ohio State Extension Bulletin 287, "Home Vegetable Gardening," was given to each participant. To aid in the gardening program, garden hose and hand tools such as rakes, shovels, and hoes were provided and stored in a metal tool shed set up in the area. Amenities included several picnic tables and a couple trash barrels.

By any consideration, the program would have to be judged a success. To start with, as Marysville is a rural community and many associates live in the country and have plenty of gardening space, we thought it was good to have 60 interested people. Of these 60, all but one or two followed through and did a good job with their garden. The overall result, including both appearances and yields, was actually better than had been expected. The biggest problem or complaint we had was that the soil in the plots on one end of the gardens was not as good as it was in the other plots.

After the gardening season was over, surveys were made to determine what the participants thought of the program and to help formulate plans for the coming year. The results of the survey and information gained from talking to a number of the gardeners indicated the following:

1. Nearly all were quite enthusiastic about the program. Several expressed opinions to the effect that it was one of the best programs the company has had for employees.
2. Over 80% want to participate in such a program again this year.
3. About 2/3 of those wanting plots again this year would prefer a larger plot.
4. The economic return for most was quite secondary to the intangible benefits such as just having a garden and having an activity that the whole family could take part in.
5. Many expressed the need for more information, especially in regard to garden planning and planting practices.

It is planned to continue the gardening program this year and, on the basis of our year of experience, the following changes and additions will be made:

1. Participants will be given the choice of having either a 20 x 20 or a 20 x 40 foot plot.
2. A series of at least two educational evening programs, sponsored by the Scott Associate Board, will be given in February. These meetings will feature a speaker and a panel of experienced local gardeners who will be able to answer just about any gardening question that may arise.
3. Farmyard manure will be applied to the poorer plots in hopes of bringing their gardening potential up to that of the other plots.

The ground will be worked and fertilizers, tools, water, etc., will be made available the same as last year.

As previously stated, this was not a commercial venture. Though all of our findings and practices may not apply to an operation such as you may be interested in, I think some of them would. I believe two of our most important findings might be: (1) that if given an opportunity many people--for a variety of reasons--would be interested in having a garden plot, and (2) most people need help when it comes to gardening information. On the basis of our experience, I would make the following recommendation to anyone interested in starting a rent-a-garden program:

1. Have a choice of two different plot sizes. This could be done by making adjoining plots available.
2. Provide and give out as much gardening information as would be feasible and practical under your situation.
3. Locate plots where good gardening soil and water is available.

It would seem that in addition to whatever merits a rent-a-garden program may have in itself, it would provide an excellent opportunity for increasing the sale of seed, garden plants, fertilizers, tools, tomato stakes, and other gardening needs.

Thank you.

STABY: Thank you very much, Marvin. Let me introduce our next speaker, Richard McConnell. His operation is located in Mt. Vernon, Ohio, and he has mostly a pick-your-own operation of strawberries, raspberries, vegetables, peas, what have you. This past year he had one half acre of rent-a-gardens, 500 sq. ft. We can make comparisons; the cost of Bob Martino's was \$5 for 200 sq. ft., and Richard's was \$15 for 500 sq. ft., so they are darn close. One of our other speakers will tell you about his garden plots which were even larger, but roughly the same price, and he rented 28 of them this past year. Richard, come and tell us about your experiences.

Richard McConnell
McConnell Berry Farm
Mt. Vernon, Ohio

Thank you. We have an operation just about 50 miles northeast of here, near Mt. Vernon, Ohio (population of about 13,000 people). It's mostly a rural community, so when we started in the rental garden operation we didn't know what kind of response we would get--and we were quite surprised. We have pick-your-own strawberries (this last year we had 11 acres), two acres of red raspberries, plus some pick-your-own peas and greenbeans. This next year we will be picking about five acres of grapes by the same method, and then through the season we'll have a seasonal produce market available--corn, pumpkins, tomatoes, peppers, that type of thing.

The actual area of our garden rental plots this year was 21' by 26'; about 546 square feet. We didn't have any idea when we got into it what size we ought to have, but this seemed reasonable to us. We, ourselves, plant quite a large garden. But, figuring that most of these people would have no experience in gardening, this seemed quite reasonable; I think it worked out quite well.

We had a grass strip on each of the gardens, but no grass strip between the actual plots. The people themselves strung string around their plots. We staked them out and worked them up for them by rototilling the ground. In addition, we guaranteed them (either through irrigation or rainfall) one inch of water per week. This was very simple for us because we have our irrigation underground (the sprinklers were already in the area) and when we were running irrigation someplace else we would simply open up the valve and give them the water they needed. During July, when we pumped 5 million gallons of water, a rather insignificant amount was used for the garden plots. In addition, there were spigots available for the people. Even though they got an inch of water through irrigation or rain, many of them carried water to their plots and watered things that they thought needed more water, like tomatoes, etc.

The pricing system we came up with, again without any background or any knowledge of what was being done anywhere else, was \$15 for this 546 square feet. If they got more than one plot, we reduced the charge to \$25 for two plots. Most of the people took one plot, although we had one individual who went as high as four plots because he wanted to plant sweet corn.

We didn't regulate what they planted in their plots. The only requirement (as far as what they planted) was that if they bought

strawberry plants for ever-bearing strawberries, they would have to buy them from us. We run strawberries and we did not want outside sources of strawberries coming in that might have red Steele or something like this. We made seeds available, but we didn't require that they buy them there. We did not provide any tomato or cabbage plants because we felt that there were plenty of those types of plants available around. We don't have a greenhouse and we couldn't grow them ourselves.

In addition, some of the people wanted to re-work the ground after they had harvested some of the crop. In a couple instances we provided a small tiller so they could go in, re-work the ground, and then re-plant. We told the people earnestly that if they let the garden get out of hand (as far as weeds were concerned), that we would have the right to go in and mow it off, so that we wouldn't have a lot of weeds being spread throughout our garden area. The fall prior, we planted a cover crop and put on a pretty heavy application of fertilizer, at that time not intending to put it into garden plots--I'm not so sure we would do that again. Many of the people asked if there had been insecticides or anything used on the area, and we told them when there are operations that there had to be. So, they accepted that.

We initially started out looking for 30 plot rentals. We rented 28 of them, and we could have gone to as many as 60 but we're just as happy with the 30 we end up with. The plots themselves had plenty of parking space quite close by, along the road. We had easy parking access right off the road and then across the ends. They only had to walk 10' or 15' into their garden plots. This made it quite simple; and they were not parking in the area that we would be using for sales into our market, or any of our pick-your-own operations.

Now, how did some of the gardeners do? Well, we had a couple of plots that went to seed, or started to. We did finish them for the people; they simply were not interested in continuing their operations. Then, one man was out there (on an average) one hour every day. He was a retired gentleman and, for him, this was recreation. It also got him out of his wife's hair at home! He was the man who planted the sweet corn. We tried to discourage sweet corn. Because of the limited area, they simply would not get enough sweet corn out of it to provide more than a meal or two for the family. He also planted the sweet corn too close, and really didn't get too much out of it. The only other thing we tried to discourage was vine crops, which would take up too much of the area of the garden. We suggested beans, peas, tomatoes, and potatoes.

Most of the gardeners really made out quite well, as far as what they took home from their gardens. Also, the secondary benefit that we figured from the very start was that they would also purchase many things from our market, and they did. I really have no idea exactly what volume of business they did for us, but I know that they really purchased quite a lot. Most of them also picked strawberries at our place.

This next year we will continue the operation, with few changes made. We will give them a list of requirements that they will have to meet during the year. These will outline when they can get in and out, when they have to get out in the fall, tools that will be available and the costs, and also specify our liability as far as things that might be missing out of their gardens that somebody else may have taken (as a rental basis, we don't really have any control over that). That was the only real problem area we had this last year. One man insisted that we were liable for a half bushel of tomatoes that were missing out of his garden. He showed up to plant in the spring and didn't show up again until the fall, and then wondered why there weren't any tomatoes there. He was the one that also planted one whole plot of potatoes, and he did real well on the potatoes. So, he really wasn't too disappointed. His lawyer finally convinced him he didn't have any real claim on the thing.

Basically, we are really well satisfied with the garden rental plan, but I think in future years we may go to a little higher cost to the customer. With what we're providing (the water and initial tillage), it really doesn't cost us that much, but the gardeners are getting quite a lot more out of it. I think the added cost can be justified. The only other possibility would be using methyl-bromide fumigation for weed control, and we might consider it if the gardeners would be willing to cover the cost of fumigation on their particular area. This would give them a much better chance for production out of the area, and would keep some of them from being discouraged seeing all the weeds they seem to find.

Basically, we're well satisfied with the way it ran. We're just going to try to provide a little more information in future years. Thank you.

STABY: Thank you very much, Richard. Our fourth speaker this morning is Earl Weber. Mr. Weber is from Havre de Grace, Maryland, if I pronounced it right. As Earl comes up here, let me tell you a little bit about his operation. Earl and our final speaker will be talking to you mainly on the rent-a-tree concept. He has approximately 400 acres of orchards; 180 acres or so of apples. He rents approximately 200 trees and the rest of his operation (approximately one-third of it) is a pick-your-own operation. Earl, tell us about your experiences.

Earl Weber
Mt. Pleasant Orchards
Havre de Grace, Maryland

I don't have to tell you, I am Earl Weber. Mt. Pleasant Orchards is 35 miles north of Baltimore, Maryland; it is 390 acres. We have only been on this operation three years. We came from a small fruit farm or truck farm, about third generation. Being only 10 miles from the big city, we just couldn't stay there forever. So, the first year we had pick-your-own at the new farm. There was a big apple crop everywhere and they were very cheap; we sold quite a few and lost quite a few, I guess. Now we pick about a third of them with migrant pickers (which this year were the best we ever had).

We started tree rental two years ago. We read about it in the magazines and thought about it for a year or two, and finally got up enough nerve to put a little block in the morning paper one Saturday morning. The news wire service picked it up and they were advertising it like I was a veteran. As far as Washington people told me they heard it on the radio. We got quite a few calls.

We charged \$30 per tree; they were old trees (I'd say 20 years) with good quality Red Delicious apples. Most people would have liked Golden Delicious but we did not have any. Most of the people want to get back to the country. We have a scenic farm with 8 tenant houses, and only two farmers. We got about 11 rentals of trees and collected a lot of money in the spring. Then we got to talking about high apple prices and, when it got to the middle of the summer and picking time, we wouldn't rent any more--we just took the ones that had paid earlier in the season. Most everybody was very happy. They got anywhere from 10 to 15 bushel and only cost 65¢ a bushel.

We tried to stress that it was a family tree, not a neighborhood situation. A few people came out early (when the trees didn't look too big) and, when you told them \$30, started thinking about all the neighbors they were going to bring at \$3 or \$4 a family to pick a tree. Of course, I just lost their names!

I didn't assign trees to anybody until about two weeks before harvest. Then, I had all their names in phone book order and tried to find out how many children they had (if they had five or six kids, I'd try to give them a good, right-sized tree). I told them that I wouldn't take their money if we didn't have a crop of apples. If the tree had blown down, I wouldn't have hee-hawed and said they'd have to take the farmer's chances. Finally, if you get caught picking on somebody else's tree, you are getting out that day, and you are not coming back. All agreed that was fair and we really didn't have any trouble at all.

We didn't send them two miles from the main house or anything, we sorta' kept them in. There are 6 or 8 small blocks in view of the houses, so they didn't bother other trees. We had all the trees numbered with white, permanent paint (Row A, etc.) and if you knew your alphabet you knew what row you had to go to; you didn't have to run all over and count trees. The rows were limited, only went to 24 or so, and it worked out very successfully.

Last year with all the high prices of canning apples from Michigan (I understand they got carried away the year before with \$14 a bushel). I didn't feel like renting them for \$2 or \$3, so we got brave and went to \$50. But, we gave them a nice tree. This year we do have a young orchard, it may be 8 years old, and we are thinking of about \$20 or \$25. We haven't decided, but we do have a lot of inquiries and names and addresses. When you've got that many trees, it is kinda' hard to get to all of them at the correct time.

STABY: Thank you very much, Earl. Our final speaker, before we get to the questions, is Herb Teichman, from Eau Claire, Michigan (extreme southwestern Michigan). He has about 800 acres of total production area and he is going to tell you about his rental tree concept and his pick-your-own. He might tell you something about his attempts at rental garden plots, too. So Herb, tell us about your experiences.

Herbert Teichman
Tree-Mendous Fruit
Eau Claire, Michigan

We are located 15 miles east of Lake Michigan, 100 miles from Chicago, Illinois, and 25 miles north of South Bend, Indiana. Because of Lake Michigan and its moderating effect on our temperature, we can raise many fruits--including peaches--successfully. We have trees still growing and doing well that were planted in 1948.

A farm market is, to me, a place that produces and sells produce. Usually, it is produced near by or just out back, and operates on a seasonal basis. Whereas, a roadside market could purchase produce for resale. Usually, a roadside market will be open for business year-around.

We are a farm market, and prefer it this way. I'd rather expand vertically, or from within, rather than take on new lines for resale from without. This has caused us to look about our own operation and develop new lines, such as the rental of apple trees. This allows us to take advantage of much of the natural beauty of the land. By sharing these beauties with our customers, we create loyalty and find they will return more often, bringing friends, which encourages more business.

We've rented trees for four years, building each year. The contracts are renewed each year during the spring at Blossom Time. A tree will rent for the season, from \$25 to \$50. By renting trees during Blossom Time, and giving a farm tour, the customer feels he is getting a reward immediately by being in the orchard or having a picnic in the private picnic grounds provided for the Family Tree customers. The orchard tour includes a drive through 8 miles of gravel roads which we maintain on the farm. They will see on their tour 120 acres apples, 120 acres cherries, 60 acres peaches, and 10 acres each of plums, pears, grapes, asparagus, etc. They will see our ball diamond, chapel in the woods, picnic area that will hold over 200 people, etc. (I have noticed customers returning during the week just to stop by the chapel and meditate alone.) They can also walk the nature trails through a 60 acre wildlife area. We enjoy having customers feel a part of the operation and many of our employees first came as a customer. Anyone is welcome as long as they are respectful of others, including the wildlife which we encourage to stay on the property--of which there are 800 acres.

All of our trails are marked clearly and our customers, upon entry, are given instruction as to what is being harvested that day, prices, rules. New customers usually get our orchard map, which they

may keep as a souvenir. Each car has been issued an Orchard Permit before they enter the farm. We keep a copy at the entrance as they go in, showing us their name, address, and car license number. At the close of each day we match the outgoing permits with those that entered to see if any didn't return from the orchard (for security reasons). Our "Orchard Policy" for pick-your-own customers is printed on the back of their copy of the Orchard Permit, and they are asked to abide by them.

When we show a family our Family Tree Orchard, they are under no obligation to rent. I feel it is best to keep it as a family decision as to which tree they choose to rent, however. In this way there is a better chance they'll return more often during the season to visit their tree, have a picnic and possibly pick other fruits in season.

We've had opportunities to rent groups of trees to businesses as a promotion scheme, such as tying a Family Tree in with the sale of a car, a house full of furniture, etc. This would turn into mass confusion, I'm afraid, so we've kept it simple and encouraged the family concept.

In order to figure our rental price we take these steps: Estimated tree production X value per bushel = rental charge. Example: tree estimated production of 5 bushels X \$5 per bushel = \$25 rent for the season. A large tree having a potential of over 10 bushels rents for \$50, which is our top rental price. Usually, those larger trees are selected by the large families, Boy Scout Troops, Little League, or church groups who will then sell the extra apples to raise money for their annual lease money.

After a tree has been selected, we take the number which is painted on the trunk of the tree, their name, address and phone number, and write up their contract. We also issue an ID card which they show at the entrance each time they wish to visit their tree. (They can visit any time during normal marketing hours which is from 10 A.M. to 6 P.M. daily, except Tuesday when we're closed.) A gold colored tag is then attached to the tree right over the tree number showing their name and address. At the entrance we keep a file of our "Family Tree" customers and check as they return to visit their tree to be sure no unauthorized persons come. We also exchange any information regarding their tree and what we have in other locations for picking that day such as cherries, peaches, pears, grapes, plums, etc.

We have Jonathan, Red Delicious, Red Rome, Fenton, McIntosh, Golden Delicious, and Holiday for rent all at various prices so a customer does have a nice selection. We're also grafting on other varieties (especially on larger trees) and so will have multi-variety trees.

Adjacent to the Family Tree orchard we have a pine planting where we've located a private picnic area complete with fire places, tables, swings and hiking trails.

So by now you can see that renting apple trees (as we do) isn't a very profitable program, but the public relations aspect has been very good. If we weren't already in retail sales, I wouldn't attempt to rent trees. Especially, having a pick-your-own program set up works out very well.

Having the orchard set up already with several varieties planted in a remote area on the farm adds to the advantages for us. For the customer it can be rewarding--as a place to go as a "mind vacation," it gives them a feeling of belonging or having a part of the country they love. Of course, the fruit is a reward for them; however we do discourage anyone wanting to rent a tree simply for the apples alone. (That person should come back in the fall to the pick-your-own orchards.)

Our motto is "We care for your family tree" and we do this throughout the year, except for thinning the fruit and harvesting.

Thank you.

STABY: Thank you, Herb. How about some questions for these gentlemen?

Q. HOW ABOUT PILFERAGE FROM ONE PICK-YOUR-OWN GARDEN TO ANOTHER?

A. Not one experience in our case, not one report of theft the whole season. A. We had a problem this year with one individual who just was not around much of the time. The people next to him apparently decided all his tomatoes and things were going to waste (in fact they were; he lost over two-thirds of them on the ground) and they finally decided to take them. The man was a little upset, but he wouldn't have gotten them anyway. I did offer him a few of our tomatoes in place, but he didn't take us up on it. At the end of the season he was satisfied. He was just upset and couldn't understand not getting anything because of his lack of work. A. The one that we ran was larger than any of these other ones; right in downtown Upper Arlington and part of the University, more or less, we had 348 of them right on the main drag. We had hardly any problem, at least none reported to us, and we didn't have any security--anybody could come in. We had two things for security--a sticker for the window of the car and identification (but we never ask for it). We also rented to two police officers who were there quite often.

Q. DID MR. TEICHMAN HAVE A VEGETABLE RENTAL? IF SO, HOW BIG? A.

(Teichman): Yes, we did attempt last season to rent garden lots; I think that maybe is what you are referring to. We did not do the planting and care of vegetables that we rented out but we rented garden plots. It was set up in a long narrow field (about 3 acres). We had 20' x 50' lots with margins around them and water at every

fourth garden lot. It really didn't go over very well for us, and I think that I found out why in talking to my fellow panelists. We are too far from the people; it has to be mid-town or right at the edge of town. A. (Martino): With the rising price of gasoline, I noticed they did become discouraged. There were a lot of people who rented gardens for the fun of it; but I believe there are a certain number who did take the cost factor into consideration. To rent a tree where they come out two or three times a summer, and finally pick a crop is one thing; but coming out once a week, the cost factor has to be taken into consideration.

Q. WHAT ARE THE COSTS OR THE PROFITS OF PICK-YOUR-OWN VERSUS RENT-A-TREE? WHAT WERE THE EXPERIENCES OF THE PEOPLE WHO DID THIS SORT OF THING? WHAT DOES A FAMILY DO WITH 10 BUSHELS OF APPLES? A. (Weber): I had a customer with a \$50 tree who came back six weeks later with no apples--she had given all 10-12 bushels away. This way they use them up. Some of them canned them. A. (Teichman): I didn't mention it but we do encourage Boy Scouts, Girl Scouts, athletic teams, etc. to rent trees as a fund raising project. We have quite a number of young folks that rent. A Boy Scout troop rented two trees and earned the money by pulling brush in the spring. If the insurance man who was here yesterday is home looking my policy over, we're in trouble. But, we did this and I think it is natural and good. Everything has got to be equated with common sense, and I believe that in this country if we can't do things like this, we have got to change the rules so we can do things like this without being threatened by some situation. While this is on my mind, I think this Conference should take this issue up. We should have a clarification, if possible, on the rights of this type of thing. In my mind some of the liability rules don't equate with common sense. Anyway, we rent trees to youth groups who can earn the tree by working for us (planting pine trees, etc.). We then encourage them to come back and use the trails and nature facilities. In the fall they come back as a group and harvest the fruit and sell it at ball games. Or, merchants in town will promote their project and they will sell apples at banks, churches, etc. They get the feeling of what this economic thing is, and I think it is great. We have had families that rent large trees and sometimes we get in a bit of trouble. We have a cooler and we will store your fruit for \$1 a month charge. We catalog it for you and you have to have it out by a certain time, around Christmas or New Years. The most I think we've had is nine bushel. People usually head for home with the first nine, and if they go over that they'll leave them with us. We try to encourage them to give them to their friends, fellow workers, etc. We also point out the fact that a tree may have 15 bushels, but there may be five that are off-color (apples that may not be quite as attractive) and we will buy them back from them if they want. In other words, if they have 15 bushels and five are off-color, we will give them the salvage value for that product. This year we had several where the salvage paid for their tree rental.

Q. WHAT IS THE PRICE DIFFERENCE BETWEEN A BUSHEL OF APPLES PICK-YOUR-OWN VERSUS THE RENT-A-TREE CONCEPT? A. We sell by the pound on a pick-your-own basis, and the tree is rented for cash for that certain tree. So, the volume is unknown in the case of renting a tree. I will estimate the value of that tree by equating my projection as to

what that tree will produce. Maybe on a three year rolling average I'll figure eight bushels on that tree. I average it out on a 3-5 year rolling average, and then times the market value. If the market value this year was 8¢ a pound, I would assume that next year it looks similar, so I will equate that times the pounds (42 pounds to a bushel). That will give me a figure I can multiply by the projected production, so it could be that my projection is off. I may project that the tree will have five bushel, it may have seven or eight and that brings their price down. If it is less than that you will hear about it. One caution--I would not guarantee that there will be a certain amount of apples. Everybody for himself on that, but generally, you will find that they will claim they didn't get what they should have gotten. What we do in the case of frost or dissatisfied customer (if the tree is short of apples and the one adjacent to it is short) is we will give them another tree so they have two trees with no apples. They seem to be happy with this!

Q. IN RENT-A-PLOT GARDENS, WHAT DO YOU DO ABOUT ARRANGING FOR CLEAN UP?

A. The owners did it. A. In our case, we did it. A. In our set up, the customers mostly did it themselves. Maybe 50 percent have some stakes to take out; that is about it. A. We didn't make it too binding, but we said they had to be out by November 1 with everything cleaned up, but not everybody participated in that. However, next year if they don't participate in that they will forfeit their rights for future years.

Q. IN USING LADDERS ON FRUIT TREES, WHAT ARE THE PROBLEMS THERE? A.

Well, pick-your-own we don't furnish any ladders. This is the third year we have been topping these trees down to 14 feet (from 30 feet or so). We are really working them back and I think I finally got the idea across to my pruners not to cut any low limbs. This way you can reach pretty near everything. After we pick a block on a week-end or so, Monday morning we take the pickers and clean the tops out. For the tree rental, they bring their own ladders and I have three for them. They didn't cause me any trouble, but we do have insurance. A. We haven't had any claims in five years, and we had over 7,000 cars this year. One of these days it may be tested; that is why I suggested we look into this--I don't know that we are protected. What we have done is hired a good insurance agent. He brought in the underwriter and looked it over, and we topped that off with an umbrella policy which I think you probably have been exposed to (the one that covers everything that isn't on your normal policy, up to a million dollars). It makes you a little more comfortable. I have never tested the policy, but our ladders are inspected daily whenever we move from one location to another. They are loaded, inspected, marked and recorded that they were checked. Each ladder is stained, so we see the grain on the wood. The ladders are new. If there is any question, we discard it.

(Comment): I think this morning at breakfast it was mentioned that you had more claims from your employees with fallen ladders than from people who come to pick-your-own.

A. There are more fortune hunters in the migrant stream, in my opinion. When we were visiting an orchard in northern Ohio and there was any question about any ladder, this fellow just threw it out. Might be brand new, but he threw it out.

Q. WHAT ARE THE HOURS OF ACCESS TO EITHER THE RENT-A-GARDEN OR RENT-A-TREE? A. Anytime the park is open--until dark. A. Anytime of the day. A. Unlimited access. We only closed it when we had to irrigate it. A. Open any time during normal marketing hours. Whatever the market established as its hours, then we abided by that. A. This year we backed up to 10 to 5; it was 9 to 5. I would work longer, but my help quits at 5 and you just can't be there by yourself. A. The University's was open anytime.

Q. HOW ABOUT THINNING WITH THE PICK-YOUR-OWN AND RENTAL CONCEPTS?

A. Well, this year we didn't bother too much. Last year we went over the trees about September 1 to touch them up. We did pick anywhere from three to five baskets. We let them set around and ripen a little bit, and we got them out of the way. We helped the people more by getting these two or three baskets off the tree early in September.

A. We as you saw in the pictures, have various varieties and not all trees accept and respond to chemical thinning. So, we have not chemically thinned nor have we hand thinned any trees that we rent unless they hired us to do it; it is not in the contract. We do everything but the thinning and picking. If they want little apples (and some will), then they have that choice. When we rent the tree we suggest to them that if the apples are really thick after bloom to bring it to our attention and we will make recommendations and suggestions on how to thin. That gives us another contact about midway through the season with our customers so that we can find out their feelings in regard to the project of rent-a-tree.

Q. TELL US ABOUT THE PEACH DESIGN FOR YOUR U-PICK CONCEPT, MR.

TEICHMAN. A. The peach orchard that you saw in the picture has five trees and a skip. We have seen the advantage of concentrated planting in production, so we didn't want to give this up. When you go into those close plantings you have troubles on busy days with planning people. You'd be surprised at the number of people who get lost in a 10 acre field--you just can't imagine. Some can't even follow a row. So, we have aisle ways every five trees and we have roadways every 25 rows, so that they can find their way out. I guess that is basically what I meant by designing. We also try to keep a low profile tree. We have trickle irrigation set up in these orchards and it all comes on automatically, so we don't have the pipe problem.

Q. HOW ABOUT YOUR PESTICIDE PROGRAM? A. In regard to tree rental, we have a spray consultant that works for us and his job depends on my success. You follow that? If I am out of business, he goes with me. I don't attend chemical meetings, etc.; I leave it up to him. He makes the recommendations. We have personnel who operate our spray operation and we try to do all we can. We keep very good records, so if it is a recommended chemical and we can get it, it has probably been used.

Q. ARE YOU POSTING WHEN YOU ARE GOING TO SPRAY? A. The record is available, if anyone wishes to see it. Otherwise, it is not posted. I am not sure what the concern some people have about that, but I am not going to worry about it. A. We didn't have too much going on during growing season. In fact, most of these people never saw the tree the first year until harvest time. A. If we are running a sprayer, we

try to arrange that we are there on a day when the crowd is not. We try to give as much time as we can between our spraying and the weekend (normally when people would come visit a tree). We try to apply it in the evening on Sunday, Monday, something like this.

STABY: Thank you all very much, gentlemen. The program will now break and then move into the morning three-track sessions.

TRACK I
GIFT BASKET MERCHANDISING

Moderator: William Cartee
Ext. Agent, Lake County, Ohio

Erskine Zurbrugg
Zurbrugg Cider Mill
Alliance, Ohio

In talking about gift basket merchandising, I'm going to tell how we did it. I'm sure there are people here with successful operations entirely different from ours. I will only tell you about ours.

We started 15 years ago, more or less by accident. I've been in the cider business all my life, and used to do custom cider pressing. In the off-season I drove a bakery truck. One morning (at 6 o'clock) it turned over and I had pies and cakes all over. I was way out in the country with no way to get a wrecker. A farmer helped me get the truck turned over and back on the road. He was poor, but he would not take a dime for his help.

I thought quite a bit about what I could do for him, and the day before Christmas I was passing a fruit stand and asked if they could make up a fruit basket. They sold fruit, but didn't know anything about a fruit basket. So, I made my own. I took it to the farmer on Christmas Eve and they could not have been happier if I had taken them \$10,000.

I kept thinking of this and finally decided to go into the fruit basket business. My first year I made eleven baskets and sold two. The next year a man asked me if I could make him 30 baskets, and from that time on the fruit basket business started to blossom.

I made up my mind at the start that I would use only quality fruits. I don't mean just quality, I mean extra fancy fruit. Forget such a thing as a competitor. Forget the price. Try and see how little I could make the basket for, but how much I could get in it. I went for the idea of gift basket, not fruit basket. We watch the nickel 11 months of the year, but for Christmas gifts we open our pocketbooks further than usual. People lose their heads at Christmas time. And, when people lose their heads, I want to be there.

We have lots of good apples in Ohio, but I started buying out of Washington. Extra large size. You'll never believe how impressive that big, beautiful apple is to a doctor's or executive's family. Smaller apples may taste as good, but you can't brag about them. You can't run over to the neighbors to show them the tremendous apple that came in your basket.

This is a big thing. We call our baskets, "The Prestige Baskets." The idea is that people are going to be proud of what they receive-- something they can't get at the supermarket and something they don't get any other time of the year. When each one who receives a basket is happy with it, the potential goes up each year. Next year he is a potential giver and may give one or 15-20 or even 100 baskets.

We use Florida navels. They're huge, grapefruit size and you can't get them at the supermarket. We put a lot of imported items in our baskets. The jelly from Israel may not be any better than Smuckers, but it is more impressive. The same goes for cheeses and chocolates. We have a lot of Swiss people in our area and it helps to have "Made in Switzerland" on the label.

We make all our baskets on order. The samples in the show-rooms list what is in each basket. We put a minimum of seven varieties of fruit in each basket. We don't use pears and we have to be cautious with bananas. People leave these baskets at room temperature for 4-5 days and these fruits go bad. When one item goes bad, you have a bad basket and they're not happy with it. We do send baskets to hospitals and these contain pears and bananas. Even if the patient can't eat the fruit in it, he gives the fruit to the nurses and becomes a big wheel. These baskets are usually the \$7.50 to \$10.00 size.

The baskets that sell the best are the ones that show the most fruit. Hampers are sometimes a better buy, but if people can't see the fruit they won't buy. Bows are important, too. Don't be afraid to spend an extra 25¢ or 50¢ to put on a big bow, if it fits the basket. It's the first impression that is important in selling. The fruit quality will sell him for next year, but not this year.

In order to tell people about our gift baskets, we have a show. We invite families from the local country club, the Chamber of Commerce, and the heads of local businesses, etc., to the showing of our baskets. About 25 baskets are displayed to the side of the ballroom. At this party we have an open bar and hors d'oeuvres. Last year they ate \$350 worth of shrimp! We have one of our girls at each two baskets to explain any questions people might ask.

We state on the invitation that there will be no sales pitch and answer their questions. We just try and make them aware of what we are doing. When you are in and out of something in just a few weeks, as in Christmas gift baskets, many people do not hear about it until too late. Of course, we do take orders. At the party we wrote orders worth more than the \$1500 that the affair costs.

In our mailed invitations to the show, they don't have to make reservations or anything, and it's now the social event of Alliance. The thing now is to get on our list. Where can you go and eat shrimp and homemade cookies, etc.--the country club does my catering for me, everything is prepared in the kitchen, there's nothing bought

otherwise. And as they leave, everyone gets an apple, one of these size 48's, and that's what they talk about. They don't talk about the fact that they ate a pound and a half of shrimp, even though they were enjoying it when they were doing it. They go home and they tell everybody about the apples, and they run around showing it to all their neighbors.

The apple has been the best advertisement that we've had, and they're not easy to come by in certain years; this particular year was a rough one. Washington had an approximate 30 million bushel crop, but the size 64's and larger were very scarce and they told me there weren't any of these 48's. It took the apple commissioner in Washington to get several packinghouses together to get me about 32 bushel for my party, and we were only able to do it because we impressed upon him how people were so impressed with the Washington State apple. I was afraid to come into this show again with size 120. But this worked very well.

In our shows we don't spare any expense at all. And it sounds rather expensive, but when you throw out bread on the water, you'd be surprised how much cake you get back. We don't try to sell people. We have pretty girls there at every second table to answer questions. We have an order room off to the side, which you are free to walk in and out of with no embarrassment whether you order or whether you don't. What we try to do is make people aware of what we do and I think, in your roadside market, that if you had sample baskets you would make people aware that you do this work; this is the best thing you can do.

We're dealing in a highly seasonal quantity market at Christmas time, and we can't bring this sort of thing in and have a lot of fruit left; if you do you defeat your purpose. There's a lot of guess work in it, but we do not use quantity discounts. You can get into a lot of trouble at Christmas time trying to decipher 10 units or 30 units and so forth, so we have one price if you buy one or if you buy 5,000. I might add that we sold 6,600 to one company at one crack. I don't have the figures for this year. Last year, without our quantity sales, we sold over 10,000 in units of less than 25 baskets. It hasn't made me a millionaire, but it certainly helped my December sales, and this is what I intended it to do.

It's an enjoyable business, as I think you will find. We do run into a lot of nice people in this business. The world is made up of about half givers and about half takers, and in this business you have the givers; I think the givers are nicer people and the takers are the greedy people. That doesn't mean that the people who receive are necessarily a taker, but a taker is not going to come in and order a basket, so you've already eliminated some undesirable personalities. Everybody who comes in at Christmas time is in a pretty good mood, and it is a great time for baskets. I don't like to say it too often, but people kinda' lose their heads at Christmas. If you don't believe it, look at your bills this month. But, we find that it's a very timely business and a lot of fun.

When making up baskets, everybody has to come up with a manner which he finds through his own experience works best for him. You have to know your own neighborhood, and you have to go accordingly. We use amber colored cellophane grass; seems so unimportant, really, but it certainly dresses it up. I might add that my grass cost me \$2,000 (just a little bit of grass, when you use a half a handful in the average basket, but it's important). Those people who try to make the baskets and leave out minute details don't sell baskets very long. That's true of the ribbons, etc., also. We have 25 designs and a price range from \$5.95 to \$200.00.

We have a certain number of customers who come every year and want something different each year. You have to carry a variety for these people. This one is going to go every year--an electrician, plumber, etc. comes in, says he wants 25 of whatever is your standard type. But, you do have to keep the others. This particular ice bucket is plastic lined and has a lid on it. It is from Orchard Equipment in Conway, Massachusetts. Then we have a wicker chair for children that we import from Poland. We fill the seat, cover it with cellophane and maybe put a fancy box of chocolate covered almonds in the center, then we wrap it up beautifully. This is the greatest thing for soft-hearted grandparents. When they see that basket, they think of little Johnny and Susie, 2 and 3 years old, and you've sold \$25.00 worth of basket--quick. We ran out this year and it was too late to get any more out of Poland. We had a terrible time; we over-sold before we knew it. It's a tremendous seller. After about the third or fourth year of giving baskets to the same home every year, people don't know what to do with all the baskets. They want something that can be used, such as the chair and we have another one that's used as an umbrella rack.

I imagine a lot of you people have bought this styrofoam, big red apples about so big. I don't know if you've thought about selling that as a fruit basket, but it works beautifully. When we filled it full of fruit, it did not move too well until we put a round box of chocolate covered almonds in the middle. As soon as we did that they couldn't furnish us with enough; we ran out and the manufacturer got behind. I don't mean that we bought them all, but what we were ordering wasn't enough to take care of our orders. It took about 4 years to catch on, but now it's coming around and works nice.

Any questions:

Q. COULD YOU TELL ME HOW MUCH YOU SOLD IT FOR? A. Yea, \$12.50; \$2.50 for the apples, \$10.00 for the fruit, and \$5.00 for me--Ha! Ha!

Q. WHAT DID YOU DO FOR THE LID ON THAT? A. You're talking about the big red apple? When we packed the fruit, we laid the handle on top so that when they lift the lid they will see the handle. We had phone calls asking where the handle was. You don't dare leave it on as in the display because it snaps off easily. DO YOU JUST FILL THE APPLE FULL ENOUGH THAT THE LID STILL FITS ON IT? Definitely fits. Yes.

We put the lid back on in the original container. A lot of times they gift wrap the entire container.

Q. HOW DO YOU DETERMINE YOUR DELIVERY CHARGE, BY CLASS, SPEED OR MILEAGE? A. My delivery charge is determined by the people who do the delivering; they charge me \$1.50 a unit--that's within a ten mile radius of my own home town. We we get involved with mailing, we go to UPS and they pay whatever the charges are.

Q. DOES PUTTING WINE IN REQUIRE A LIQUOR OR WINE LICENSE? A. Yes.

Q. WHEN A CUSTOMER ORDERS A PACKAGE, DOES HE SPECIFY WHAT GOES IN IT? OR, DOES HE ORDER A UNIT? A. Only by unit. He trys to once in a while, but I'm a block of granite. I found early in the game that if you allow them to start dictating what goes in it, you'll have your price schedule so upset, you won't know what you're doing. I'll give you an example. These apples cost me, this size, \$15.00 a box; now \$15.00 a box compared to \$4.50 for my grapefruit, there just isn't any comparison, so if you have a certain amount of grapefruit in one of these, or maybe our bushel basket or whatever, someone says, leave out the grapefruit, put in all apple, but they're still looking at that price that you had set up. You can't do that, no way. We got a system on that. If they want to tell us what to put in it, we have a ten dollar charge on top of what's listed. That discourages it, but once in a while you'll find one.

Q. HOW DO YOU FIGURE YOUR PRICE? A. \$1 a pound for the fruit itself, including the basket. In our boxes this is not true, but the moment we go into a fancy basket, it's a dollar a pound, including wrapping and all. In addition to the fancy baskets we have half bushel baskets like you have on the farm only ours have red and green rims for the Holiday season.

Q. DO YOU ORDER YOUR CELLOPHANE LOCALLY? A. No, I get it from New York. We order a ton at a time.

Q. WHAT SORT OF GOURMET FOODS DO YOU INCLUDE? A. I use jellies and preserves from Israel because I have a lot of good Jewish friends; Swiss candy, because I happen to be from Switzerland; Irish fruit cake, because some of our customers are Irish; and Danish cookies and cheese. We really try to have things from all over the world. We also use local cheeses.

Q. DOES \$1 A POUND INCLUDE GOURMET FOOD TOO? A. Not always. You got to do a little evaluating whether it's cheese or caviar. A cheese crock may be \$6 a pound and caviar \$12 for two ounces.

Q. WHAT DO YOU GET FOR THE TRADITIONAL BUSHEL AND HALF BUSHEL BASKETS? A. Half bushel--\$15.95; that is the basket and it is heaped. We cover it with amber wrap and add a ribbon. For the bushel we get \$20 to \$21.95.

Q. FROM WHAT COMPANY DO YOU GET YOUR CHOCOLATE COVERED ALMONDS? A. From the world's finest--Chicago.

Q. HOW LARGE A WORK FORCE DOES IT TAKE TO PUT UP ALL THESE BASKETS?

A. Forty-five packers. We are very fortunate being in a college town--Mt. Union College. We find that it is best to work on four hour shifts; after four hours efficiency goes down, speedwise. When you handle fruit, even though we buy the finest that money can buy, you know that in every box there is some fruit that isn't as it should be. It can be a little soft or every once in a while you find a rotten orange. We want people that are alive and awake so that no such thing ever gets in these baskets. We have enough trouble with just natural conditions. Mt. Union College lets their students off around December 8 or 9. Each year we bring in a limited number; we may bring in 20 and in 2 days cut them down to 5 or so because some people never catch on. We get rid of them in a hurry. We keep 5 or 6 each year on and start teaching them the business; then we have these people come back the following year and work for us. We have people who have been with us almost the full 15 years we've been in the fruit basket business.

Q. HOW FAR AHEAD DO YOU TRY TO GET ORDERS? A. We start taking orders the night of our show, which is usually the middle of November. You have to be alert to the supply situation in this business. You can go down the drain by just running out of a simple item; you just don't find it down at the 5 and 10 and even wholesale houses run out and will be out for two months. We buy these baskets through a broker. They are imported from Yugoslavia because they are more stable than most baskets; we have had very poor success with Mexican--they are too flimsy. You want a basket that, when you pick it up, it doesn't go out of shape. You don't want the stuff falling all over the place. So, we use good baskets and they cost us a lot of money.

Q. DO YOU HAVE A FORMULA FOR THE \$15 BASKET, THAT YOU WOULD SPEND NO MORE THAN SO MUCH ON THE BASKET? A. Yes, we have to go over this. We buy thousands of baskets and there are price changes each year. The \$15 may not be our \$15 basket next year.

Q. WOULD YOU SAY, PERHAPS, THAT A BASKET SHOULDN'T BE MORE THAN 10% OF THE COST? OR DO YOU FIGURE IT THIS WAY AT ALL? A. No, I start with the basis of the basket then go from there. I am going to sell \$15 baskets even if I have to get a smaller basket, one that costs \$2 in relation to one that costs \$2.50. I am going to buy a basket that I can sell for \$15. People come back each year and want one "just like they had next year." We try to change even the names so that people don't say, "This is a much smaller basket. Your deluxe last year was so much bigger."

Q. WHO IS YOUR BASKET SUPPLIER NOW? A. My supplier is in Darby, New York--Mr. Corby (he's a broker).

Q. WHAT ARE THE KINDS OF FRUIT YOU USE? A. Several of the fruits are Red and Yellow Delicious apples, tangeloes, tangerines, pears, navel oranges, pink and white Indian River grapefruit and baskets with handles will have grapes. They get a minimum of seven fruits. NO BANANAS? No bananas. We will use bananas for the hospital; if you ordered one today,

you would get bananas. But at Christmas time, no way. People have a tendency to take this back home and put it under the Christmas tree. They have the room turned up to 80° F and it's so pretty we're not going to tear it apart because Aunt Mary hasn't been here yet. So, after about the second day you have black bananas in there. When Aunt Mary comes she wants to know where on earth you got that--they sold you rotten fruit. The average person doesn't understand fruit; he thinks it is going to last forever. So we just keep the bananas out at Christmas time.

Q. IT SEEMS TO ME YOU'RE GOING TO HAVE A PROBLEM KEEPING ALL THE FRUIT TOGETHER WHEN YOU'RE ARRANGING THESE BASKETS. A. I'm glad you brought that up. Man's best friend might be his dog, but the fruit packer's is this--cellophane tape. Start at the bottom. We use grapefruit on the bottom because it happens to be the heaviest fruit we put in there. It gives your basket the weight it needs in the bottom. Then we start going up and start reeling the tape around as we go. I've watched people early in the business who try to pyramid it but it kicks out; you can't do that. I just put the cellophane anyplace I want it because you can't see it. Wherever it's going to fall, we tape it. When you put this cover on, it's all set.

Q. DOES ONE PERSON WORK ON ONE BASKET? A. One person on a basket. We tried the assembly line bit on the variation size fruit (even though they are supposed to be the same size), but the more people who handle it the more problems. This way I can also tell who is not building a basket right; who I keep and who I get rid of in a hurry.

Q. YOU MENTIONED NAVEL ORANGES--IS THAT CALIFORNIA OR FLORIDA? A. They are California. The difference is this--the Florida, in season, is a little sweeter. We get big ones, size 18, and I can buy them for about \$4.25; for the Californias add another \$3.00. Now, that's only a \$3.00 difference, but if I buy 3,000 boxes, we are talking \$9,000.

Q. IS THE COLOR OF THE FLORIDA NAVEL NOT QUITE AS NICE? A. Normally it isn't. Sometimes I'll have them run through the color bath, then they will come out beautiful. As far as that goes, once they are in here you wreck the color a little anyway. But the thing is if they are sweet.

Q. WHAT PERCENT OF YOUR FRUIT BASKETS ARE NOT BASKETS? I MEAN, LIKE YOUR ICE BUCKET AND SO FORTH? A. We probably run that category around 15%; ice buckets, chairs, things of that nature. This is an elephant carrying a fruit basket.

Q. DO YOU THINK THERE IS AN ADVANTAGE TO A BASKET WITH A HANDLE RATHER THAN WITHOUT IT? A. Yes, I prefer it, although a lot of packers don't use it. Delivery service people don't handle it as gently as the people who pack. Those who pack it appreciate what they have done while all the delivery man thinks about is the sixty baskets to deliver tonight. The ones with the handles have more stability. That's the point. AREN'T THEY A LITTLE HARDER TO PACK THE FRUIT IN? No, we don't have any trouble at all. I don't care for a round basket; over

the years we've found a round basket a little harder to pack. Also, you have to be a little careful if you get a rectangular type. If you build it right, it works nice. But, you put a tremendous amount of fruit in it. I have some packers who get carried away and build a building straight up; a \$10.00 basket turns into \$25.00. The oval is the nicest one. It packs easy and will be profitable for you. Not to discard these others; it's just my own experience.

Q. DO YOU KNOW WHAT EACH BASKET WEIGHS AFTER IT IS PACKED? A. Not exactly, but we will come within a pound or so.

Q. WHAT IS THE AVERAGE LENGTH OF TIME IT TAKES TO PACK A \$15.00 ONE?
A. We expect them to pack approximately 10 of these an hour. Matter of fact, I don't want anyone packing for me that doesn't pack a minimum of \$125.00 worth an hour, no matter what he is packing. If they turn out \$500.00, I won't complain.

Q. DOES THE SAME PERSON DO THE WRAPPING? A. We use different wrappers many times. If we are running the production line, no. Some people can wrap who can't pack, so we will use them in that category.

Q. WHERE DO YOU GET THE AMBER PAPER? A. The amber paper I get from a wholesaler in New York. DO YOU ALWAYS USE AMBER PAPER, OR DO YOU EVER USE LIGHT? I've used all of them--red, green, clear, everything. It seems like amber has proven the best for us, and most of my customers prefer it. So, rather than get into the hassle of letting them build the basket for you (as to what goes in it) or rather than have someone slip up on wrong color, at our place they are going to get amber whether they like it or not.

Q. DO YOU ALWAYS BRING THE PAPER UP FROM THE BOTTON, OR DO YOU PUT IT ON FROM THE TOP AND TAKE IT AROUND? A. We bring it up from the bottom. We even wrapped this cake; we don't send anything out bare.

Q. IS THERE JUST ONE LAYER OF CELLOPHANE? A. Yes, just one. I might add, handle it carefully. You know cellophane will split; you have to handle it carefully.

Q. DOES THE WRAPPER MAKE THE BOWS? A. No, we have a florist who makes our bows for us. There are periods when florists are not putting up flowers and we can have them do it cheaper than I can hire people to do it. When we get a bunch of them, we hang them on a coat hanger from the ceiling. They are fastened with wires, and we use the wire tail. The cards have an eyelet in them and we leave a tail on so this tail can go through the eyelet of the envelope. That way when they are handling them in the delivery service, they don't lose them so easily.

Q. HOW DO YOU FASTEN YOUR CELLOPHANE TO THE TOP PART WHEN YOU'RE PUTTING THE BOW ON, IS THAT WIRED ALSO? A. No, just cellophane tape. I don't try to cover the wire. We make it pretty tight. We leave the one tail hang and the other we just tape; the ribbon does not go around. You could if you wanted to, but we don't do it.

Q. HOW EARLY DO YOU START MAKING THESE FOR CHRISTMAS? A. Anymore, we start taking orders around Thanksgiving. I run one day ahead; we didn't pack it last week for tomorrow. This is where we have a tremendous advantage over the shippers from Florida. Those things are on the road maybe a week, 10 days, and when it gets here it's not in the best condition--all sorts of things happen. When we put it together it's only one day from when we pack it until you receive it. We sort out everything that is not ripe.

Q. HAVE YOU EVER TRIED TO REFRIGERATE THEM? A. Yes, we refrigerate. But, you have to watch oranges; you don't refrigerate them as cold as you would apples. And, you also have to be a little careful if the fruit is too cold, and you wrap them right away, you will end up with a sweat problem on the inside. We also pack in a room that is about 45° F. I might add, I'm not exactly against women's lib, but we have no women packers. We know they are a little more adept with their fingers perhaps than men, and may be a little more artistically minded, but this has proved to be one of the problems. They will spend too much time with the basket. Also, I can't find many that appreciate 45° F temperatures. When we are packing we get involved with bushel baskets, and the man packing is responsible for that basket. We can't ask women to pick up these bushel baskets that weigh 50 to 60 pounds; this is quite a chore. So, we do use mostly young men between 30 and 40 years old. We get art students who do very well. They have to have a certain amount of artistic ability. That's why I say, maybe one out of five can pack. We want that fruit distributed--we don't want all the grapefruit on one side and all the apples on the other. We want this built with a little bit of finesse.

Q. HOW DO YOU SPREAD OUT YOUR DELIVERIES BEFORE CHRISTMAS? A. We let them pick any day they want and we deliver them. ISN'T YOUR BULK IN THE LAST TWO DAYS? It normally has been. This year we couldn't tell 10 days before Christmas from the day before. We are running into a different situation anymore with people going away on Christmas vacations, ski vacations, people celebrating the Sunday before--all sorts of things. Matter of fact, we are still making baskets for Christmas now--people are coming home.

Q. I HAVE FOUND THIS YEAR THAT SOME BUSINESSES ARE SENDING THINGS TO ANOTHER BUSINESS. OUR BANKER REQUESTED THAT ALL OF HIS BASKETS GO OUT THANKSGIVING WEEK BECAUSE THEY GO SO MANY THINGS SENT IN THE 10 DAYS BEFORE CHRISTMAS THEY COULDN'T ENJOY THEM, AND HE STARTED SOMETHING IN OUR AREA. HAVE YOU FOUND THIS? A. This is typical. We do a lot of gift packaging for companies that have Christmas parties and, because of the nature of their business, they are quite busy during most of December. They have a party maybe December 1 and this is when they want the baskets given out. We also do a lot of work for companies that have seminars; the managers at a seminar are given a gift basket to take home. We deliver a lot here to Columbus, and we are 150 miles away.

Q. HAVE YOU FOUND A PARTICULAR NIGHT OF THE WEEK BETTER FOR YOUR PARTY THAN ANY OTHER? A. Yes, Thursday night. There is less going on on Thursday nights.

Q. I AM A ROADSIDE MARKET OPERATOR, BUT I DO MAKE FRUIT BASKETS. I ENCOURAGE THE BUYER TO LET THE PEOPLE COME BY AND PICK THEM UP, BECAUSE THEY WILL COME BACK FOR SOME MORE OF THAT GOOD FRUIT. A. This is great. People who have lived here at one time send letters in and have us contact people to come by and pick them up. The more people coming into your place the better.

Q. ABOUT SENDING FRUIT BASKETS FOR FUNERALS--OBVIOUSLY YOU DON'T USE A FLASHY BOW. A. We don't send it to the funeral home; we send it to the home. It's always a gold bow.

Q. HOW ABOUT CARDS FOR THE BASKETS? A. Get them from a florist supply, then we have them printed. On the back (this is the first way of telling where the basket came from in a subtle manner) we put, "Your friend has requested the finest fruit be used in this gift to you. It should be opened within 3-4 days, the fruit should be refrigerated, kept away from extreme heat, and definitely not frozen." People like the idea that their friend has ordered the finest fruit for them. We also say who it is packed by on the outside of the package. Lots of people want to see who it is from, and may let it sit until New Year's.

Q. IN SOME OF OUR FRUIT BASKETS THERE HAS BEEN QUITE A LOT OF CONDENSATION. WHY? A. It happens, but we have that pretty well under control. The best thing for that is a razor blade or something of that nature. Some fruits will cause more trouble than others, such as pineapple. We do use pineapple.

Q. DO YOU DEAL DIRECTLY WITH THE LOCAL SUPPLIER OR GROWER IN FLORIDA? A. In citrus, I go through Seald Sweet in Florida. I used to deal directly with the grower until it got to the point that, if I said I wanted 3,000 boxes of size 48 and he couldn't supply that many, he would take it upon himself to send you 200 and then fill up the trailer (which holds approximately 1,000) with 800 of about half the size. So, we found that we have to deal with someone rather large, which Seald Sweet is. I have cultivated some pretty good friendships down there with the brokers; they know what we are doing. I go down every November and I remind them of what we are doing. I just don't take it upon myself to think they are going to remember (I buy maybe seven or eight trailer loads and, of course, A&P is buying by the thousands), they can forget you; so you go down and remind them. They are reminded real well with a big porterhouse; that works good! You'd be surprised how they like to send fruit that, day after tomorrow, may not be too good. The inspectors, like football referees, are a little bit blind. So, you go down there and remind them of the consequences. I've had trailers arrive with juice running out the door. You think about that--it costs you maybe \$6,000 or \$7,000. Only takes one or two lessons; I've had them all.

Q. DO YOU ALWAYS USE TANGERINES? A. No, I use tangerines on those years that tangerines are firm, because there are years that they are

not firm. My broker at Seald Sweet is very good about this. He will tell me what years to lay off and won't recommend that I ship them up. This happens about once every three years.

Q. HOW ABOUT NUTS OR LOOSE CANDY? A. No, we used to use nuts at one time, when they were reasonable. Now you take handfull and throw them in and it's \$1.50 you can't even see. We do put some nuts in boxes, fancy mixed ones from Fiji in burlap bags (4# to a bag) that cost about \$6 or \$7. We leave them in the burlap bag.

Q. WHAT WOULD YOU USE IN PLACE OF NUTS AS A FILLER? A. Kumquats. We just fit them in the little open spots in between. There is also nothing like that shredded cellophane (grass); goes in there beautifully.

Q. HAVE YOU EVER HAD ANY TROUBLE PUTTING GRAPEFRUIT IN? A. Yes, and I told them they can have all apples and oranges for \$10 more. You'd be surprised how they like grapefruit!

Q. ARE YOU HAVING ANY TROUBLE GETTING HIGH QUALITY FRUIT FOR YOUR PARTY? A. I had tremendous trouble. When I went through the state of Washington to get size 48 apples, I spend an hour and a half talking to 20 packinghouses--each one telling me there weren't any 48's this year in Washington. I didn't want to take no for an answer because we have always used them, and each year people come to our party that heard about the big apples. I know if I gave them an 88 or something, they'd think all the other was hog wash, too, or that I had started to cheapen since I had so many people. So, eventually, I got to the top in the state of Washington. I told everyone my story, I pleaded with them, and they took pity on me and pooled their efforts until they got me enough for the party.

Q. HAVE YOU EVER HAD TO USE AN ARTIFICIAL FRUIT FOR YOUR SAMPLE? A. No.

Q. WHAT DID YOU USE FOR THE BIG APPLES FOR YOUR BASKETS? A. We used 64s, mostly, which were short also. Anyone who buys a basket is told to expect this.

Q. ARE YOU OPEN THE YEAR ROUND? A. Yes.

Q. DO YOU HAVE A GIRL THAT ANSWERS THE PHONE AND TAKES ORDERS? A. No.

CARTEE: One of my jobs is to know when to cut it off (they brought me in from the lakes to do that) and I sorta' sense that now is the time. We appreciate, Mr. Zurbrugg, your expertise and your way of conducting this informal meeting. I am sure we all have received much in this exchange of ideas.

TRACK II

MARKET LAYOUT AND DESIGN

Moderator: Ed Watkins
Cooperative Extension Service
The Ohio State University

Good morning, ladies and gentlemen. I'm your host for this morning's session on "Market Layout and Design." My name is Ed Watkins, and I work with Gene at the University in the Department of Agricultural Economics.

With me for this session is Ransom Blakeley, whom I'll introduce to you later. Ransom will be talking with you about the outside design of your market and special parking problems. But first, I'm going to talk with you a little about the inside design of your markets. With that, let's get this thing in gear.

"Inside the Market"

I have had a lot of interesting experiences with people around Ohio in looking at the possibilities of old buildings, considering what new buildings should do, looking at new buildings after they have been put up and deciding how they might be changed. I have been trying to shift this activity to Gene Cravens because he is Mr. Roadside Marketing in Ohio, but he keeps saying that he thinks I should continue.

I work with a lot of other people, too, and roadside marketing is only a part of the program that I am involved with; my title is Food Extension Economist, Food Distribution. Now, even I am a little leery of acknowledging to being an economist these days; the track record of economists in the last two years has been horrible, but we have had a lot of company from other professions.

Let's get on to roadside markets. I am not sure I am comfortable with this term, "design;" I think it may give you the wrong impression. I don't intend to hold up a bunch of plans and say, "This is the thing you should build." I don't think there is a best design. In fact, if you find one that you think is the best plan for you now, I would predict that five years from now it will be obsolete in some form and perhaps the whole building will be obsolete. Although the IRS allows you to write off the building in 20 years (as far as tax purposes are concerned), I would strongly suggest, as far as your business is concerned, that you'd better plan on writing it off, or paying for it, long before 20 years time. You will probably have to reinvest either in that facility or another one to stay in the ball game.

A good layout makes it easier for you to get your work done and offers customers an opportunity to choose easily from the whole range of items and services you have to sell. I want to emphasize those two characteristics. It should enable you to get your work done quicker and easier; reduce costs, in other words. Whether this is mass displays, putting things on wheels, having floors at one level, doorways wide enough so you can run your equipment through; these sorts of things should be a part of market layout and design. Let me talk about six areas of consideration, and take a very brief look at each.

(1) Layout and design should encourage customers to shop your whole market; to see everything there and be able to make a decision as to whether this is an item that the customer wants and can use. (2) The layout and design should develop an atmosphere that customers enjoy and remember. I am going to come back to each of these and elaborate briefly. But, here I am talking about such things as light, color, music, texture, and people's attitudes; things that make that place a great place to be. This may be as important a feature as the quality of apples, asparagus or whatever you have to sell. (3) Provide for efficient use of time, space and equipment. Can employees get their work done easily and not have to hassle customers. (4) Assist in maintaining quality that you grow or buy. Quality may well decline from the time you picked it and the time it is purchased. One feature of market layout and design should provide for the maintenance of quality that was there in the first place. (5) It should earn you a reasonable return on an investment. I say reasonable because in this day of 10-12 percent interest rates, I'm not real sure what reasonable is anymore. We see other businesses aiming at a 15 to 20 percent return on investment. Whatever money you spend making changes in the market, you should see that you get more than the going interest rates as a return on your investment. You had better not borrow at 12 percent if you are only going to get 8 percent back. (6) Give reasonable security as a consideration in market layout. I am talking primarily about making sure that the product put into a car or carried away is paid for. Some roadside market people have been a little naive about this. Design can eliminate most of the risk of merchandise walking away. The problem may be coming from employees as much as customers. In fact, most of the larger businesses report their inventory loss is greater from employees rather than customers; internal rather than external.

Now, the challenge is to put these six considerations into a package so that you get the whole job done. You reduce costs; you make the market more productive; you make it a pleasant place to be. The whole package is considered and built in as a part of layout and design; something that turns customers on and is enjoyable and is profitable to you. Again, let's go back and pick them up one by one and I'll make a few comments about each.

(1) Encourage customers to shop the entire market. You can, in most structures, encourage and establish a customer traffic flow that gently guides customers and exposes them to whatever you have to sell. You can shape aisles and displays, you can place displays to gently guide them to shop everything in your market. Now, if you have a stand this is not a major problem; they can stand in one place and look over the stand and see everything you have on display. But, as you grow, this becomes

a major problem. We found that, in an expansion program, while trying to consider the use of the entire space, we seemed to end up or most people seem to end up with several so-called dead spots in their sales area. They don't have to stay dead spots. One of the features of market layout and design should be flexibility.

Now you don't move refrigeration equipment easily in most cases, but most things should be able to move fairly easily. This way you can change the layout in that market so that people can be attracted to these "dead spots." Your entire market becomes more productive. One method of doing this is a judicious dispersal throughout the market of demand or "power" items. Most people come to markets for a few selected items. They come for apples at one particular time of the season, or peaches, or something. It is not really necessary to have all of these items in one location in the market. These demand or power items are the ones that really should be considered for some of the more inaccessible spots in that market layout. If you have a dead spot, and it's time for Delicious apples, consider building a darn good display of Delicious apples in that former dead spot. If it is a demand item people will go for it.

Disperse your products that are really moving for you. Don't have people trip over these as the first thing they see in the market. Interspersed with these should be your impulse items--things that you are hoping to sell but don't know what response you are going to get. Again, if the Delicious apples, or the Red Haven peaches, or whatever, is seasonal and in demand, then put these new impulse items (at this moment in time) next to the items that are highly demanded. At least, then, customers are going to be exposed to the impulse item. Hopefully you can build some relation between the two, but you don't necessarily have to have this relation.

Another way that you can consider customers, and another technique for encouraging customers to shop the entire market, is look at the width of the aisles. People will tend to go the path of least resistance; they will head for the widest aisle available. Stand back and watch your market someday. You can encourage people to flow by widening or narrowing aisles. You can guide people around by changing the width of aisles, the distance between tables and the distance between displays. Particularly, this can happen when your market gets busy.

You will need to leave a considerable open area in most markets for these special displays and space for seasonal specialties. Some operators have had great success backing a wagonload of corn into a spot in a market, and never touching it. Others have found they are not comfortable with this; they would rather bag it themselves. Stand back and look and consider which way you are likely to end up with the most money. The fact that you will expend a little more time cleaning up that area is rather small compared with the cost of hiring bagging labor. One of the attractions that a roadside market can have over the competition or other segments of the food trade is that you can provide this kind of an atmosphere in your market. Encourage customers to do things for themselves. Many of them will get a big kick out of it. Now, I am not saying to have no bagged merchandise. You may want to have a few dozen

ears of corn on that wagon (bagged) so the customer who prefers to can still have this package of corn, peaches, or whatever.

(2) Develop an atmosphere that customers enjoy and remember. To my mind, this will result in more plus sales than your efforts in manipulating prices or building displays. If they enjoy being there, enjoy coming back, like talking about it around the bridge table or to friends, this is the point that things begin to come your way. Look, isn't this why baking donuts have gone well for some people? These kinds of activities in the market give customers a chance to see something happening. They get close, they smell, they touch. This approach offers you something in a roadside market that a more commercial establishment has a difficult time handling. Encourage employees to serve customers as they would like to be served. This can be a part of atmosphere that people enjoy and remember.

Another segment of this, if possible involve your market with your community. Encourage school groups to do something or display something at the market; involve the community in your market. Arrange for space at a corner, wall or aisle and make it available so that the community really is part of your market. Some of you have music systems in the store. You can hear this music, but most of the systems are of such quality that it turns customers off rather than on. I have heard one of our Purdue colleagues say that a woman's ears and sense of hearing is more sensitive than a man's. If this is true, and this music turns me off (because of quality, scratchiness, blariness, loudness or the type of music), I shudder to think what it is doing to some of the women customers. I would urge you to try piped-in music or a recorder some time. But, if you try it, for gosh sakes do it right; so that it makes your market an enjoyable place to be. Use good music. Use music that has some lilt to it, that is sort of tuned to your cash register; you know, the same beat, so you get in the game.

Another aspect of this market layout and design is blending of color, texture and light. I think I have heard Ransom say in the past that one of the markets he works with turned a bad situation around by increasing the light level in the market. This completely changed the way people saw and felt about that market. I would offer one caution. I have a strong feeling that many of our commercial establishments today have gone too far. If you go in some of these newer supermarkets, for instance, you almost pick up a fluorescent burn--the light is so bright. Have a level of light in your market that does the job and provides adequate light to read labels, but don't overdo it. One of the more effective things you can do in a market is use accent lighting. If you have a high level of light throughout the market, accent lighting on produce or special displays is not effective--it is washed out.

(3) Provide for efficient use of time, space, and equipment. For most people I would strongly recommend a mix of product available for both self-selection and for those who wish something packaged. We have just completed a survey of supermarkets in an area in Ohio and I think it carries a message that is important. Produce got more emphasis, more complaints, than it ever had on one of these surveys. What were they

complaining about? Primarily that they didn't like being locked into overwrapped packages or bags. They didn't like this as their only choice for two reasons. They wanted the privilege of selecting the size, quantity and quality of what they felt they needed, be it apples, oranges or grapefruit. They also objected to finding (too often) one or two items in that package over the hill. They felt that the marketing system was forcing its shrink onto the customers. I think this has a message for roadside market people. Offer the customer a choice of bulk or package, a package that says you are a roadside market not a supermarket.

The storage in the work area and display area should be integrated so that employee time and effort is reduced; so they can get the job done easier and faster; so that things move on wheels. What wheels? Well, this depends on the size of your market and the volume of trade. We have had an interesting development in the large supermarket. There is one operating in Chicago (a monster, really) that has forklifts operating on the floor, moving merchandise in and moving bulk bins out during the height of customer traffic flow. This is something we would have said was impossible or impractical to do a few years ago, but is now being done routinely in this operation. Probably in most of your markets you won't have to move a volume of products this fast. But, be able to do it if you do run into these peak periods. You can use a jack, a cart, or even a hand truck. One thing that turns me off is going into a market and seeing employees carrying a basket one at a time or two at a time from the packing room to the shelf. Hey, if you have got this kind of money, great. If you want to be charitable, this is great. But, sit down and figure what it is costing you to get that product on the shelf working this way. I have already mentioned earlier--floors at one level, doors at one level, wide enough to accommodate whatever equipment you are using. An integration of the sales and work effort that makes this interchange makes good use of labor possible, whether it is at the beginning of the week or weekends when people are stumbling over each other. Also, one thing you can do on weekends is take advantage of cube. This is a warehouse term, really; you have upward height. Most of us look around the market and say, "Well, we are going to spread it out, dump the display or something." We don't really look at what is available vertically; some of your merchandise can really stack. It makes an impression. If you have a mass display on these busy weekends, you don't have to pull somebody off of a pressing job to bring products into the market. This is a part of providing overload capacity in displays and assisting customers in getting out once they have made their selection.

(4) Assist in maintaining quality in what you grow or buy. Plan adequate display space so that products can be stocked to meet the demand, preferably for one day, so you don't constantly restock this display. If you have been in the market any length of time, you have a pretty good idea of what the normal demand for that day is going to be. The display space should be arranged so adequate quantities of that product are available, unless it is one that you want to hold under better refrigeration or better humidity. Market design and layout should also consider surfaces which are easily cleaned and maintained (I am talking about display fixtures, floors, walls). This Mr. Clean image is coming on stronger and stronger. The issue of cleanliness and sanitation is not going away. One idea that some of our roadside markets have used

very successfully is two coolers operating at two different temperatures. You can hold products that require 32°-34° in one cooler and the products which really require a warmer temperature in the other. It has simplified shrink problems and other problems for operators who have tried this approach.

(5) Earn a reasonable return on your investment. The cost of building and equipping, per square foot of floor space, is getting more astounding every day. For instance today, a supermarket will require \$20 per square foot or almost that for a basic building. Leasehold improvements (things that one does in the way of signs, displays, wall-board, lights; this sort of thing that they have to do themselves), beyond the basic shell costs at least \$5 a foot. Inventory is running about \$9 per foot and equipment is running \$13 a foot. A total investment in a supermarket (that is who you are competing with) is \$47 a square foot. Multiply that by these new stores running about 40,000 feet (in a new, large supermarket) and we are talking about an investment of close to two million dollars. This is your competition.

I think most of you can beat these costs. You can beat them because you are past masters at doing things for yourselves; you have been past masters at salvaging equipment from somebody that has gone out of business. You have been past masters securing an employee with some ability at the skilled trades, getting them to do the job, or doing it yourself. I would estimate, with a reasonable amount of talent in this direction, you can probably almost cut this cost in half for a roadside market. You are still talking about a lot of money however, when you get into larger sized structures. I think you must take a look at the probable rate of return when you make major changes. Major designs and layout changes are costly today. You should have a reasonably comfortable feeling that they are going to be paid for rather quickly.

(6) Provide reasonable security. Again, make sure your employees are trained and your layout is such that it is a little difficult to get out of that structure without passing the checkout point.

At this time I would like to ask Ransom Blakeley to come up. He is a colleague from Purdue University. We in Ohio have a high regard for both Purdue and for Ransom Blakeley. He has a very effective organization of roadside market people over there. They also hold a conference and I'll invite him at this time to tell you what its date is, so he can do a little missionary work for the Purdue Conference.

"Outside and Parking"

Ransom Blakeley
Extension Specialist
Purdue University

Thank you very much, Ed. I think Ed gave you some very pertinent information on market layout, and I would like to see you give Ed a hand.

I can't help but agree the facilities are tremendously important because they often limit the capacity you have to serve your public. Nowhere is this probably more true than in the design of your parking and outside areas. Too often, as Ed pointed out, you get a building that you cannot expand because it was put up in the wrong direction or in the middle of the lot with parking all around it, which makes it tremendously inconvenient. Parking, let's face it, parking is a necessary evil. Customers aren't attracted by a parking lot, they don't have any vested interest in the thing (what they are attracted by is your product, your market, and your personnel), but the sight of a parking lot which is dusty, dirty, muddy or unsafe can turn them off. They just won't bend that elbow to turn that car into your market.

Good parking facilities are expensive. It takes up land area and there is a considerable investment in draining, grading, and surfacing. In order to make the best use of this facility, get your money's worth out of it, we feel there are some things you should look at.

Entrances and exits are one of the first things we will be talking about. As I said before, if you have a muddy parking lot it's going to turn off customers. I actually feel that more customers are turned off by inadequate parking before they ever get into your market than they are by a limited sales area. You can move an awfully lot of merchandise in a pretty small sales area, but you have to have the capacity to handle the cars on busy weekends if you're going to get the trade when it wants to come and buy.

There is another problem with parking--safety. Along the road parking, where you have to back onto the roadway or where you have to turn around in cramped quarters, is altogether passé. Likewise, a little narrow strip along the highway is a problem. As your sales double, your parking does not double, and pretty soon your parking is a factor in sales--not the market itself.

What do you do on these busy days when you're swamped? How much capacity do you need? This is a really interesting question and I wish somebody had the answer. The only answers I'm going to try to give you is how to make the best use of the space that you have; how to use it efficiently. One suggestion is to move the market back from the road, but

then you lose the appeal of the market that the passing customers sees from the highway. Instead, all you see is a bunch of used cars in front of your market. Now, I would say that peaches, apples, or whatever you have out in front at that particular time is much more attractive to the customer than a bunch of used cars.

Entrances and Exits, here are some tips on that. On a major highway, you want your exits to be at least 100 feet from any major intersection, so that if you have a stop light and traffic starts to back up, your exit doesn't get covered up. Also, so people can continue to come in. You can easily get two or three cars blocked up, then your exit is blocked, and then your parking area gets blocked.

We like to see the market on the road and parking to one side, so that you're not covering up your sales effectiveness with your parking lot. We like to see a separate entrance and another exit, where you can see the merchandise from the road. Most of your state highway departments have plans they would like to see you follow in building turnouts and entrances onto the highway, and these are designed with safety in mind--both the safety of the highway user and the safety of your customers. I would strongly recommend that you consult your local highway commissioner or local highway department and find out what they recommend in terms of widths of entrances, spacing between entrances and exits, and distances from the highway to either parking area.

Distance from the highway to the parking area is an important factor. As customers come down the road and turn in, they need at least a car length (preferably two car lengths or 40 feet) so that they can slow down, look for a space in the parking lot and find it without having to stop on the highway, and thus endanger traffic. Likewise, customers who are leaving need a space so they can stop and look both ways. You should not have signs or anything above three feet from the ground in this area, 20 feet back from the highway, so they have a clear view of the road and see traffic coming either way.

To get a better idea how customers actually park (not how the lines are, how customers do park), go out and look--you'll find them parked all over the place. We looked at four rather large shopping center parking lots in the Lafayette area. Customer behavior, in their cars, is the same at the larger ones as it is at a relatively small market. It depends more on the layout than anything else. We studied two angled parking lots; these were 60 and 65 degree angles. We also studied two 90 degree angled parking lots (where they park perpendicular to the aisles). Now, the aisles in the angled lot are one-way aisles and were fairly narrow, about 17 feet or so. The aisles in the 90 degree lot were two-way, and about 25 feet wide.

Results of our study--first we looked at the positioning of the car (how many cars had a tire on or across the side line) and we found that in the 90 degree lot it was about 8 or 9%, compared to about 11 or 12% in the angled lot. This was not statistically significant, however, so it is essentially the same for both. Tire overhang (front or rear) was about 3 to 4% for the perpendicular lot compared to 10 to 12%

for the angled lot. This was statistically significant--in other words, people behave differently in the angled lot than they do in the 90 degree lot. Parked within the lines (in other words, within bounds front, back, or to the sides), 86 to 89% were parked within bounds in the 90 degree lots and only 80 to 82% in the 60 to 65 degree lots. The moral of the story is, if you give people an arrangement which is fairly convenient for them, they will conscientiously try to park within the lines. Observing these drivers, we saw that in many cases if they didn't get their car where they thought it should be, they backed up and pulled in again--taking some extra time to make sure they were parked correctly. Then there is always the occasional gal who tools into the lot with her Cadillac and parks right on the cross where four parking stalls are!

We had a category called "wrong-way," but I would prefer to say they were parked facing out of a parking stall, rather than facing in. In the 90 degree lot, about 20 to 25% were parked facing out, and in the 65 degree lots 12 to 13% were parked facing out. In the angled parking lots there is a tendency for them to not park up to the line, because they can't see that line. They park abreast of one another. Well, so what? So, when you get a truck parked a little bit over the line, then the guy who comes in beside it also parks back, and he is into the aisle. As a result you get aisle congestion and hardening of the arteries of your parking lot. This means customers take more time traveling around that parking lot finding a parking space, thus decreasing the capacity of your parking lot. Your parking lot capacity is not measured in terms of the number of parking stalls you have, but the number of customers who come and go during a particular time period. So, if you can make your parking lot more efficient in terms of finding a space easily and getting in and out of the market quickly, then you can park more cars in a given period of time.

Here is an example of how this congestion can build up in a diagonal parking lot. By contrast, here is the 90 degree lot. This was not a posed picture; I could not get all of these drivers to drive the lanes all at one time. I just went there and took a picture as it appeared, and as you can see most of them are parked pretty well. They are right up to the line, and again, they have parked abreast of one another; in a 90 degree lot this is just what you want. In the 90 degree lot, even though you may have one car that sticks out (and we had about 3% of the cars that overhung to the rear), it doesn't congest the aisle enough to cause "hardening of the arteries" because you have a wider aisle to begin with.

Another consideration is moving the consumer, after he has purchased your merchandise, to the car and getting him loaded. With the narrow aisles of an angled lot, this presents some congestion with vehicular traffic. In the 90 degree lot, because you have the wider aisles, this is not so much of a problem. Again, I would say to load the car from the side you need a width of stall that would accommodate opening the doors fully, so they can get their bushel basket or bag of apples into the car without banging the next car. Now this means we recommend a stall width of 10 feet, and a stall depth of 18 1/2 feet. We recommend an aisle width of 25 feet, for a two-way aisle with 90 degree parking.

For these reasons, then, I would recommend the 90 degree lot. It is more convenient, and safer too. Now, there are instances where you may have to go to an angled parking arrangement; you may have a very narrow lot or something of this sort and can only accommodate angled parking. In that case the stall dimensions would remain the same, but the aisle dimension would be about 15 to 17 feet depending on the angle that you used.

Markings are essential to guide people, so they know how you expect them to park. We did a study on lots with double markings and lots with single markings and found no statistical difference between them. So, I would suggest that it is more important to get one good line down and repaint it more frequently than it is to put two lines down and use more paint. There is a difference between yellow and white, apparently, in visibility. The yellow is more visible and people tend to follow the yellow lines a little bit better than they do white lines.

In summary, we would recommend a 90 degree layout of the parking stalls, two-way aisles (24 ft. wide) and stall width 10 ft. wide and 19 ft. deep. As to the perimeter of your lot, you need some sort of thing to keep people from running off the blacktop into buildings or shrubbery. There are several devices available for that, such as pressed steel or concrete, curb bumpers; we would recommend that you not get over 5 inches high with these bumpers because some cars have air conditioning equipment hanging down. We would also recommend that you get the barrier 4 1/2 ft. from any post that you have in the building or any other structures that you are trying to protect. Snow removal is another problem to consider. In the wintertime, especially, we like to see a parking area that is free of any barriers in the center. The barriers can go around the outside, but keep the center clear so we can get the snow off. Another problem is drainage. We like to see a slope in the direction that the cars are parked from 1% minimum (so you do get some drainage) to a 3% maximum (so that you don't have runaway cars). If the slope is across the direction which the cars are parking, you can tolerate up to a 5% slope so if you need extra drainage, or if the lay of the land is quite rolling, you can go up to 5% in that directly safely.

I hate to see all these sterile, blacktop parking lots. You can do something about it by transplanting some bedding plants. As far as laying out your parking and buildings, etc., what we are recommending is a building that is approximately 60 ft. wide (quite a width) facing the road. You can get truss rafters that will span 54-60 ft. quite easily, so this is what we recommend. In terms of the depth of the building, what I like to recommend is to start with your displays (and this depends on customer reach). Most customers can reach 2 to 3 feet, so you have a display 2 to 3 feet deep on an aisle 6 to 7 feet wide, and another display 2 to 3 feet back to back; it makes about 4 feet in the center and another aisle, then another display. You come up with a market width of about 20 to 22 feet. We like to see this as a starter.

The advantage of this is when that when you want to expand, instead of adding on another little room or having a load bearing wall back that you can't take out (you have an unloading wall), just take out the paneling or the siding, add on an additional 20 feet or 40 feet, and you still have a building which is all under one roof, no posts in the middle, easily expanded at any date, and at a minimum of cost for construction. Hopefully, you have saved some land area so that you can go in this direction; you don't have to go along the front and eat up all your frontage. The same principle applies to your parking. Have parking to one side of the market, and then you can expand the parking in the other direction if need be, or back. The likelihood is that you will have to expand your parking about two to three times for every once that you expand your sales area.

Another feature that I like to see is a separate service drive so that you don't get yourself mixed up with your customers when you are pulling produce back into the market. This is especially important if you are buying or hauling produce from another farm and stocking it at your market. If you don't have the space for a driveway to a door at the back, at least allow yourself an opportunity to come down a service drive into the back of the market. You will find it is a big time saver and allows you to restock on those busy days.

This is one example of a market which is laid out the way we feel encourages convenient parking. It hasn't been black topped yet, but it has a safe entrance and exit. It is laid out so the market is visible from the highway; you can see the market and not all that blacktop and parking area. The fellow who owns this market is going to be talking at our roadside conference about it. He has a very interesting operation near a little fishing lake and caters to different campers and resort people.

I have enjoyed very much presenting these views on market layout, and I will try to answer any questions you direct to Ed or me.

Q. HAVE YOU ESTABLISHED ANY RELATIONSHIP BETWEEN SALES AND NUMBER OF PARKING SPACES? A. (Blakeley). Yes, I have tried and I have failed, to be perfectly honest. Shopper markets and shopping centers go on a 3 to 1 ratio, or something of this sort; 300 feet of space to every 100 feet of sales space. This is not adequate for a farm market because, unlike shopping centers where the parking facility can be used by 20 or 30 different stores who have overlapping time requirements, your farm market gets a peak on Saturday and Sunday afternoons. If you don't have the capacity to serve it, you are going to lose the business; a substantial portion of your business comes in these peak periods. What I suggest, for a beginning market of say 1200 square feet, that you have 25 or 30 car parking spaces or building to this capacity. Then, as your building increases, you may have to increase the parking substantially at first, but you'll come to a point where it will level out. In addition, I

would suggest that you put some of this in blacktop so that it is easy and convenient for your regular weekly customers. Then, have a cheaper overflow area which is graveled but good, firm surface; they won't lose their car in it, but is not quite as comfortable for them to walk on and not quite so expensive for use during peak periods. Also, your U-pick customers are going to be staying a longer period of time, so you'll need maybe a 100 to 150 car capacity for a 25 acre U-pick berry patch. Some of our people have 200 car capacity for 70 acre vegetable farm. As far as space goes, about 450 square feet for car is what you can count on in aisle space, plus stall space for one of these 90 degree layouts. You may think you will save space by going to an angle layout, but you can't do it. A 90 degree two-way aisle layout is the most economical space of any.

Q. WHAT ABOUT USING SLOPES GREATER THAN 3%, AND USING A BARRIER TO PARK AGAINST? WE'RE IN HILLY COUNTRY. A. (Blakeley). I appreciate your concern; I was brought up in hill country myself, and I think you have the solution alright. You have to fit the situation that you are working with. Parking them against a barrier so the car won't run away is a good solution to that problem.

Q. WOULD YOU SUGGEST PARKING ATTENDANTS FOR DIRECTING TRAFFIC? A. (Blakeley). Yes, for U-pick operations where you handle maybe 5,000 cars a day; someone needs to direct traffic. You get all snarled up without it. Often you can hire off-duty policemen and they are excellent. So, by all means, if you are running into a big traffic problem don't hesitate to arrange for this in advance.

Q. DO GRASS STRIPS AND SHRUBBERY HAVE A PLACE IN FRONT OF THE MARKET? A. (Blakeley). By all means, I think our markets should be pleasing, as well as being a place to buy food. To me, some of the most ironic places are retail nurseries selling beauty, and they look like junk shops. If they would only clean them up and set a good example, I am sure they would sell more merchandise. Keep it so it can be maintained easily. Put some black plastic under your shrubbery to control the weeds, and have what you mow in one nice big area (it will make a bigger impression and is easier). (Watkins). I would like to add that many of our roadside markets could consider some landscaping inside, too. This has not generally been the case, and yet some of these indoor plants are widely available today and at not too big a cost. What an atmosphere this could provide in your market during the winter time; brings the landscaping inside as well as outside. This has not really been done. I think it is practical today with accent lighting (special lighting for these plants) to bring some of the landscape inside during this rather murky season. (Blakeley). We get so we are seconding each other here. I have seen some markets that have picked up this idea of a greenhouse for selling plants. For foilage plants and for other things of this sort, I think it is an attractive idea. If you want to lengthen your season, start with some bedding plants and keep them in good condition, out of the wind and so forth. Look at the December issue of American Vegetable Grower; it has an article on this.

Q. WHAT KIND OF LIGHTING WOULD YOU SUGGEST FOR INSIDE THE MARKET?

A. (Watkins). I think I have already reflected my preferences here. I would prefer to see a store which had a reasonable amount of general illumination, so they could read print and this sort of thing. To make wider use of accent lighting, use portable lighting to do special jobs on displays. Another argument is you notice that your electric bill has been going up (at least it has here and I don't think it is going to quit). That is another reason we are looking at total load in the market and using electricity in the most effective way. (Blakeley). Again, on this cost factor, fluorescent fixtures are more expensive to begin with; your initial investment is greater but you will find the operating cost is lower over a greater time. The lamps last a lot longer and maintenance is less. I would consider fluorescent lights for your main illumination and incandescent lights for spotting those particular displays that you want to highlight. (Watkins). You may be interested in looking at some of the newer type bulbs that are attempting to filter out some of the infra-red characteristics. Before you go too far in this direction, you'd better check regulations. (Blakeley). Not only regulations, but what are you trying to do in influencing the customers decision. Certain fluorescents give off a decidedly reddish cast, and this is sometimes used in meat markets. Then, when the customer gets the meat home, all of a sudden it is gray instead of red. I don't think it is particularly desirable to get the customer to buy something based on false lighting. I would rather see you use a tube called the "deluxe cool white" which gives a uniform spectrum of lighting all across, and the produce will look just the same when it gets home as it does in the store. Now, there is another common one called "cool white" and this does not have enough red. So, your tomatoes and other reddish fruits will actually look black in that light. Look for "deluxe cool white" as a lamp; all the manufacturers make a "deluxe cool white."

Q. SPEAKING OF REGULATIONS, JUST HOW FAR MUST YOU BE OFF A STATE HIGHWAY OR COUNTY HIGHWAY? A. (Watkins). This will be governed by zoning in most areas. (Blakeley). As you know, there are all kinds of laws and regulations we have to live by these days. Zoning ordinances (state highway set back requirements) differ from state to state, so the only thing I can say is go to your particular agencies and find out from them. In general, I would like to see you put the market as close as you can to the right of way so you will get good visibility.

Q. IS IT PRACTICAL TO PARK ALL AROUND THE BUILDING? A. (Blakeley). Well, MacDonald's does it. They have a little different operation, though, and I think your major problem is control of customers. If you have customers coming and going from both sides of the building, as you would if you had parking all around the building, then it is kinda' hard for you to know whether this customer has paid for this bushel of apples or whatever. So, I say from the standpoint of control, it presents some problems. I think, also, it makes your market look more cluttered or all parking lot than if you had parking confined to one side. If you have field crops growing on the other side, or farm building, it yields a more rural atmosphere.

Q. SHOULD YOU HAVE A BLANK WALL TO THE ROAD? A. (Blakeley). You can, or you can put some produce out there--some pumpkins, corn or something to dress it up. (Watkins). Or, it is an excellent wall to put a big sign on, naming the market.

Thank you very much. You have been a most attentive audience.
Ransom, thank you very much. This session is adjourned.

TRACK III

MARKET SECURITY

Moderator: Vern Vandemark
Extension Economist
The Ohio State University

Market Security is an important area where most of us are less proficient than in other phases of our retail operations. Today we have with us Mr. Joseph Martina who is in charge of security for F & R Lazarus, the major Columbus department store. He will discuss the purpose of security and how to provide security effectively and legally. Mr. Joseph Martina.

Joseph Martina
Director of Security
F & R Lazarus
Columbus, Ohio

"A Short and Long Range Objective in Store Security"

- A. Golden rule--Do everything right today and tomorrow will take care of itself.
- B. Store Security's Responsibility--To protect the assets of our Company
 - 1. Assets are identified as:
 - a. Merchandise
 - b. Facilities and necessary equipment
 - c. Employees
 - d. Customers
 - e. Image
 - 1. We do not tell a person to respect us--We develop an image and they may then respect us.
- C. Categories which we must consider for study
 - 1. Society
 - a. Apathy today
 - b. People are alarmed
 - c. More people are becoming involved
- D. People are examining our security methods and have become more learned
- E. Civil Rights Society demands to be treated equally, fairly, justly, etc.

F. Security Personnel

1. Security officers are very inquisitive
2. They are much more trained
3. They need more direction because there is more confronting them
4. They are very conscious of personal image whether it is from T.V. shows, open discussion about problems in business, etc.
5. These officers want and demand the best available image for themselves

G. The Individual Store's Feelings

1. The most noted one is a worry--There is a noted worry
2. Fortunately, for security they are ready for direction
3. Stores have never been accustomed to spending large amounts of security money
4. They are greatly concerned with Federal and State additional control and O.S.H.A. Acts
 - a. It is a new ball game with some of these new controls--These people never had to worry about before

H. Scientific Aids

1. Businesses are thinking about energy conservation and this is done by spending large amounts of money on their own Central Alarm Station and Control
2. Close circuit T.V. for security and supervision of procedures and practices in business
3. Articles and surveillance where individual items are electronically checked and can be constantly under surveillance where that item goes

I. Recommendations Which Any Business, small, medium or very large, should consider:

1. The trend is definitely to prevent crimes and losses to stores by being totally involved with the crime and loss to be reported and then apprehending the criminal
2. Any apprehension that does occur we must be firm (but fair) in our approach to these matters--The speaker emphatically recommends prosecution and is not afraid to state that when a mistake is made a penalty should occur
3. The top management should be an active leader in the store family of security awareness and prevention should originate from the top person down to the last hired employee, if not it is very obvious
4. Preventing problems--the actual problems must be much better communicated throughout the store family and the community--various programs must be instituted in the company and throughout the store region
5. We must be very exact in explaining security rules and regulations to our employees--we must also be able to show that that employee who violated a rule was actually advised against it previous to committing his offense
6. Invasion of one's privacy is an important factor discussed at length today

7. Enquiries to personnel employment and credit for cashing checks and or charge card fraud investigations must be handled properly --the actual talking to our own employees must be handled in a legalistic manner
8. We must document all rules and regulations and procedures for preventing losses and or crimes from occurring in our store
9. Lastly, our companies must think about the following adjectives which are so important to security:
 - a. Flexibility
 - b. Uniformity
 - c. Priority
 - d. Anticipation

VANDEMARK: Thank you Mr. Martina. Next we have Delbert Burger, a farm market operator from Cincinnati who will give some of his experiences with a security system.

"Farm Market Security"

Delbert Burger
Burger's Farm & Garden
Cincinnati, Ohio

After Mr. Martina explained the overall problems of daytime and nighttime security, I'd like to tell about our place and the system we purchased for security when we close our store.

We installed a burgler alarm system called Surface Shield; it is a radar system. The perimeter is wired so that any door movement sets it off. If a door is opened, sirens sound that can be heard for a long distance. If someone gets past the perimeter without disturbing the door, the radar picks them up inside the store (or house).

The first movement causes a light to come on in the building. This alone would scare most persons. A second movement causes the siren to go off about 10 seconds later, and it runs for two minutes. If further movement occurs in the store, the alarm recycles itself and goes off again. In case some object falls in the store during the night, this won't cause sirens to go off unless a second movement occurs.

We also have this system in our home. One day when my brother-in-law was working on our house, the alarm went off when he placed the ladder against the roof. My brother-in-law was yelling, "It's me! It's me!" until we turned it off!

The system also has a heat indicator which we put over compressors and stoves where fires might start. The sirens are set off by any heat build-up. If electricity goes off or the electric wire is cut, the system operates on batteries. One day lightning caused an electrical short and the siren wailed all day on the battery. I did not know how to disconnect the system, so I took the siren off and buried it under some burlap bags. Now I know how to disconnect it from the battery in case this is necessary.

We put in the system because we had been bothered by anonymous phone calls and had suspected that someone wanted to be sure we were not home. Since the system has been installed, these phone calls have stopped.

Since we have installed the system we have a much more secure feeling and worry less about burglars, fires, etc. We have security labels on the doors which say, "Warning--This property is controlled by radar system." We feel that the professional will not fool with this and the amateur will be scared away.

I don't think any system is 100% foolproof, but it does give us a feeling of security. The cost installed was \$1,500 for one unit and \$2,300 for two. We have separate systems in our market and home.

DENNIS HENDERSON: Let's get the concluding session of the Roadside Marketing Conference underway. I will be your chairman for the afternoon; my name is Denny Henderson and I am on the staff here at OSU. As with every good program, you should always have a plan for the way to proceed. We have a plan for this afternoon, and we hope to stick fairly close to schedule and get you out at the appointed adjournment time (around 3:30).

We have several interesting speakers with a number of very interesting topics lined up for this afternoon.. For our first session this afternoon we have two speakers, both addressing the topic, "Beautifying Your Market." Our first speaker is a native of Michigan; born and raised in rural Michigan near Grand Rapids. He was also educated in Michigan, receiving his Bachelors and Masters degrees at Michigan State University and his Ph.D. in Landscape Architecture at the University of Michigan. In fact, he informs me that he was the first recipient of the Ph.D. in Landscape Architecture in the U.S. I would say that is quite an achievement. He is, however, best known for the book he authored entitled, "Vacationscape--Designing Tourist Region." Currently, he is professor in the School of Landscape Architecture at the University of Guelph, Ontario.

It is with great privilege, great honor, and great expectations I present to you Dr. Clare Gunn.

BEAUTIFYING YOUR ROADSIDE MARKET

Clare Gunn
School of Landscape Architecture
University of Guelph

Contrary to popular belief, landscape architecture as a profession is concerned with more than posey-planting. Certainly, those of us in the profession are interested in how plants can improve the settings for buildings. But, we also concern ourselves with many more aspects of the total environment. We see no point in using plants only as cosmetics. Proper site design, in our way of thinking, involves thorough understanding of both the site and intended use. Only by knowing about the soils, climate, topography, special assets of the site and the way in which the site is to be used can we create the esthetic qualities and functions needed.

The field of tourism includes understanding of travelers and planning for their needs and desires. Travelers along modern freeways have developed certain habits that are important in considering highway-oriented business. The physiology and psychology of roadside perception are just now being studied. These new findings are of help in designing roadside sites for marketing.

If I were to take on the interesting task of landscape design for a roadside market where would I start? I think I could apply our first approach to all landscape design--that of setting design objectives. This is opposite to the popular approach of merely building a structure and stocking it with produce. Many of the failures of roadside development I have observed can be traced to the lack of setting clearly the objectives for making all landscape changes--drives, parking, buildings, signs, background and protection of valuable site assets. If, for example, we fail to consider the possibility of our doubling our business in a few years, we might spend a lot of money wastefully on the wrong location of entrance drives or even on the wrong site.

We have found five design objectives to be very important: owner/manager, physical use, structural, esthetic, and social and legal.

Owner/Manager Objectives.--My first step would be to raise questions for you, as owner/managers, to answer. I would ask questions such as what seasons you expect to be open and what led to your selection of the site? Are you interested in only one line of produce or will you offer a great variety of products? Do you anticipate enough volume to have someone directly on the site at all times, or will you operate from your home nearby? Do you anticipate that your trade will be primarily from tourists or local suburbanites? As the owner, are there special design requirements I should know about before I start thinking about planning the marketplace?

Physical Use Objectives.--Certainly, a basic physical use consideration for roadside markets is the maneuvering of cars into and out of the market area. How can you meet this objective to provide greatest safety, convenience and efficiency? In my experience, I have seen many a near-miss accident because entrance and exit drives were not properly designed or parking was too close to the highway.

Also, within my search for physical use objectives I would include the needs of service vehicles as well as customer cars. Will there be large trailer trucks delivering wholesale produce? Will there be other trucks picking up waste? I would want to know how many people will be walking and standing near displays in order to plan for "people-space." Frequently, I have nearly been run over by a car backing from an improperly designed customer service area.

How much storage as well as display space will you require? Designing the display space is not merely a building design problem. It is a site problem as well because visibility from a distance is so very critical to roadside marketing. We cannot willy-nilly pick a building plan out of a catalog without considering how well it will relate to site physical functions of the people who are going to use it. There is no point in building fancy landscape planters and installing expensive nursery stock for beautification if it will be run over by cars or trampled by people. Several times I have seen beautiful shade trees completely destroyed because car bumpers girdled them. The existing assets of your property can be retained only if the physical use has been planned to do so.

Structural Objectives.--Whatever you spend on construction and plant materials should last; these investments should hold up over time. Very often I have seen beautiful produce on display but went on by because the structure appeared ready to collapse. Paint peeling off the wood and rotting timbers suggest equally poor produce. Our structural objectives should force us to select building materials and types of construction that will withstand attack and even be improved by sun, rain, wind and snow. A roof that leaks may not seem very important until we realize it is causing decay in the basic structure, reducing the life of some of the merchandise or making puddles that the customer must dodge, taking his attention off your produce. I resent the sign "Don't lean on the counter." Counters should be built to lean on and take a great deal of heavy use.

How about water runoff from the site? This is a structural problem for many sites. Whenever we add buildings and drives, we often interrupt existing water runoff. Furthermore, if land fill is used it may settle unevenly. For most drives, parking areas and walks we cannot depend upon percolation through the soil and must provide for surface runoff, either into ditches or underground drains.

For most of North America if we operate in winter, we must include snow removal in our structural objectives. Piles of snow can completely change patterns of parking. The painted divider lines are no longer visible and heaps of snow can reduce parking and car

maneuvering space. Delicate plantings can be ruined by snowplows and by using great amounts of salt to cut the ice.

Esthetic Objectives.--So we could build the roadside market that meets all of the owner/manager objectives, the physical and the structural objectives and yet not satisfy the customer. Without considering the esthetic objectives we could end up with a drab, unappealing and less profitable establishment. Here is where the art of the landscape enters in.

First of all, we should be sure that we eliminate or visually screen all objectionable parts of the landscape. Old lumber piles or collections of rustling farm equipment may not seem important to the landowner, but may be very detracting to the customer. In fact, it has been demonstrated that it is difficult for an owner to really be objective about his site because he is so familiar with everything that he no longer sees it as the traveler does.

We should strive toward matching the image held by travelers and other customers toward roadside businesses. Although I have not researched this problem, my guess is that the roadside customer expects fresher and cheaper produce than in the city. Therefore, a fresh clean appearance of a simple and straightforward landscape should be our design objective. If close association with the farm is the image of the customer, the market place should be incorporated in the site of the farmstead.

The landscape design and selection of plant materials can go a long way toward supporting this image. In the north, where lilacs, spiraea and hollyhocks were typical in the traditional farm setting, they can be effective in supporting the farm image. In the south, where youpon, sagebrush and crape myrtle were more typical, their use can be equally effective if properly placed. The use of exotic plants or a high degree of formality in the design are as much out of place as a tuxedo at a country fair.

All the times that the market will be open must be considered in the development of the landscape appeal. For example, in winter, the use of evergreens--both shrubs and trees--and the careful selection of colors for the buildings and signs are important. The use of shrubs with colorful berries, such as pyrocantha, can make a beautiful display in winter. The selection and placement of lighting is very important if we are to be open at night.

In order to meet the desired esthetic objectives a degree of skill and experience is needed. If these talents are not available within your family, you may need to seek outside assistance.

Social/Legal Objectives.--In addition to those described above, we must meet another set of objectives in all roadside design, i.e. those that are social and legal.

More and more we are establishing zoning controls even in rural areas. These are legal requirements that are made for better land use. They often regulate building setback, size and lighting of signs. Often highway regulations control the design and construction of entrance drives and access to roads. Lighting, noise, and odor regulations are intended to create a better environment. Sometimes we think that they are overly restrictive. There may be instances where they need to be modified to meet your special needs. Generally, however, it is to our advantage to meet the legal objectives that are set down for roadside development.

Regarding social objectives, I refer to those things that may not be controlled by law but are desired by society. Everywhere we go we have neighbors. If we are to gain the support of neighbors we need to consider their feelings and attitudes in our developments. Even if no regulations force us to consider what might be appropriate in a neighborhood, we should strive to do it anyway. For example, if a beautiful grove of trees has been admired by local people and travelers for many years perhaps we should think twice before we cut them down for a roadside market. Perhaps it will be just as easy and just as profitable to select another site that already is more open.

Clustering-a Tourism Principle.--The more that we study tourism, the more we begin to see the merits of the principle of clustering. It seems that modern travel modes and the traveler's interests are fostering groups of activities rather than a scattering of separate functions. We now see the trend toward larger and more diverse attraction clusters. The isolated tourist attraction is giving up to large tourist complexes. Both commercial complexes, such as the Disney World types, and public agency offerings, such as national parks, are clusters of many things to see and do. Apparently, it is easier for the traveler to take in more items once he has stopped than to make many stops for the same attractions.

The same trend is taking place for services. Where we see one brand of motel franchise, we often see all the others. The bunching of lodging, food service and service stations is becoming commonplace--evidence that clustering is a successful roadside merchandising pattern. While I have no proof that this is equally applicable to roadside marketing, I believe that it is worthy of consideration.

Good Design.--Proper design of a roadside establishment requires consideration of a good many factors of both the site and its use. After setting some objectives, the creative designer would then study many characteristics of both the site and your intended use of it. He would then create some functional diagrams to make sure that the site can be designed for its intended use and that your objectives can be met. This very important step saves sketching and planning in detail prematurely. Only after you and he have agreed upon functional relationships should he proceed with detailed designing.

This may sound like a costly process. Sometimes it is. However, considering the importance of an attractive roadside market, it may be well worth the investment in some professional talent. Some professional offices may turn you down because they take on only very large projects. Others may surprise you with what they can do for you at relatively low cost. Occasionally, your Cooperative Extension Office is able to assist in certain aspects of developing roadside market plans. Universities with landscape schools frequently take on such projects for student study and experience. Certainly I would want to investigate all these avenues for assistance before proceeding on my own.

Recently, the study of roadside graphics has shown interesting facts about the physiology and psychology of seeing. The more that we can know about how the traveler sees his roadside, the better that we can design roadside facilities. An excellent summary of this research, together with recommendations for legal control of roadside graphics is contained in the book, Street Graphics, published by the American Society of Landscape Architects Foundation. From this source we learn that we should strive for four objectives in the development of our roadside graphics. (By graphics, I am including all the visual symbols, signs and even the building fronts and the grounds.) They are as follows:

1) Expressive of Identity--All roadside graphics should be expressive of the individual proprietor's or the community's identity. The owner can indicate, by the style, color and general design of all the landscape, buildings and signs, his individuality and special characteristics of his business. Some shopping centers and some entire communities are adopting special color or letter style standards for their designs. However, we should not be carried away by using strange, illegible or gimmicky designs just because we like them. If we use a certain symbol or lettering style on our advertising folders, matchbooks or letterheads, we should carry out the same styles on the buildings and grounds.

2) Appropriate to Activity--A good designer will select those colors and designs that are appropriate to the type of business activity. For example, the symbols, styles and colors used for theater marquees or gas service stations probably would not be appropriate for a roadside market. Within a certain radius of a community, all might agree upon a certain style of lettering and color combinations for roadside markets. This uniformity could assist the traveler in knowing that this combination always means markets.

3) Compatibility with Surrounding Area--No roadside business is seen alone. It is part of a roadside scene; therefore, it cannot be designed in isolation. The surrounding landscape and other roadside activities must be considered. As we will see in a moment, the extent of this surrounding area varies with the speed of the traveler. What may be considered adequate for slow speed streets may be entirely inadequate for high speed highways.

4) Legibility as Seen--It is not enough for a sign to be legible when seen in the sign shop. Its place in a real roadside setting can make a great deal of difference to its legibility. For example, a white background may provide good contrast against a dark colored landscape of trees and buildings, but may not be seen at all against a landscape of white buildings, sand or snow. The number of items of information on the sign, the clarity of the lettering and the relationship to the entire landscape can increase or decrease the legibility of roadside graphics greatly.

In addition to these four factors, research has shown that driving speed is very critical to all roadside graphics. As driving speed increases, the driver's ability to observe roadside graphics deteriorates on several counts. As driving speed increases, concentration increases. More attention is demanded from the driving process. Therefore, a more relaxed comprehension of all about him is increasingly less available to the driver.

As driving speed increases, the point of concentration recedes. For example, at 30 mph, the natural focusing point is about 700 feet ahead of the car. At 45 mph, it is about 1200 feet ahead. At 60 mph, the driver can see detail only between 110 and 1400 feet. Since this distance is traveled in less than 15 seconds, it follows that elaborate detail in highway graphics is totally meaningless.

As driving speed increases, peripheral vision decreases. In other words, those roadside landscape details, important to your business, may no longer be in the driver's visual comprehension at higher speeds. For example, his field of vision is about 90° at 30 mph. If the speed is increased to 45 mph, the angle of vision has narrowed to 65°; and by increasing the speed to 60 mph, the angle is only 40°.

As driving speed increases, foreground details fade. As the point of concentration moves down the highway with increased speed, the details in the foreground tend to be not seen at all. And lastly, as driving speed increases, the perception of space and speed deteriorates. The driver's judgment becomes more and more dependent upon visual clues picked up along the highway.

The study of roadside graphics shows that the amount of information that a traveler can see, digest and react to is extremely limited. Few of our roadside developments have recognized this fact. When each businessman thinks only of his own establishment he is inclined to forget how his business appears in combination with his neighbors. Therefore, most suburban roadsides offer many times more information than a traveler can grasp.

Studies have been made concerning the reaction to our senses. For example, study of the "span of absolute judgment" (span of attention), has produced some interesting conclusions. The amount of information that an observer can receive, process and remember is approximately seven times. For roadside graphic purposes, an item is defined as a syllable, symbol, abbreviation, broken plane, or discontinuous odd shape.

This means that at any one instant, along a roadside, more than seven items displayed to the traveler may not even be seen and/or comprehended. Certainly, this fact should stimulate all roadside merchants to study their roadside offerings for the need of possible redesign of the entire roadside. (In a recent check, I found that most individual signs were overloaded with information, to say nothing of the number of items within a city block. Some roadside signs have as many as 30 items of information--many more than the traveler will see even at slow speeds.)

In conclusion, I offer six points for you to consider:

1. Very critical to all roadside design is the speed of the traveler.
2. There is a great need for limiting the information displayed; too much is distracting as well as superfluous.
3. All roadside design demands understandings of color, texture, form and attention to style--usually only available from a specialist.
4. Good roadside design encompasses the entire landscape--not just the signs or buildings.
5. For the good of both the businessman and the traveler, greater control of roadside graphics is needed. Each merchant wants to be as findable as the next and uniform rules give each an equal chance.
6. Roadside markets may gain greatly by being located and designed with other clusters of traveler services and products.

Thank you very much for your kind attention.

HENDERSON: Thank you, Dr. Gunn, for a fine presentation. Our next speaker is Richard Mumma, of the Mumma Fruit Farm in Dayton. He is the third generation to operate this fruit and vegetable production marketing operation. I would now like to turn this program over to him. Ladies and gentlemen, Richard Mumma.

BEAUTIFYING YOUR MARKET - II

Richard Mumma
Mumma Fruit Farms
Dayton, Ohio

A Slide Presentation

Thank you, Dennis, and welcome roadside marketeers. (That doesn't sound very good; sounds like I'm talking to the Mafia--better say "roadside market operators.") I would like to give you a little background first. Dennis mentioned that I am the third generation on our farm. Actually there are two generations, then a very large gap, and I am the third generation; but we still get along pretty well. I would like to introduce my wife, Johnnie. We are working on the fourth generation of the farm right now. So far we only have two check-out girls, but we're working now on some tractor drivers, I hope!

We are a farm market as we do grow our own fruit. We are located just north of Dayton on a four-lane highway that runs past one of the major shopping centers, so we have all the people we need--if we can get them in. At this time of the year we are closed on Mondays and Tuesdays, from January through April (our slow season), but the rest of the year we are open all days. We have about 400 acres of fruits and vegetables, and we run almost all of this through the retail market. In addition, we buy about one quarter of our total sales from the Cincinnati market to keep the farm open all year and also to keep it a little more diversified.

During the peak season we run two markets--our main sales market and also one next to our vegetable farm where we sell some off grades and excess that we don't put through our main sales market. I also have slides of some of the unique farmers market, at least for Dayton, where we sell some. We have strawberries, raspberries and cherries, with about half these crops in pick-your-own.

Our roadside market and pick-your-own is really not a new thing; my grandfather started it back in the '30's. The only thing that has changed in the last 10 years is that we have gone from wholesale with very little retail to wholly retail and nothing wholesale.

This first slide is of one of our few peach crops (you will notice how the slide is kinda' old and yellow--I think that is the last peach crop we had in the Dayton area!) and the original barn is in the background. We had a few other outbarns, too, but this is what we sold from. Later, we put an awning on the front and it turned into a little larger complex; this included our storage area and everything else down the line. We had different style awnings through the '50's and '60's,

but this is the way the market looked throughout most of that period. Mostly we changed the front appearance by changing the awning.

The first major change was an expansion we built ourselves, in hopes of increasing the sales area and part of the grading area. We built it all ourselves. We put these shingles on to get back the old barn effect of the original. Of course, I say to myself that we really didn't do this to beautify the market, but to increase sales. Using the shingles to get back to the "old barn" effect was the only extra thing. It did cost quite a bit, but I don't have the actual figures on it since it is not finished yet. To the right of this picture we have a playground--my father found out a long time ago that to keep the market beautiful you keep the kids out (including your own). So, we made a playground for them.

We used the front area during our peak season to display pumpkins (a little bit of our stuff walks off because the check-out is inside, but it does a good job of displaying produce). In this wider view you can see that to the left and underneath the gabled end will be the entrance and exit to the main market, when we get it finished. On the righthand side is where we run all our produce in on skids, and we try to keep it stacked there along with a few empty apple crates (people like to see this volume moving back and forth--they think they are getting in on the ground floor when they see all the produce mounted up).

This was not the original sign for the market, but this is the sign that was prevalent during the '50's and '60's. At this point I'd like to say that, after coming to these Roadside Marketing Conferences my dad and I were really motivated and went home and built a new sign to create all the business we could possibly get. But, actually, the county came by and tore the damn thing down when they widened the road, and we had to build this new one! This slide gives some idea of the size; it is 22' high by 20' wide. We designed it ourselves, built most of it ourselves (except for the movable letters and background), even erected the thing ourselves. On this particular item we spent about \$5,000, not including our own labor. But, I think it has paid for itself in the last two or three years just in advertising alone. It has been one of the single best things that we have done.

We have two entrance ways (this just shows one of them)--we have two lanes going in and two lanes coming out, with rocks and boulders lining each side. Ransom Blakeley said we should have bumper blocks or something to keep people from running off the road and these boulders should surely do it. My dad is kind of a rock freak and it was his idea to put these in, over great objections from the rest of the crew when we tried to roll them in place! But, they have since done their job; they have protected our sign a couple of times when people come flying by and lost control of their car.

Reverting back to the original barn, we didn't have much display area--just displayed on the floor. I don't know what kind of insurance you'd get against people falling in the middle of it; I guess if they

fell into it, they bought it. But, this was the way we displayed retail, back in the early '50's. Then, we went to a few shelves and got a few things off the floor. We sold in bulk (which we are trying to do now) and tried to keep massive displays even back in those times. You might be able to see the Indian corn; we grow our own Indian corn, along with everything else. We bundled this up and used it to add a farm atmosphere.

This is the market as it looks today. We have everything off the floor, finally. Now they knock the honey down to the floor and break it, instead of stepping on it! But, we have our apples up. These are our vegetable bins which were put in the late '50's. There is too much stainless steel to suit me; I'd like to get back to the old barn siding. I can't emphasize enough to keep the bins full and mounded. Even if some of it is going to go bad, you've got to keep the biggest display possible in front of the public. You can see we've got shake shingles over the displays. This is something we just started in the last couple of years. We hope to give every display its own individual little roof like this. Get away from the cardboard with a magic marker that you see hanging. We are going to try to get everything uniform, and keep away from that. These are our apple, popcorn, and sorghum displays, and again the Indian corn on the walls.

This is the original fireplace, and it is still pretty much the focal point. We even went so far this year as to saw some apple wood. Of course, we are selling it out front, too--that helped a little. But, we convinced people that apple wood was the only thing they should burn in their fireplace and sold some of the prunings that way this year. We couldn't pull this post out so we built the little shingle roof and put displays around it.

This is our pastry cart. We have two portable carts, again with the little roofs indirectly lighted underneath. It can be plugged in anywhere. Eventually, we hope to indirectly light all of our different displays from underneath the roofs and emphasize, as Dr. Gunn said, the fruit and produce and de-emphasize the actual area.

We try to keep our market adjusted to the season. This year we started with bedding plants for the first time and it proved to be semi-successful. We didn't get rich in one season, but we did manage to sell quite a few. It got our season started before strawberries and increased our volume a lot. In the summertime, we take this entire area and push melons, peaches and sweet corn. We try to fill the bins up and move things in the best we can. We don't have any theme of decoration for that particular area.

In the fall, we have corn shucks completely lining the front area around each post. It is a great fire hazard, but it looks pretty good. At Christmas we use real lighted cedar trees, and use quite a few Christmas trees all around the front. This particular Christmas we got into gift baskets; this was my wife's idea. After watching the gentleman here last year she thought this was the only way to go; she was going to make us rich on Christmas baskets in one year. Of course, this fellow

made them in two or three minutes and she thought she could do about 100 an hour or something. It turned out that it only took her a half hour to forty five minutes--to do each one, but we ended up doing pretty good on it. We made up the baskets right in front of people and sold extra 100 baskets just two days prior to Christmas.

In addition to making our own cider and homemade apple butter, we got into sauerkraut. We went through a couple hundred bushels of cabbage that we already had stored and couldn't sell, so this was a good way to go.

We've got our market divided (not exactly in half) with these overhead doors that we can pull down to cut the market size in half during our off season. Again, we can move everything up to the front, keep the displays filled (we don't have as much produce setting out to spoil) and things look quite a bit nicer.

In the Dayton area we have a new courthouse square, and the people in charge of this were very anxious to go into a farmers' market; they had seen them in other areas and thought this would be a good thing. They contacted us (and quite a few other growers in the area), and a few of us turned out; I am sorry to say many chickened out, too. But, we built a stand with C-clamps and 2' x 4's and every Saturday morning loaded the produce, set the stand up, unloaded the produce and everything else. I can truly say it is one of the largest pains... We did break even on it, and got more advertising out of it than I can ever imagine, but we didn't sell a heck of a lot of produce. It was an awful lot of work for selling no more than what we did.

Now, in quick summary, I would like to say that (in three generations) we have gone from a rickety old barn to a clean, sanitary, white barn in the '50's and '60's, and now we are reverting back to a modern, rickety, old barn. And, I think this is the way to go. Ideas and motivations for improvement (I should say market beautification, as it says in the program) are to give today's customers the kind of area that they want to shop in. They don't want to shop in something that is sanitary; they don't want to shop in a grocery store. They want to be in a farm market. Their presence, in turn, brings in new customers. It also promotes word-of-mouth advertising which, I am sure most of you know, is by far the cheapest advertising we can get. Give the new customers something to look at so they are not bored; keep them coming back. In our operation, as in just about everybody's here, market beautification is a never ending process.

HENDERSON: The topic for the second portion of our afternoon program is "Merchandising for Today's Customers." Really, in retrospect, that is what we've been talking about. Certainly we would agree that beautifying your market is very important part of merchandising.

To kick off our formal discussion is a colleague of mine at Ohio State. He is a native of Medina, Ohio, and received his advanced education at both Ohio State and Kent State Universities. He taught high school for ten years, has served as a director of a farm organization, and manager of a farm supply cooperative, and for the last 16 years has been with the Cooperative Extension Service at OSU. Our speaker is well known for his work in the food industry, in the areas of food distribution and economic policy. He is currently an extension economist in the Department of Agricultural Economics and Rural Sociology. It is with great pleasure that I present to you Professor Ed Watkins.

MERCHANDISING FOR TODAY'S CUSTOMERS - I

Edgar Watkins
Extension Economist
The Ohio State University

I want to talk about merchandising but from a little different perspective today. One of the things we have done (particularly with supermarkets and hopefully with roadside markets in the future) is take a look at why customers come back to a place. Why do they trade at your place? What's in this package? What turns people on? Most of the time we really don't know. After working with supermarket trade for many years I have come to the conclusion that they punch buttons and really don't know why things happen. They just hope they happen, and are very happy when they do. You think supermarket people have a formula for getting jobs done; no way. Organizations can operate very well in Columbus and move to Dayton or Cincinnati and their stores are just not accepted. We know this; industry knows it. This is also characteristic of roadside markets, so don't be too quick to pick up what is working for the other guy. Consider it, but it may not work for you. Each trading area, each market area, has subtle differences; something is a little different.

Now, I want to take a look at an adaptation really--of getting at this pot of gold. How do you get your share? If you are operating countrywide, you are talking about 50 million homemakers. In your market area you may be talking about 100,000; 10,000; 2,000--depending on your reach. How do you get across to these people? How do you operate? What do these people consider important?

Customers are important. Anybody argue with this? One thing that bothers me is that working with the retail trade, including some roadside markets, sometimes I doubt whether you really feel this way. Some days you've had it up to here. We have a question about what is important to us--money, satisfaction, service to humanity (if we are aimed in that direction); a lot of other things are important to us. What's important to the people who are coming into our place of business? (I am going through this pretty rapidly because this gal that follows me is a much better speaker and much better looking!)

What do your customers see? That is important. We have been talking about visuals this afternoon. What do they experience when they get there? Are they people or are they just billfolds? How do you get over this hill? Hey, my neighbor, my friend; rather than just a pocket-book. Smell. I don't mean how the customers smell--how your market smells. (Customers come in all flavors, too.)

What do your customers like? Have you made any organized attempt to satisfy them? Every market operator gets feedback, but maybe the people who are yelling are the type who like to yell. Are you responding to the soreheads, or are you getting some feedback from the quiet people who don't get excited about anything but don't come back when things aren't to their liking? Have you made any attempt to find out what your customers really want? What do customers dislike--as a group, not as individuals? If you put a bunch of customers together, what sort of a pattern do you come out with? What do you hear, and what do your customers hear about you and your market? What do they talk about? What do they come back for, more satisfaction or more punishment?

I want to talk about some concept of market mix. What are you doing to approach this marketing mix? In a survey about supermarkets (this could be adopted to roadside marketing), we asked "What is important to you in selecting a store or a market?" Most of the answers can be classified into something to do with your market: physical characteristics (parking lot, store appearance), the people problem (employees or service), pricing, and product. In last October's survey, product related information was more important than at any other time in the last 10 years--the most important. Most of the comments created opportunities for roadside markets. People were uptight about general price level, but not real uptight about prices. Maybe all the markets were doing an equally good or an equally bad job so that there was no difference among markets. We got some shift in market characteristics.

How important is each one of these things? This is one thing we try to get at. Which are the major items here, which are the minor items? How many will mention location? Cleanliness? How many will mention atmosphere? How many will mention layout within the market? Or something to do with it? How many will mention how effective, how nice, how great the displays are? How many will say something about the stuff available and how many will say something about parking facilities? Just write those numbers down. We have 7; out of every 100 customers, how many will mention each one of these things. As important to them in selecting a market. OK, when you get through here you should have 6 numbers, can't go over 100. Location, Cleanliness, Atmosphere, Layout, Displays. How many people said something about location as the reason for picking a market? Out of every 100 customers, for a supermarket in this location at this time, 33 mentioned location. For a roadside market, the number is going to be considerably less; we suggest 16. If you have a really active, attractive market, people will travel farther to get there than they will to a supermarket. I had one fellow tell me this morning that he had regular customers traveling 50 miles to get to his market. That is an exception, I'll admit; statistically, not in the ballgame. How about employees and services? This comes out 38 to 21 out of 100 customers. That would not be an unreasonable expectation for roadside market, depending on what their experience has been in the area.

Now, I want to emphasize that sometimes we think we are competitive on the whole array of things mentioned here; it is a pretty complex game.

Let's take another shot at pricing and advertising. People were concerned with three different things: (1) general price level--43%. Fourteen out of every 100 said that their expectation was that their prices would be competitive. Those people who were looking for specials amounted to 6%. Low prices--what do you think in this period of rapidly changing prices? In the area surveyed, only 5% mentioned that they were after low, lower than anybody else's prices; only 5%. (2) Advertising; something about their advertising--3%. No great hassle here; some didn't like the things being advertised or the product not available (real upset about that one). (3) By far the most important of all the segments was product related. Something about quality of foods was mentioned 34 times--that is one of the big boys. Selection and variety was given by 33. This is the thing that is pushing supermarkets, for instance, to get bigger and bigger all the time. Get more things within those four walls to meet this kind of a demand. Now, this is also a factor in roadside markets, and I would not change the figure very much. Produce freshness, about 23%. This is the highest it has ever been in 10 years in any survey that has ever been run here; it is usually somewhere around 6 or 8%. People are talking produce today, about the package (or the lack of package) or the quality, or the freshness. People say, "I get this product home, it looked beautiful. I bite into it and it tastes horrible." These comments were volunteered; written in. It shows that people have real concerns in some of these areas when they fill out a whole back side of one page with a very detailed statement of why they feel this way. Product freshness other than produce spills over into other things where freshness isn't so important (or maybe it is)--bakery products. Availability of products--3%.

All I am trying to say is that you are competitive over a wide, wide range of items. You are in business to get customers in, and these things are important to customers.

HENDERSON: Thanks, Ed. That was most enlightening. The second half of our "Merchandising on Today's Customers" program will be presented by a very knowledgeable speaker who comes to us from the Cooperative Extension Service of Michigan State University where she is District Consumer Marketing Information Specialist working in a six county area around Kalamazoo. She provides educational information on food and food marketing to consumers and, as such, she works closely with the entire food industry. It is with great anticipation that I present to you Mrs. Maryann Beckman.

MERCHANDISING FOR TODAY'S CUSTOMERS - II

Maryann Beckman
Consumer Marketing Information Agent
Michigan State University

One of the nice things about being close to last on the program is that you can build on all of the things the other speakers have said. If you haven't already gathered a zillion ideas for how to best merchandise for today's customers, then you haven't been listening. There has been a thousand zillion hundred ideas presented and, although they are not all going to work for your market, before you adapt them, but at least, they're ideas you can build on.

When Gene first called me to be on the program, I was thoroughly convinced that he was out of his mind. First of all, they don't want anyone from Michigan State on the Ohio State campus at this time of year; and secondly, anybody that even tries to consider what consumers have been doing in this past, frantic, frustrating year, and try to forecast what they are going to do in the year ahead is really, truly, out of his mind. Even the forecasters aren't forecasting this year. They just plain don't know.

The changes that people are making and aren't making every day, based on what they're saying about prices and what's happening, are really difficult to comprehend. They are buying more soda pop that has increased in price continually all year round, and they are screaming bloody murder if milk goes up two cents. About the only thing you can really say for sure about consumers is that they are changing faster than ever before, and they will continue to change faster than ever before.

One trend that I think very few of us really anticipated was the canning and freezing explosion of 1974. It started as early as '67 and '68, and has been growing steadily ever since then because of short crops, price increases, and more and more people getting on the "back to nature" kick. We only had about 2,000 phone calls about canning and freezing in 1972, but more people were asking than had in years past. From seed sales in 1973 we knew there were going to be more gardens, more food preservation, and we had many more requests for "how to" information on canning and freezing.

As early as last summer we knew we were going to have higher prices on many processed items this year. At this Conference last year, I suggested you get your canning and freezing supplies yesterday, along with every booklet and piece of information you could on how to do canning, freezing, and food preservation. Some people didn't try getting this information until May, and that was six months too late. For this year, the sales increases for seed companies are anywhere from

20 to 40% (in home gardening) and we know what happened to canning and freezing supplies (jar lids and so forth) last year. If you have not already ordered supplies of canning and freezing equipment and/or directions to help people, order almost before you leave here today.

The situation last year was sad, it was funny, and it was desperate. It got to the point where instead of having 2,000-4,000 calls during a two and a half month time as in the past couple of years, in the Kalamazoo office alone we had 9,000 calls in August, September, and the early part of October. Donna Schumacher said yesterday that their failure last year was not having canning jars, canning lids, and directions. It's too bad more of you didn't call the Cooperative Extension Service office in your county (I have to put a plug in for that) to get some information for these people when they ran out of jars and lids for tomatoes. There are new recommendations out for freezing tomatoes now. There is also a frozen cole slaw recipe out. There is information available on how to dry products and how to store products.

Maybe we could have all helped people a little more than we did. A lady called in July saying she had asked the operator at the market where she purchased 5 bushels of green beans how to prepare them for canning. He said, "Cook them 15 minutes and put them in the jars" (they were available then). She cooked them for 15 minutes, but didn't wash the jars, did not take the cardboard lid out, didn't turn the jar lid over--she had never canned before in her life. She stuck all 120 quarts in her basement and called me five weeks later because one of her neighbors said the jars did not seal. She had 120 quarts of botulism; she couldn't have had anything else but 120 quarts of botulism. This is one of the reasons procedures have changed, and we need to provide people with up-to-date information.

Some sort of funny things also happened. I had one call from a lady who asked what other kind of salt, besides Kosher salt, she could use to make pickles (they were not Jewish)! You know, people planted everything. Talk about the gentleman discouraging people from growing corn in a small space--we had people who were growing corn in window boxes! Six stalks of corn in a window box; they had an excellent harvest. Wierdo things go on with people living in apartment buildings. One man called after already having called the police department, and when he called me he was really mad. He had this problem with a huge cucumber plant he had raised in a flower pot on his patio (a second floor apartment balcony). He had trained it up, over the railing of his balcony, up the brick section of his apartment wall, and over the bottom of the third floor balcony. His problem was how to keep the man on the third floor from stealing his cucumbers! And, he was pretty upset because he had called the police department and they laughed at him and told him to call Maryann. I suggested he might offer to share his cucumbers with the man in the third floor apartment.

It is important to know that all this is going to happen again; we know it's going to happen again. We do have a responsibility (all of us who grow, sell, market or educate the people about products) to give them proper and accurate information. Of those 2,000 who attended our clinics last August, 38% of them were first-time home preservers. They did not know where to get information. We found out that customers are begging for information on produce, and this was one of the reasons that they did not buy. One of the reasons they did not buy more products than they did was that they did not know how to buy, how to select, how to prepare and care for many of the products. They felt it was the responsibility of the produce industry to provide this kind of information to them as consumers, if the produce industry wanted them as customers. (I am sure you want them as customers.) You know that some people have never even heard of a Hubbard squash; some people don't know if they have yams or sweet potatoes. They also feel that they have been ripped off as far as quality is concerned.

Consumers today have a very, very rapidly changing set of values that you and I may not understand. The USDA Food Consumption Study, done in 1965, showed that our diets are sadly deficient in Vitamins A and C, and these come from fruits and vegetables. As consumers, we have changing food habits; we eat "catch as you catch" meals. How many of you have three meals a day together with your family at harvest time? The percentage is pretty small anymore in most areas and in most families. We have a continued interest in convenience foods of all kinds with 52% of the female population now working. Other women that are available to cook, etc., have been liberated from household chores, so this trend will probably continue even though we may have a different economic situation. We also are a more mobile society than ever before, even with the gas shortage. We are back on the road again; didn't take long for people to change back to this kind of habit.

How are you going to win them, if you don't really reach them and know something about them? The people are not group oriented anymore. They have no other way to find information than to get it from you, as market operators. Fresh produce is down in consumption, process is up. One of the reasons, of course, is taste; the other is convenience.

The USDA study done a few years ago on vegetables, 12 out of the 26 vegetables tested met with only favorable approval. They were liked because of taste, ease of preparation, variety of uses, and because they were not tiring to family members. Last, but not least, they also were high in vitamins and minerals. The vegetables that were best liked in order were corn, white potatoes, tomatoes, lettuce, green beans, onions, celery, cukes, carrots, and on down the list.

I think this can give you some ideas about what you sell, what you merchandise, and how you merchandise. For example, maybe this study could give you an idea about what to carry most of and what to carry least of to reduce some of your waste. It can also tell you through posters, flyers, and recipe leaflets the kinds of products that you need to give people more information on. It can tell you what to do in providing convenience types of products for these people. How much convenience do you add to some of the things you sell in your roadside

market? Do you have a small cheese and apple pack, complete with a knife and napkin, like the fudge people do? Do you sell a chunk of cheese with an apple and call it a snack pack? What about shredders next to the cabbage? How about soup packs in a plastic bag, with something like three carrots, two potatoes, one onion and a turnip; a soup pack that is ready to go. Have you seen the circles of carmel you slip over the top of an apple and put it in a 300° oven for two minutes? You can hardly get more convenient than that.

Do you have small fruit gift packs that are available all year round, rather than just at Christmas time? Do you have peaches and blueberries in a pack or a display together? Two peaches and a pint of blueberries in a box, as a convenient dessert idea. Do you have recipes beside the squash telling people the differences between a Hubbard, Buttercup, Butternut, Acorn, and so forth? Do you tell them that all squash can be used interchangeably in recipes? Do you have a big sign by the squash display that says you'll cut them for them? (Not many of us who live in apartments have hatchets and unless they live on the second or third floors they are not going to drop them from the balcony.)

Do you provide some kind of service? Do you have a sign (like they had in the airport candy shop), "Ask us, we'll fix anything you want." Do you have some bulk versus some packaged products? We have heard that they want this; they keep screaming that they want this. Charge them a premium price to have them pick and paw through your own displays, if that is what you want to do, but, give them the opportunity to pick and they'll pick junk you'd never think you could sell. It is done all by themselves and they have nobody to blame, but they are willing to do it.

We are also on another big snack food trend, so how about doing celery that is already trimmed for people, complete with aerosal cheese cans. Or, would you offer to slice, dice, or chop carrots for somebody? Sure, you can get a premium price for it. Try it.

Speaking of this convenience trend, I heard gasps go through the audience when they were talking about the Pennsylvania market being open from 6:30 a.m. until 10:30 p.m. Why not? Seventy-five to 85% of all people shop between 4:30 and 9 or 10 at night now, with the percentage of people working. Why do we have to stick to the old time; the "be there at 5 in the morning" farmers' market kind of thing?

Why not do some of these things? Why not merchandise in the shopping mall? In Kalamazoo, the mall association was begging for producers to bring produce and merchandise into the shopping center; they were going to give them the free space. They didn't have any takers because nobody wanted to take the time and trouble to do it. This is where the people are. If your market is not close to people who are not now buying fruits and vegetables, go to them.

If you have apple cider, why don't you call a school and set up a deal to sell some of your cider? Go to fast food take-out places; sell apples on consignment to some of the places that don't have fruits and vegetables on their menu. Do all of your local restaurants, car dealers, banks, department stores, coffee shops, movie theaters, drive-ins know

that you sell apples? Could you set up a display of apples in a department store, for example? Can you get an apple concession at the local auto race track? Can you put your own brochures in cycle shops or laundermats, where the people are? Anyplace where the people are. Use all the creative powers that you possibly can to reach the people; the new people, the old people and with new ideas, and so forth. The cider milk shake is a great idea. How about a new cider soft drink? Two part cider to one part 7-Up or soda. Offer it to your customers and you'll sell more cider, as well as the recipe.

No matter what you sell or where, people still want quality and/or they want their money's worth. There is almost no place for junk in a market anymore. This may change, but I doubt it, based on what is already happening, people's current buying habits, and what is going on. They are not buying lower cost meat cuts; they are cutting out meat instead. They are not buying private label canned foods; they are still buying national brands, but buying less. They are not buying second quality canned goods where they could save even more money. They are far more conscious now of sales and specials and coupons and cents off. The cents off coupon has increased by one third this past year. Maybe this did not work the last time you tried it but it might work this year. Try an incentive for them to come in on Monday and Tuesday when Mother Nature still ripens all the fruit, instead of everybody piling in there on the week-end. Maybe you could give them a free something or other. Or, play up the point that you can offer them more individualized service at that particular time.

While we are on the subject of advertising, there are a couple of things that you really need to be aware of. Nobody wants to be conned by advertising. This is part of the consumers movement and there is an awfully lot of interest and discussion by consumers, consumer groups, and just plain anybody--somebody and everybody--about advertising and the con job that people are getting. They want to have honest advertising, and don't you forget it. The FTC and the FDA are cracking down on this, and some of the companies are forced to spend the same amount of money on corrective advertising as they did on advertising to begin with. Make it sure, honest, and accurate information in the beginning and you won't get into that kind of a bind.

Let's talk about another little thing that is coming up and is going to hit harder in the future--Nutritional labeling and nutrition information. More and more consumers are interested in nutrition these days; they are asking about it and asking for information about it. The whole controversy has not been settled yet. But, there is enough evidence in the air implying that if you say something is "loaded with vitamin C," it is not going to be legit enough. You are going to have to tell them exactly how much vitamin C. The big controversy now with the fresh fruit and vegetable industry is whether or not they can use Handbook #8, the USDA guide, or whether each one of those oranges has to have the nutritional labeling information on it. It is legislation that is being forced on people on the industry; something that our consumers are more interested in and are demanding to know. They also are demanding to know if you use additives and, if so, are they safe? Do you use pesticides and are they safe? Why do you use it? Tell them. Tell

them the story of why you use it; why you can't get along without it and why it has to be there in order to provide the food supply that they want. Tell them everything you can tell them, because they are really asking for information. They are becoming more skeptical, more cynical and are demanding to know their rights. They are forcing both legislation and businesses to comply with what they think ought to be there.

More interest is tied in, too, with things like the natural and back to earth image, food safety, cleanliness. Everytime we do any kind of talk with a consumer group, cleanliness comes out as one of the top issues. They may be the dirtiest, sloppiest housekeepers you have ever seen, but they want to do their shopping in a place that is clean, neat, and not filthy. More people are becoming conscious of these kinds of things, and they really are going to force you into doing something about it unless you get on the band wagon and do it first.

Consumers are important; they are your business. They are who you are dealing with, or who you are working with. Without them, you are without a business and a job. And, rather than calling it consumerism, why not switch around for a change and start calling it pro-sumerism--acting for the consumer in a very positive way. Beat them to the band wagon, if you will. Do the things that they want first before you are forced into doing them by law. Ask them what they want; give them what they want. Treat them like people instead of like dirt. Don't talk back to them; don't blame them. Act like they are the most important people that ever walked through your door, and they will probably be back. A good 95% of the people that have complaints don't do anything about them except quit shopping there. And if you want to loose them that way, fine; but you have a tremendous potential to really get additional customers and hit the people who are not buying fruits and vegetables.

I think we all believe, too strongly, that there is one set of consumer values that fits everybody. This isn't true; you can't have one set of values for all people. I am sure everyone of you in this room thinks that every single solitary consumer in this country ought to buy fresh fruits and vegetables because of the good value that you know they are. We tend to rationalize by saying and thinking what we consider to be appropriate values for others. They have certain values and we have certain vaues. Until we begin to really understand and respect each others values, what we want and our needs or concerns, only then we can merchandise for today's consumers and tomorrow's consumers. They will be back if we do that kind of a pro-sumerism job on them. One of the big questions of how to merchandise for today's consumers is a little bit like the question of how porcupines make love--very carefully and/or with a great deal of guts and creativity. I think that pretty well sums up how you can merchandise for today's customers.

Thank you.

HENDERSON: Thank you very much for a very interesting discussion. We are moving now into the very last phase of our Conference, which I am sure you'll agree has been very excellent and exciting. The topic of our concluding speaker is "Keep Your Customers Coming Back". He is manager of Mark Securities, Inc. (which is an associate company of Landmark in Columbus). Before our speaker moved to his present position, he was a director of sales training, a retail branch manager, an area representative and a district sales manager for the Landmark Regional Cooperative. He is a member of numerous civic and community organization and has a busy schedule as an after-dinner speaker and a participant in business and trade association meetings and conventions. It is with great pleasure that I present to you Mr. Hal Crone.

KEEP YOUR CUSTOMERS COMING BACK

Hal Crone
Mark Securities, Inc.
Columbus, Ohio

It seems to me that throughout your programming you have been channeling your thinking to what you can do to keep customers coming back. There is probably very little I can say that is fresh or refreshing. So, when I attempt to wind up your program and follow such terrific people as you've had, I feel I have bit off quite a bit to chew.

You have been discussing the various problems that you have in your business and your industry. Regardless of where we go, there are those things that are problems; if they were not they wouldn't need any of us around whose job would be problem solution. There is another thing we can't get very far away from, that there is work to be done.

The old cliché, "Put your shoulder to the wheel, keep your nose to the grindstone," is sure true. But, when you stop to think about it, who in the heck can work in that kind of position? Yet sometimes, whether because of government regulations or things beyond our control, we are put in that kind of working situation, or given that kind of handicap. This clipping relates to the grindstone bit; it says, "If your nose is close to the grindstone rough, and you hold it down there long enough, in time you will say there is no such thing as brooks that babble and birds that sing. These three things will your world compose; just you, the stone, and your darn old nose."

I expect sometimes you kinda' get the feeling that you are on the grindstone. Maybe the customers aren't always what we would desire in their reactions to buying. There is nothing routine. I bet if you look at year around programs in working a roadside market, they're as different as every car that comes up. And yet, work is basic. It is there, it will always be there, and I think we ought to be thankful for it. By the same token it takes more, far more than just work or hard work to bring customers back.

Everyone wants to succeed in what they are doing. Someone put it this way, "A success is one who decided to succeed, and then worked." We can understand that. A failure is one who decided to succeed, and then wished. We have all, on occasion, done that. But, a decided failure is one who failed to decide and waited. So, there are decisions to be made. This also relates to the business many of you are in. Success is usually gained by the fellow who goes out on the limb and why not? That is where most of the fine fruit is located. Some of it may be gathered by safer methods, but much of it requires daring and self confidence at harvest time.

Well, ladies and gentlemen, you have been challenged by some things to think about and plan for in the '75-'76 year. They may be rather major in adjusting some of your programs, and I know you are going to take a careful look at them. We are all apprehensive about what's happening in our economy, I suspect. I heard a statement this noon from Coach Taylor, just back from Michigan all bruised and so forth. He said, "You know '76 is going to be great, if we survive '75." Well, I am more optimistic than that, and I think most of you are or should be.

As far as changing your program, you need to look pretty carefully before you start. I am certain that being in the business that you are, for as long as you have been, you aren't going to be making any real fast, major decisions. You have good products and have been talking about having them well displayed, merchandized, the price, convenient to get to, convenient parking, signs to get; you have had all of this. All of this is necessary; there is no question about it. But, much more needs to be interjected.

If I can analyze what you really want to do, you want to sell products that don't come back to customers that do--and consistently. Isn't this really what you're after? If you are going to be an effective marketer, if you are going to have people coming back they are going to look to you for more than just a product. They are going to look to you and those who work with you because you believe in the community in which you live and work. Of course you believe in your products and services and, while you can't belong to every service club, relate to something that is worthwhile in your community and be a leader in it. Do that job well. Everyone should have time to build the community in which they live and raise their kids. This seems awfully important to me. Busy as people are, it takes people who are dedicated and this is one of the things that may bring customers back.

I suppose there are two kinds of people in every situation. Ella Wheeler Wilcox put it this way,

There are two kinds of people on earth today;
just two kinds, no more, I say.
Not the sinner and the saint,
for it is well understood
that the good are half bad
and the bad are half good.
Not the rich and the poor,
for to rate a man's wealth
you must first know the state
of his conscience and health.
Not the humble or proud,
for in life's little span
who put vain on vain's errors
is not counted a man.
Not the happy or the sad,
for the swift flying years
bring each man his laughter, yes,
and each man his tears.

No, the two kinds of people on earth I mean
are the people who lift and the people who lean.
Wherever you go you'll find in the earth's masses
they are always divided into just these two classes.
And oddly enough, you'll find I wean,
there is only one lifter to twenty who lean.

In which class are you? Are you easing the load of the overtaxed lifter who toils down the road, or are you the leaner who lets the others share your portion of labor and worry and care? In this connection, ladies and gentlemen, community services (at least with a project which you can relate and really believe in--be it church, school or community) be a lifter, because there are always plenty who lean.

Now, what do you want to exhibit? What face do you want to put forth in working with customers in helping them buy their wants and needs from you? A friendly, nice gal or nice guy service. Greet people if possible by name; we all know there is nothing so important to the person as his name. Hurry and scurry as you will in the busy time that you have, there is time at least to let people know you recognize them; in your busy season it is most important. I don't think you probably have this problem when there are two or three people coming in and you are on a 1 to 3 ratio as far as taking care of them is concerned. But, in your busy season and busy time, you may have many more come in and one of the most important things is to recognize that they are there. At least nod or say "Hi, I'll be right with you," while you take care of two other people at the same time. If they know you know they are there, they'll browse and they'll buy, and that is what it is all about.

I know customers aren't always fair. They just never pinch the cabbages, it is always the peaches. They become impatient, and are always in a hurry. They may come in sliding the tires in a rush, but they are still the customers. You want them to come back and you want their friends to come back again and again and again. It seems to me that this is what it is all about. So greet and recognize them, in spite of what your attitude may be because of someone who did you wrong. You can still be the actor or actress and be friendly. In fact, it might be contagious. They will be friendly and the first thing you know, you've forgotten the problem. But, many times it needs to start with you. And, if you set the example in many cases your people will follow.

HENDERSON: Thank you, Hal. Well, folks that is the end of the 15th Ohio Roadside Marketing Conference.

EXHIBITORS REGISTERED AT THE 1975 CONFERENCE

1. AMERICAN JET SPRAY IND.
William Rowe, W.O. Pauly
11048 La Grange Rd.
Elyria, Ohio 44035
(Signs, sign equipment)
2. ANDERSON BOX CO., INC.
S.H. Brann, E.W. Baird,
D.E. Shipps
P.O. Box 1851
Indianapolis, Indiana 46206
(Roadside packaging products)
- * 3. APPLACRES, INC.
Thommie Engler
Rt. #1, Box 153A
Bedford, Indiana 47421
(Pure cane sorghum, candy
honey, jams & jellies)
4. BALLY CASE & COOLER, INC.
Walter Stoudt, William Mahrenholz
Bally, Pennsylvania 19503
(Walk-in coolers, freezers)
5. BLUE HOLD HONEY FARM
Kathi Myerholtz, Melvin and
Greg Myerholtz
Rt. #1, Box 578
Castalia, Ohio 44824
(Honey)
6. BOUNTIFUL RIDGE NURSERIES, INC.
June Alexander
Box 248
Princess Anne, Maryland 21853
(Nursery stock)
- * 7. BUCKEYE CONTAINER
C.P. Villard
Box 32
Wooster, Ohio 44691
(Containers)
- * 8. CALICO COTTAGE CANDIES, INC.
Leonard & Mark Wurzel
9 Crescent St.
Hewlett, New York 11557
(On premises making of
home style fudge)
9. CHEF PIERRE, INC.
Joe Greene
P.O. Box 1009
Traverse City, Michigan
49684
(Pies & apple dumplings)
10. CORDAGE PACKAGING
Steve Mills
66 Janney Road
Dayton, Ohio 45404
(Paper bags, poly
bags, labels, fruit
baskets)
- *11. OHIO FARM BUREAU FED.
Farm Markets Division
Reed Varian, Paul Slade,
John Robertson
245 N. High St.
Columbus, Ohio 43216
(Operator services)
12. FMC CORPORATION
Michael Hofbauer, Oscar
Elkins, Food Processing
Machinery Division
1224 Kinnear Road
Columbus, Ohio 43212
John Headley
Agr. Machinery Division
3441 Bolton Avenue
Columbus, Ohio 43227
Joe Murnane,
Agr. Chemical Division
1838 Koebel-Suydam Road
Galloway, Ohio 43119
(Harvestors, agr. mac
machinery, chemicals)
- *13. GOLD MEDAL PRODUCTS CO.
Geoffrey Smith
1825 Freeman Ave.
Cincinnati, Ohio 45214
(Popcorn, sno-kones,
cotton, candy, snack
machines)

- *14. HELDMAN PAPER CO., INC.
Al Short
9910 Princeton Pike
Cincinnati, Ohio 45236
(Produce bags, plastic
and paper)
15. HILLTOP FARM MARKET
Wallace Heuser
Rt. #2
Hartford, Michigan 49057
(Nursery stock & fruit)
16. LOU-NOR
Norman & Louise Witherspoon
225 Park Ave.
New Philadelphia, Ohio 44663
(Apple & other fruit,
jewelry & gifts)
17. ORCHARD EQUIPMENT AND SUPPLY
Norman & Thelma French
Rt. #116
Conway, Massachusetts 01341
(Cider equipment--making
and dispensing)
18. PETE PETERSON & ASSOCIATES
Pete Peterson, Robert Heller
24225 Beech Lane
North Olmsted, Ohio 44070
(Stone ground flour & meal,
cured meats)
19. PLUMMER BROTHERS
Cal Plummer
Box 333
Hastings, Michigan 49058
(Orchard heating &
irrigation equipment)
20. M. POLANER & SON, INC.
Hank Milstein
43 Burning Bush Lane
Levittown, Pennsylvania 19054
(Jellies, preserves, pickles)
21. Z.M. REED ASSOCIATES
Zelah Reed
171 Granger Road
Medina, Ohio 44256
(Specialty foods, candies)
22. SHERRETS SALES
Karl & Margaret Sherrets
P.O. Box 751
Sunbury, Ohio 43074
(Fertilizer, mats)
- *23. SOCIAL SUPPER, INC.
Robert & Audrey McDevitt
Main St.
Dresden, Ohio 43821
(Litho trays, barware, candles)
- *24. HOWARD B. STARK CO.
William Stark, John Wahl
Candy Lane & Hickory Sts.
Pewaukee, Wisconsin 53072
(Caramel apple dip)
- *25. SUNBEAM FARM, INC.
C.L. Danielson
2429 Clague
Westlake, Ohio 44145
- *26. SUNNY FARMS POPCORN
Harold & Virginia Cooper
Rt. #2
Carroll, Ohio 43112
(White & yellow popcorn)
27. UMBAUGH POLE BUILDINGS
Bill Fisher, Alvin Gay,
Steve Fisher, Wendell Nutter
3777 W. State St., #37
Delaware, Ohio 43015
(Pole buildings)
28. WATER SUPPLIES, INC.
Dave Bowser
1260 Middlerowsburg Rd.
Ashland, Ohio 44805
(Myers power sprayers)
29. WEBB SALES
William Webb,
Stan Rostocki
145 North Freedom St.
Ravenna, Ohio 44266
(Candy, coffee, tea,
spices)

*New exhibitors this year.

REGISTRANTS AT 1975 CONFERENCE

SPEAKERS

- Beckman, Maryann, District Extension Consumer Marketing Information Agent, Michigan State University, 420 W. Kalamazoo Ave., Kalamazoo, Michigan 49006.
- Blakeley, Ransom, Department of Horticulture, Purdue University, Lafayette, Indiana 47907.
- Boyne, David, Chairman, Department of Agricultural Economics and Rural Sociology, The Ohio State University, Columbus, Ohio 43210.
- Breeden, Richard and Mrs.; Donna Schumacher and Pat McCarron, Wauconda Orchards, 1299 Bonner Road, Wauconda, Illinois 60084.
- Burger, Delbert and Viola, Burger's Farm & Garden, 7849 Main Street, Cincinnati, Ohio 45244.
- Cartee, William, Extension Agent, 205 Federal Building, Painesville, Ohio 44077.
- Clemons, Karl, Extension Specialist, North Clinton St., Defiance, Ohio 43512.
- Courter, William, Extension Specialist, Horticulture, University of Illinois, Simpson, Illinois 62985.
- Crone, Hal, Manager of Security, Landmark, Columbus, Ohio 43216.
- Enarson, Harold L., President, The Ohio State University, Columbus, Ohio 43210.
- Fulton, William, Fulton Farms, 1709 Rt. #2, Troy, Ohio 45373.
- Gunn, C. A., Guelph University, Guelph, Ontario, Canada.
- Hadley, Herbert, Extension Economist, The Ohio State University, Columbus, Ohio 43210.
- Henderson, Dennis, Extension Economist, The Ohio State University, Columbus, Ohio 43210.
- Lawrence, Thomas, Lawrence Home Produce, Rt. #2, Findlay, Ohio 45840.
- Leimbach, Pat, Author, "A Thread of Blue Denim," Vermillion, Ohio 44089.
- Manfull, Sara and C.L., C. L. Manfull Fruit & Vegetable Market, Box 20, Augusta, Ohio 44607.
- Martina, Joseph, Security Director, F & R Lazarus Co., 141 S. High St., Columbus, Ohio 43215.
- Martino, Robert and Doris, Peacedale Farm Market, 588 Peacedale Road, Schodack Landing, New York 12156.
- McConnell, J. Richard and Jeanette, McConnell Berry Farm, 11421 Green Valley Road, Mt. Vernon, Ohio 43050.
- Mumma, Richard and Jonnie, Mumma Fruit Farms, 400 Shiloh Springs Road, Dayton, Ohio 45415.
- Penton, William and Gunver, Penton's Country Market, 1333 N. Ridge Road, Lorain, Ohio 44052.
- Ricker, Edwin, PLRS Management Consultants, 2442 E. Maple Road, Flint, Michigan 48507.
- Rinkenberger, Lawrence, 5112 E. 109th Ave., Crown Point, Indiana 46307.
- Staby, George, Department of Horticulture, The Ohio State University, Columbus, Ohio 43210.
- Stahl, John and Mary, Stahl's Farm Market, 10676 N. Johnson Road, North Benton, Ohio 44449.

Teichman, Herbert and Mrs.; also George Lord, Tree-Mendus Fruits,
Eau Claire, Michigan 49111.
Toothman, James, Marketing Specialist, Pennsylvania State University,
University Park, Pennsylvania 16802.
Tuinstra, Robert and Lois, Fruit Basket Flowerland, 3801 Alpine,
Comstock Park, Michigan 49321.
Twigg, Marvin, O. M. Scott Co., Marysville, Ohio 43040.
Vandemark, Vern, Extension Economist, The Ohio State University,
Columbus, Ohio 43210.
Varian, Reed and Stan Kloss, The Ohio Farm Bureau Federation, Columbus,
Ohio 43216.
Watkins, Edgar, Extension Economist, The Ohio State University,
Columbus, Ohio 43210.
Weber, Earl and Mrs., Mt. Pleasant Orchards, 1620 Chapel Road,
Havre de Grace, Maryland 21078.
Witten, Jerry and Bonnie, Witten's Market, Rt. #2, Lowell, Ohio 45744.
Zurbrugg, Erskine, Zurbrugg Cider Mill, Alliance, Ohio 44601.

REGISTERED PARTICIPANTS

Adae, Howard and Alice, A & M Farm, Midland, Ohio 45148.
Ahrens, Philip, Ahrens Strawberry Plant Nursery, R.R. #1, Huntingburg,
Indiana 47542.
Aichholz, Tim and Sally, Aichholz Farm Market, 3456 Drake St.,
Cincinnati, Ohio 45244.
Alderson, John and Maxine, 2110 N. Washington, Forrest City, Arkansas
72335.
Andrews, Richard and Charlene, Andrews Fruit Barn, Rt. #6, Defiance,
Ohio 43512.
Arndt, James and Marian, Arndt Orchards, 1875 N. Wozniak Road,
Michigan City, Indiana 46360.
Ashley, Hubert and Lawrence, Ashley's Farm Market, 25 Hillside Avenue,
Flanders, New Jersey 07836.
Babbitt, David and Jane, Babbitts Farm Market, R.R. #4, Fennville,
Michigan 49408.
Baiers, Robert, Cider Keg, Rockford, Michigan 49341.
Baker, Myron and Lois, Maplewood Orchard, 3712 Stubbs Mill Road,
Morrow, Ohio 45152.
Baker, Richard, Gerallee, Christopher, Pamela, Paul and Andrew, Bakers
Acres Farm Market, R.R. #1, Box 225, Fremont, Indiana 46737.
Balunek, Frank, 35901 Detroit Rd., Avon, Ohio 44011.
Beckett, Stewart, Jr. and Patti, Old Cider Mill, 1287 Main St.,
Glastonbury, Connecticut 06033.
Beech, Ronald, Michigan Extension Service, Room 1, County Bldg.,
Ann Arbor, Michigan 48108.
Benson, Mary, Jim's Berry Farm, 103 Fidler Court, Watseka, Illinois 60970.
Bergman, John and Donna, Bergman Orchards, 4562 Bayshore Road, Port
Clinton, Ohio 43452.
Berry, Clayton, Margaret and Michael, Berrylea Farms, Rt. #1, Box 441,
Sturtevant, Wisconsin 53177.
Bigley, David and Mrs., Bigley Orchards, 18 B Road, Culver, Indiana 46511.
Bihl, James, Bihl's Farm Market, Route #2, Wheelersburg, Ohio 45694.

Bissell, Carl and Bonnie, Bissell's Orchard, 5800 S. Ridge, W.,
Ashtabula, Ohio 44004.

Blazer, Harold and Dorothy, Blazer Orchards Fruit Stand, R.D. #2,
Hegins, Pennsylvania 17938.

Bloom, John and Helen, Bloom's Farm Market, Rt. #2, Box 98, Tiffin,
Ohio 44883.

Bonham, Elton, 2426 Medary Ave., Columbus, Ohio 43202.

Bonter, Don, Bayview Orchards, R.R. #1, Carrying Place, Ontario, Canada.

Boose, William and Rita, Boose's Farm Market, Inc., Rt. 61, East,
Norwalk, Ohio 44857.

Bortz, Terry, Agriculture Agent, Box 404, Schuylkill Haven, Pennsylvania
17962.

Bottcher, William and Mary, Bottcher Gardens, R.D. #1, Big Flats,
New York 14814.

Bradley, Kenneth, B & B Market, Waynesville, Ohio 45068.

Breon, Willard and Wendell Waters, PBF Farms, West Lafayette, Ohio 43845.

Brooks, William, Department of Horticulture, The Ohio State University,
2001 Fyffe Court, Columbus, Ohio 43210.

Brown, Milo and Mrs., Ridge View Fruit Farm, Box 24, Martin, Michigan 49070.

Budnek, Michael and Hugh Wilson, Farmers Market Barn, P.O. Box 97,
Washington Court House, Ohio 43160.

Burfield, Roy, Burfield's Strawberry Farm, Box 256, Bolivar, Ohio 44612

Butler, George, Shirley, Susan, Todd and Wade, Butlers Orchards, 22200
Davis Mill Road, Germantown, Maryland 20767.

Campbell, Harold and Larry Rubright, Pennsylvania State University Area
Agents.

Carnahan, Robert and Marlene, 35 Brookmeadow Dr., Reynoldsburg, Ohio 43068.

Carnes, Neal, Daly Fruit Farms, 1317 Hartzell Road, New Haven, Indiana 46774.

Coate, Dennis and Phillip, Coate Orchards, R.R. #1, Georgetown,
Illinois 61846.

Cobbledick, Robert, Ontario Ministry of Agriculture, Vineland Station,
Ontario, Canada.

Coon, George and Mrs. Burdell Coon, Coon's Farm Market, Rt. #2,
Ashville, Ohio 43103.

Cooper, David and Miriam, Cooper's Country Market, Rt. #1, Box 1021,
Bucyrus, Ohio 44820.

Cornell, John and Mrs., Cornell Fruit Farm and Market, R.R. #1, London,
Ontario, CA.

Crawford, Robert, Pine Valley Farms Garden Market, R.R. #2, Norvall,
Ontario, Canada.

Crook, Ruth and Delbert, Del-Ru Strawberry Knoll, 3922 West S.R. #37,
Delaware, Ohio 43015.

Cross, Lynda, Meister Publishing Co., 37841 Euclid Ave., Willoughby,
Ohio 44094.

Crum, Howard and Carol, 3314 Marion-Edison Road, Marion, Ohio 43302.

Cruncan, Gerry, Cruncan Brothers, R.R. #2, London, Ontario, Canada.

Davis, Bruce, Bon Day Farm, Rt. #1, Frankfort, Ohio 45628.

Dawson, William and James Westfall, Leonard Drain, Bertie Gordon, West
Virginia Department of Agriculture, Charleston, West Virginia 25305.

Demana, Frank, Frank's Farm Market, 2133 Morse Road, Columbus, Ohio 43229.

Dempsey, Horton and Donald, Helen Jenkins and Carolyn Harrison, Horton
Dale Produce Market, Rt. #2, Oak Hill, Ohio 45656.

Diebold, David and Joseph, Diebold Orchards Market, P.O. Box 75, Hwy. 61,
South Kelso, Missouri 63758.

Dorsey, Richard, Dick's Farm Market, R.R. #1, Findlay, Ohio 45850.
Dowd, Oscar and Sarah Dowd Lefurgy, Dowds Blueberry Farm, 214 N. Gremps,
Paw Paw, Michigan 49079.
Drake, Norman and Laurence, Weiant Gardens, Rt. #8, Box 310, Newark,
Ohio 43055.
Dwelle, Charles, Nut Tree Fruit Stand, Nut Tree, California 95688.
Ehmann, Roger and Norma, Ehmann's Farm Market, 6001 Lambert Rd.,
Orient, Ohio 43146.
Epler, John and Jackie, Epler Farms, R.D. #1, Northumberland,
Pennsylvania 17857.
Erwin, James, Erwin Farms, 24150 Novi Road, Novi, Michigan 48050.
Ewing, Doak, Ewing's Market, Rt. #5, Cambridge, Ohio 43725.
Eyssen, William and Jane, Mapleside Farms, Inc., 294 Pearl Rd.,
Brunswick, Ohio 44212.
Feller, Arnold, Taconic Orchards, Box 66A, R.D. #2, Hudson, New York 12534.
Finney, Fred, Davis Melrose Company, 1618 Portage Road, Wooster, Ohio 44691.
Fletcher, Robert and Linda, Fletcher's Orchard, 4416 Hwy. 63N, Columbia,
Mo. 65201.
Foard, Punkey and Bill, Bill Stengel, Valley View Farms Country Store,
11035 York Rd., Cockeysville, Maryland 21030.
Foote, Goerge and John, Foote Family Farm, Cambridge Station, R.R. #2,
Kings County, Nova Scotia, Canada.
Frantz, Martin and Esther, Frantz Fruit Market, 1450 Dayton Road,
Greenville, Ohio 45331.
Frantz, Norman and Kathryn, Frantz Fruit Market, R.R. #1, 2109 127N,
Eaton, Ohio 45320.
Franzblau, Jarvis and Pearl, Huron Farms, 3431 N. Zeeb Road, Dexter,
Michigan 48130.
Friday, Paul, Farmer Friday's Fruit, Rt. #1, Coloma, Michigan 49038.
Fritzsche, Carl and Cindy, Scenic Ridge, R.D. #2, Box 10, Jeromesville,
Ohio 44840.
Fry, Larry, Vo-Ag Teacher, and Bob Wentworth, Keith Spiess, Chris
Bonner (students), Liberty Center High School, Liberty Center,
Ohio 43532.
Funk, Fred and Mary Lynn, Funk's Farms, R.D. #1, Millersville,
Pennsylvania 17551.
Furman, Chris, Columbia City, Indiana 46725.
Furleigh, Robert and Donna, Furleigh Farm Gardens, Rt. #2, Clear
Lake, Iowa 50428.
Garrett, Joe and Betty, Garrett Orchards Farm Market, Shannon Run Rd.,
Versailles, Kentucky 40383.
Goodell, Frank, 10220 Peck Road, Mantua, Ohio 44255.
Gould, Chester and Nina, 111 Webber, Battle Creek, Michigan 49015.
Gould, Harold, Atkins Fruit Bowl, 1371 So. East St., Amherst,
Massachusetts 01002.
Green, Don and Marylou, Willow Valley Farms, 2495 Crimson Road,
Mansfield, Ohio 44903.
Groff, Carlton and Carol, Box 94, Rt. #1, Kirkwood, Pennsylvania 17536.
Hackett, David and Martin Miller, Ohio Dept. of Agriculture, 65 S.
Front St., Columbus, Ohio 43215.
Hammond, Lee, Hammond's Green Market, 309 Lancelot, Lansing, Michigan
48906.

Hartman, Fred, Department of Horticulture, The Ohio State University, 2001 Fyffe Court, Columbus, Ohio 43210.

Hartzler, Ed, Apple Hill Orchards, 1175 Lex-Ontario Road, Mansfield, Ohio 44903.

Haslinger, Joseph and Mardel, Haslinger Orchards, 7404 West S.R. #6, Gibsonburg, Ohio 43431.

Henkle, Jack, Jack Henkle, Inc., Room 302 Bank Building, Lebanon, Ohio 45036.

Herring, H. Burdett, Herring's Berry Farm, 4011 East Road, Lima, Ohio 45807.

Hileman, William and Jean, Kistaco Farm Market, R.D. #3, Apollo, Pennsylvania 15613.

Hilger, Henry, John and Sally, Hilgers Market, 12114 Crook Road, Ft. Wayne, Indiana 46818.

Hill, Donald and Sandra, Montrose Orchards, 10253 Farrand Road, Montrose, Michigan 48457.

Hirsch, Frank and Joseph Gadker, Hirsch Fruit Farm, R.R. #7, Chillicothe, Ohio 45601.

Hite, Clayton and Howard, R.D. #2, Amherst, Ohio 44001.

Horton, Robert, Turtlecreek Farmers Market, 1997 Hart Road, Lebanon, Ohio 45036.

Huffman, Allen and Marie; also Grace Everding, Old Barn Fruit Farm, 7275 Withrid St., Dayton, Ohio 45427.

Hug, Thomas and Lois; Francie and Gregg Arnett, Sandy Ridge Fruit Farm, 391 E. Main, Norwalk, Ohio 44857.

Humphrey, Vivian and Charles, Vivian's Farm Market, Box 128, Reedsville, Ohio 45772.

Hurd, Zeke and Linda; also Susan Machamer, Hurd Orchards Apple Shed, Hurd Rd., Holley, New York 14470.

Irmen, Patrick, The Anderson Produce Market, P.O. Box 119, Illinois Ave., Maumee, Ohio 43537.

Ivanchuk, Morris, Highway #8, St. Davids, Ontario, Canada.

Jenkins, Don and Jan, Jenkins Farm Market, R.D. #3, Arkport, New York 14807.

Johnson, Richard, Apple Wood Farm, Rt. #1, Zanesfield, Ohio 43360.

Judd, William and Betty, Judd's Farm Market, R.R. #2, Box 292, Brookville, Ohio 45309.

Jutte, Oscar and Suzanne, Jutte's Melons, R. #2, Ft. Recovery, Ohio 45846.

Karnes, William and Kathryn, Karnes Fruit Farm, Rt. #2, Greenfield, Ohio 45123.

Karr, Michael, 915 South High St., Columbus, Ohio 43206.

Kaul, James and Betty, The Fruit Seller, 744 Schaaf Road, Cleveland, Ohio 44109.

Keairns, Raymond and Alice, Rt. #3, Box 564, Logan, Ohio 43138.

Keyse, Glenn and Michael and Patricia, The Old Mill Farm Market, 9858 E. River Road, Columbia Station, Ohio 44028.

Kirby, John, Betty, George and Terry, Kirby Cider Mill, Albion, New York 14411.

Kirby, Ned and Judy; Debbie Kirkman and Debby Russell, Kirby Farms, Urbana, Ohio 43078.

King, Donald and Lucile, King Orchard, 578 E. Possum Rd., Springfield, Ohio 45502.

Kirtland, Barbara, 1642 Redrobin, Columbus, Ohio 43229.

Kitson, John, Brenda, Gerald and Una, Rt. #2, Rockford, Michigan 49341.
Klopfenstein, Stephen and Lois Ann, Rittman Orchard, 13548 Mt. Eaton Road, Doylestown, Ohio 44230.
Kohl, George and Marian; James Przybyla and Mike Hoelzl, Kohl's, 4005 N. Buffalo Road, Orchard Park, New York 14127.
Kurtz, Raymond and Marie, 5828 W. Garfield, Salem, Ohio 44460.
Lane, Donald, Ohio Dept. of Agriculture, Rt. #40, Reynoldsburg, Ohio 43068.
Lane, James and Rachel and Dan, Orchard Lane, 2189 S.R. #235, Xenia, Ohio 45385.
Lawrence, Dal and Mrs., Lawrence Home Produce, Rt. #2, Findlay, Ohio 45840.
Leckler, Louis, Leckler's Inc., 13001 Telegraph Road, LaSalle, Michigan 48145.
Lehman, Norman and Marge, Lehman's Country Store, 24961 Detroit Road, Westlake, Ohio 44145.
Lincoln, James, Michigan Certified Farm Markets, P.O. Box 960, Lansing, Michigan 48904.
Linville, Paul and Peggy, Linvilla Orchards, 137 W. Knowlton, Medina, Pennsylvania 19063.
Logsdon, Gene, Organic Gardening & Farming, Organic Park, Emmaus, Long, Ted and Sherri, Wood Lynn Farms, Ltd., London, Ontario, Canada.
Loughman, John and Debbie, 1588 North Sayers Road, Troy, Ohio 45373.
Lupica, Joe, 8360 Chardon Road, Kirtland, Ohio 44094.
Lynd, David; Bob Lewis, Jim Stephens and Karen Beal, Lynd Fruit Farm, Rt. #3, Pataskala, Ohio 43062.
Lynd, Lester, Lynd Fruit Farm, Rt. #3, Pataskala, Ohio 43062.
Manning, Ken, Franklin Farms, 7576 Olentangy River Road, Worthington, Ohio 43085.
Maurer, David and Carol, Maurer's, Batdorf Road, Wooster, Ohio 44691.
McClelland, John, Lookaway Fruit Farm, R.F.D. #2, Fredericktown, Ohio 43019.
McCloskey, Richard and Barbara, McCloskey's Farm Market, Rt. #2, Jamestown, Pennsylvania 16134.
McElheney, Robert and Violet and Robert II, Hillcrest Farm Orchard, R.R. #3, Box 196, Delta, Ohio 43515.
McLeod, Reuel, and C. B. Taylor, South Carolina Dept. of Agriculture, P.O. Box 11280, Columbia, South Carolina 29211.
Meyer, Fred and Mrs., Waldo Orchards, Rt. #1, Waldo, Wisconsin 53093.
Michael, Doug and Todd, Michael & Sons, 5089 Urbana Moorefield Rd., Urbana, Ohio 43078.
Milburn, John and Brenda, Milburn Orchards, R.D. #4, Elkton, Maryland 21921.
Miller, Shirley, Miller Orchards, R.D. #2, Amherst, Ohio 44001.
Miller, Willard, Knaus Berry Farm, 15880 S.W. 248th St., Homestead, Florida 33030.
Mohr, Wilma and Diane Mott, Mohr's On the Farm Market, 474 W. St. Rt. #571, Tipp City, Ohio 45371.
Mongold, Barbara and James, and Thomas Leslie, Bernard's Farm Market, 10477 S.R. #729S, New Vienna, Ohio 45159.
Monnin, Roger and Phyllis, Monnin Fruit Farm, 8201 Frederick Road, Dayton, Ohio 45404.

Moyer, Samuel and Liivi, Cherry Avenue Farms, Ltd., R.R. #1,
Beamsville, Ontario, Canada

Myers, Gerald, Department of Horticulture, The Ohio State University,
2001 Fyffe Court, Columbus, Ohio 43210.

Nicholson, Joseph, Red Jacket Orchards, Rts. #5 and #20, Geneva,
New York 14456.

Nye, Gordon and Diane, Nye's Apple Barn, 3162 Niles Road, St. Joseph,
Michigan 49085.

Oberholtzer, Kenneth, R.D. #4, Box 624, Ashland, Ohio 44805.

Ohlman, Lawrence and Sharon, Ohlman's Market, 3901 Hill Avenue,
Toledo, Ohio 43607.

Oller, Russell and Irene, Oller's Farm Market, R.R. #3, Box 99,
Taylorville, Illinois 62568.

Owen, James, Owen Potato Farm Market, 433 King Road, Newark, Ohio 43055.

Pallett, David, Pleasant View Farms, Ltd., 1590 Dundas Highway, East,
Mississauga, Ontario, Canada.

Palmer, Dean and Jean, Vita-Ful Orchard, 43687 Butternut Ridge, Oberlin,
Ohio 44074.

Partyka, John and Myra, South County Farms, Heaton Orchard Road, West
Kingston, Rhode Island 02892.

Patterson, H.N. and Mrs. Alma Carter, Patterson Strawberry Farm, Rt.
#1, Box 169, Woodland, Virginia 22580.

Pavlocak, Paul and Rosemary, Hillside Orchard, R.D. #3, Box 105, Mt.
Pleasant, Pennsylvania 15666.

Phillips, William, Mahoning County Cooperative Extension Service,
12 W. Main St., Canfield, Ohio 44406.

Phillips, Mrs. William and Paul, A.B. Phillips and Sons, 30 E. Main
St., Berlin Heights, Ohio 44814.

Porter, Roger and Maxine, Porter's Orchard, 12090 Hegel, Goodrich,
Michigan 48438.

Powers, Robert and Elizabeth, Powers Farm Market, 27 N. Main St.,
Pittsford, New York 14534.

Poynter, Eugene and Mrs., Poynter's Market, 1600 S. Main, Paris,
Illinois 61944.

Remus, Kurt, Remus Farms, R.R. #1, Hobart, Indiana 46342.

Renick, Milton, Family Farm Market, R.D. #2, Ashville, Ohio 43103.

Rhoads, Brent and Kathleen, Rhoads Farm Market, Rt. #4, Circleville,
Ohio 43113.

Rigdon, Robert, Squire Brown's Farm Market, Rt. #5, Elbridge,
New York 13084.

Rinker, Mrs. Ray and Dudley, Ray Rinker Orchards, Rt. #2, Box 240,
Stephens City, Virginia 22655.

Robertson, Edward and Ellenrose, Robertson Fruit Farm Market, R.D. #4,
Burgettstown, Pennsylvania 15021.

Robinette, James and Mary Bethel Robinette; Brian Trapp and Donna
Brockner, Robinette's Apple Haus, 3142 4 Mile Road, Grand Rapids,
Michigan 49505.

Rockwell, Robert, Rockwell Orchards, R.F.D. #1, Barnesville, Ohio 43713.

Romp, Robert and Loretta; Bob, Corinne and Ed Graf; Sue Siegfried; Holly
Pritschau, Danny Boy Farm Market, 24579 Lorain Rd., North Olmsted,
Ohio 44070.

Ross, Richard and Mrs., Red Wagon Farm, 17030 E. River Road, Columbia
Station, Ohio 44028.

Roth, Phil, PAR Orchards, R.D. #1, Fairfield, Ohio 17320.
Rothman, Leslie and Virginia; James and Dolores Snowden, Hidden Valley Fruit Farm, 5542 N. , S.R. #48, Lebanon, Ohio 45036.
Rower, Robert Sr., R. Rower & Son, 4650 Columbus-Lancaster Road, Carroll, Ohio 43112.
Sage, Allen, Eleanor and Robert, Sages Apples, 11355 Chardon Road, Chardon, Ohio 44024.
Schantz, Dan and Mrs., Arlene Madtes and Sallie Urffer, Dan Schantz Farm Market, R.D. #1, Zionsville, Pennsylvania 18092.
Schenck, Walter and Mabel, Schenck Orchards, 31925 Walker Road, Avon Lake, Ohio 44012.
Schumaker, Roland, Homeville Fruit Stand, 100 N. Rymers Road, Port Clinton, Ohio 43452.
Schweitzer, Fred, Alpine Orchards, 4089 Alpine, Comstock Park, Michigan 49321.
Sleeter, John, Hill High Country Store, Box 14, Round Hill, Virginia 22141.
Smith, Lot and Bettie; Francis Pope, Anna Steele, Chris Ranft, Amy Wilde, Barb Buechner, and Mike Dorian, Smith Farm Market, 3285 Watkins Road, Columbus, Ohio 43207.
Smith, Melvin; Sophie Wutzke, Rowena Mills and Jim Thompson, Thomas Market, 2405 U.S. #31, Berrien Springs, Michigan 49103.
Solly, Richard and Barbara, Solly Brothers, 707 Almshouse Road, Ivyland, Pennsylvania 18974.
Spiegelberg, Ruth, Spiegelberg Orchards, 6161 Middle Ridge Road, Lorain, Ohio 44053.
Steinbauer, James, R. E. Steinbauer & Sons, 3658 C. R. #195, Clyde, Ohio 43410.
Stewart, John and Al Ferri, Hilltop Country Market, R.R. #3, Streetsville, Ontario, Canada.
Stratton, David, 1810 Route #48, Lebanon, Ohio 45036.
Struye, Linda, Beyer's Orchards, Rt. #1, Malone, Wisconsin 53049.
Stuckey, Gene and Rosalyn, Stuckey Farm, Rt. #3, Sheridan, Indiana 46069.
Styer, Thomas and Matilda, Styer Orchards, R.D. #1, Box 250, Langhorne, Pennsylvania 19047.
Suter, Russel and Jean, Suter Brothers, Rt. #1, Box 253, Pandora, Ohio 45877.
Sweeney, Charles, Hilltop Farms, Rt. #1, Cromwell, Indiana 46732.
Taylor, Dean, R.R. #1, Springport, Michigan 49284.
Taylor, Donald; Jack Montgomery and Mary Ellen Weiker, Taylor & Sons, 3385 Limerick, Clyde, Ohio 43410.
Ten Eyck, Peter and Mary Jane; Richard and Katherine Montondo, Indian Ladder Farms, 50 State St., Albany, New York 12207.
Tice, Richard, Tice Farms, 364 Chestnut Ridge Rd., Woodcliff Lake, New Jersey 17675.
Tosca, Harold, Will W. Fischer & Son, 4561 E. Fifth Ave., Columbus, Ohio 43219.
Turner, Ross and Francis Conway, Turners Farm Market, Rt. #1, Waupaca, Wisconsin 54981.
Tuttle, John and Janet, Cider Mill Farm, R.D. #2, Darron Road, Vermillion, Ohio 44089.

Tywater, Earl, Earl's Fruit Stand, P.O. Box 281, Franklin, Tennessee 37064.

Varian, Kenneth and Mrs., The Apple Barrel, 6342 Orchardview Drive, East Canton, Ohio 44730.

Vogley, Eugene and Mary, Vogley's Orchard, 6731 Shepler-Church Ave., Navarre, Ohio 44662.

Wagner, David and Dorothy, Westgate Farms Fruit Market, 10951 Lake Road, North East, Pennsylvania 16428.

Warner, Dwight, Warners Farm Market, 2395 W. Granville Road, Worthington, Ohio 43085.

Way, Elwood, Way's Farm Market, Port Matilda, Pennsylvania 16870.

Weikel, Homer and Helen, Weikel's Farm Market, 6251 Trenton Franklin Road, Middletown, Ohio 45042.

Welch, Larry, Welch Orchards, 21327 W. St. Rt. #51, Genoa, Ohio 43430.

Wesler, Beryl, Wesler Orchards, R.R. #1, New Paris, Ohio 45347.

White, Howard and Alice, Ridgeview Orchards, 2099 S. Ridge, Ashtabula, Ohio 44004.

Wiard, Pete; Susan Adams and Norma Rowland, Wiard's Orchards, 5565 Merritt Road, Ypsilanti, Michigan 48197.

Wickerham, Wayne and Cindy, Wickerham Produce, Rt. #1, Huntsville, Ohio 43324.

Wilson, Dennis, Hill Orchards, 2029 S. Fenner Road, Caro, Michigan 48723.

Wilson, Ned, Hillview Farm Market, Rt. #16, Newark, Ohio 43055.

Yoder, James and Miriam, Chester and Shirley Pennington, Yoder Orchards, Rt. #1, Harrisonville, Missouri 64701.

Young, Carl; Dorothy McNelly, Dale and Marilyn Penewit, Young's Jersey Dairy, 6880 Springfield-Xenia Road, Yellow Springs, Ohio 45387.

Youngs, Larry, Larry Youngs Farm Market, 18861 E. Main Rd., North East, Pennsylvania 16428.

Total participants registered at the 15th Annual Ohio Roadside Marketing Conference numbered 543. Of these, 308 were from Ohio. The remaining 235 were from 22 states and Canada, with the breakdown as follows: Michigan, 49; Pennsylvania, 38; New York, 28; Indiana, 28; Maryland, 12; Illinois, 12; Wisconsin, 10; Missouri, 8; Virginia, 6; Massachusetts, 4; West Virginia, 4; New Jersey, 3; Arkansas, 2; Connecticut, 2; Iowa, 2; Kentucky, 2; South Carolina, 2; Rhode Island, 2; California, 1; Florida, 1; Tennessee, 1; and Canada, 18.