Direct Marketing: Evaluating Your Options
By Marcy Ostrom, WSU Small Farms Program and Sylvia Kantor, WSU Cooperative Extension King County

Why is Direct Marketing Important?
Direct marketing refers to a wide range of approaches to eliminating the middlemen and establishing direct relationships between growers and end-users of farm products. Increasing numbers of Washington farmers are seeking to improve profits by selling crops directly to consumers at prices well above wholesale prices. Direct marketing is a tool that offers innovative farmers a way to capture a larger share of the consumer dollar. With many commodity crops, long-term trends of falling or stagnant wholesale prices and falling market shares have made this option increasingly attractive. For small-scale growers with smaller volumes are encountering increasing difficulties in selling to traditional processors and commercial buyers. From a consumer perspective, purchasing farm products from nearby farms allows them to actively participate in strengthening the local economy, preserving farms, and helping the environment. By forming a direct relationship with growers, they can learn the specifics about how their food was raised and processed, thereby assuring themselves of a quality and safe product.

Successful Direct Marketing Approaches
Factors to consider in developing a marketing strategy are many and varied. Careful consideration of your farm goals, physical and financial resources, and personality attributes, paired with systematic market research can help identify the optimal approach for you. Tailoring your farm enterprise to fit your goals and circumstances can go a long way toward limiting undue stress and greatly enhance chances for success. This publication provides an overview of different direct marketing options and steps to consider in selecting a strategy that will work best for you.

What are your goals and expectations?
Farmers and prospective farmers vary widely in experience, available resources, and aspirations. Is your long-term goal for your farm to provide supplemental or primary income? A rural lifestyle? How many family members will be involved? It is important to set clear and realistic goals from the outset. Short-term goals should be simple and build on successes. For example, though you may envision yourself farming full-time with a diverse operation using several marketing strategies all at once, unless you are already farming, you will probably need to start out with smaller aspirations, growing a few reliable crops and experimenting with just one or two less risky marketing outlets like a roadside or farmers’ market stand. Until you are confident in your knowledge of how much you can grow, harvest, store, and transport for market and the extent of market demand for your product it is risky to invest your energies and monetary resources in too many directions at once.

A three year plan.
Michael Abelman, farmer and author of On Good Land, recommends planning for phases of establishment on a three-year planning horizon. During year one, take on projects you know are likely to succeed. These successes will help build expertise and confidence. Grow for yourself at first and give samples out to test your market. Grow things you know will do well in your climate. In year two, start to introduce more complexity. Once you have the first year’s feedback from the community you can make changes and begin to develop a broader mix of products. In the third year, you might begin to scale up and add in more challenging items to your product mix such as trees, vines, berries and animals (reference)

Who are you?
It is important to honestly assess your values and personality type. For example, if you know you are not a people person, then selling at a farmers market all day will bring you little joy. Something less
interactive like an honor system farm stand, internet or mail order system, or selling direct to retailers or restaurants might be more satisfactory. Do not overlook your personal values when you think about how to market your products. If it is important to you to spend as much time as possible on your farm or with your family, then a marketing alternative that depends on extensive driving and stints away from home may not be for you. What proportion of your time are you willing to invest?

**What resources do you have to work with?**

Taking stock of your resource base should involve detailed consideration of your existing assets such as labor, financial, time, land, infrastructure and equipment, expertise, transportation, skills, computer, location etc. To establish the scale of your operation, consider the size of your land and your community, your sales goals, and your labor needs. The value of starting small and expanding gradually cannot be overemphasized.

**Market Research and Planning**

You will need to find answers to questions like: Where are your markets? Who is your community or target audience? What do they like to eat? What products are currently available or unavailable? What kinds of prices are various types of products bringing? The major metropolitan areas and population density west of the Cascades offer obvious advantages for many types of marketing, but many producers are also developing strong local markets outside of urban areas. Useful research tools include demographic and consumer preference data obtainable from local government offices, the Census Bureau, chambers of commerce, libraries, the internet, and trade journals. It pays to evaluate both current trends and future projections. Firsthand research can also be conducted utilizing observation, informal interviews and conversations with consumers, surveys, and focus groups.

Successfully direct marketing requires that you provide a product or service the public desires in the right quantity, shape, package, time, and place. It also requires developing a strong marketing and promotional plan to attract customers and establish name recognition and a farm identity. Increasing numbers of consumers prefer to buy products from an identifiable source that they perceive as authentic and trustworthy and feel that they have a personal relationship with. What are the distinguishing characteristics of your farm and your products? You need to be able to clearly define your product or service and spell out the benefits it will provide to consumers. Finally, good direct farmer-to-consumer marketing requires establishing strong communication lines and personal relationships in order to obtain ongoing feedback about whether your product is meeting their needs.

**Good Resource**


This publication is especially helpful for those considering nontraditional enterprises. It offers a step-by-step process for assessing personal, family, and business goals; inventorying resources; researching local and regional markets; analyzing production feasibility, profitability, and cash flow of an enterprise idea; and making final decisions. Chapters include exercises and worksheets for working on your own ideas and developing a farm plan.

**Direct Marketing Tools and Techniques**

The following descriptions have been adapted from SARE's*Reap New Profits: Marketing Strategies for Farmers and Ranchers* with permission {or should we just cite them?}.

**Farmers Markets**

Farmers markets potentially offer a secure, regular and flexible outlet where a vendor can sell a wide range of fresh produce, plants, value-added farm products and crafts. Some vendors become known for
having a wide range of the most popular vegetables, others for a specialty such as cut flower bouquets or truckloads of sweet corn. Selling at a farmers market may provide contacts to develop additional markets such as on-farm sales, CSA memberships, and mail orders. Selling to specific ethnic groups can offer opportunities for developing specialty product niches.

Most growers enjoy interacting with other farmers, and many say that cooperation is as important as competition. Expect to have slow days when you do not sell all that you bring, and be prepared to encounter hagglers. You may want to investigate gleaning possibilities; many food banks and homeless shelters will pick up extras directly from your stand or farm.

Between 1996 and 1998, the number of U.S. farmers markets grew 12% from 2,410 to 2,746, reflecting an increasing preference for farm-fresh produce. In the state of Washington between 1997 and 2001, the number of farmers markets grew 20% (from 56 to 70), from $5 to $15 million. Currently, the Washington State Farmers Market Association lists 75 farmers markets in the state. The strongest market in Washington averages daily sales of $1300 per farmer (WSU Survey 2002).

### Basic Equipment for Getting Started with a Marketing Stand

<table>
<thead>
<tr>
<th>Produce scales</th>
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<tr>
<td>Plywood and saw horses for tabling</td>
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<tr>
<td>Plastic and/or paper produce bags</td>
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<tr>
<td>Erasable marker board and/or other signage</td>
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<tr>
<td>Cash box</td>
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<tr>
<td>Shade tent or canopy</td>
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<tr>
<td>Record book</td>
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<td>Farm brochures or business cards</td>
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Beginning direct-marketers may want to start with farmers markets. [Say why…]


If you're interested in selling at farmers markets:

- Successful markets are located in busy or central places and are well-publicized.
- The more farmers and farm products at the market, the more customers.
- A good manager is necessary to promote the market and enforce its rules.
- Make sure you don't run out of produce to sell to late-arriving customers.
- Colorful, layered displays of your products are enhanced by signs, packaging, even the clothes you wear.
- A diversity of produce displayed in an attractive manner will attract customers.
- Price in round numbers to speed sales and eliminate problems making change.
- Be as friendly as possible. A big draw of farmers markets is the chance for customers to talk to farmers about their operations.
- Don't deliberately or drastically undersell your fellow farmers.
- Get feedback from your customers. You can learn a lot about what they find desirable -- and what to grow next season.
- Selling at a farmers market may provide contacts for other sales, such as special orders or subscriptions.
Elements of successful farmers markets

A well functioning farmers market should have a widely representative board, clear market rules and bylaws, adequate funding, strong local partnerships, professional management, a diversified public outreach campaign as well as strong grower outreach. In addition to these organizational components, site location (adequate access and parking for farmers and customers), a full mix of products, variable demographics, length of season and hours and days open contribute to the success of a farmers market.

**Advantages:**
- Can sell a mix of product or can specialize.
- A secure, regular and flexible outlet where a vendor can sell a wide range of fresh produce, plants, value-added farm products and crafts.
- An outlet for larger single seasonal harvests.
- A source for contacts to develop additional markets.

**Challenges:**
- Markets can be full and there may be a waiting list.
- Need volume and diversity of product to meet demands.
- Requires transportation and storage of product.
- Must interact directly with people.

**Resources:**
Washington State Farmers Market Association
PO Box 30727, Seattle, WA 98103
Phone: (206)706-5198; email: zac@wafarmersmarkets.com;
web: http://www.wafarmersmarket.com

The WSFMA sponsors the Pike Place Farmers Market Conference held annually in February. The conference is targeted to growers and focuses specifically on issues related to marketing at farmers markets.

Seattle Neighborhood Farmers Market Alliance

Puget Sound Fresh?

**Farm Stores and Roadside Stands**

Although many people enjoy harvesting their own fruits and vegetables, others prefer a quicker, more convenient way to buy fresh produce. A farm stand or store can also function as more than a place to sell pre-harvested fresh produce. A farm's many value-added products and accessories such as cookbooks and berry cobbler baking dishes can be sold at the farm stand. Converting part of a barn for on-farm sales on specific days also draws customers. By locating a farm store right on the farm, producers can interact more with customers, learning their preferences and gaining their support.

Honor system stands….

Although the extent of farm stand sales in Washington is not known about 13% of farmer surveyed said they sell their products this way. A small portion 3.7% said this was their primary marketing method. (citation)
If you're interested in setting up a farm stand, consider:

- Stands are sometimes most successful when they feature only one or two high-demand items such as fresh eggs, salad mix, fresh-picked sweet corn, berries or pumpkins.
- More elaborate roadside stands and small seasonal markets often prove successful for direct marketers. They commonly feature a wide variety of retail products along with those actually produced on the farm.
- Check your local extension office for information about how to construct sales stands, small market buildings and produce displays.

**Advantages:**
You don’t have to leave the farm to sell products.
Low transportation costs.
Can sell a variety of fresh and value-added products.

**Challenges:**
- From building materials to permits, establishing a stand can prove expensive.
- Location is very important; busy roadways or other well-trafficked areas are almost essential. Consider, however, the traffic speed and how to give motorists a heads-up to slow down. You also will need to provide parking. Contact the Washington State Department of Agriculture to find out whether you can set up a stand along state roads.

**Resources:**
Pacific Northwest Farm Direct Marketing Association produces a map annually….
Puget Sound Fresh?
WSDA
County Health Departments
County Land Use Departments
- State Departments of Agriculture and Departments of Highways may be able to provide tourism signs.

**U-pick**

Pick-your-own marketing turns the job of harvesting, packing and transporting your production over to the customer. Although it can be a good way to offset labor costs, many farmers find u-pick marketing most profitable when paired with an on-farm tourism activity.

Although the popularity of pick-your-own farming has declined since the 1970s and 1980s, it remains a great marketing option for small growers with a good client base. It reduces harvest labor needs and eliminates most post-harvest tasks such as grading, washing, packing, cooling and storing. Before you proceed, however, consider what opening your farm to the public means. You need liability insurance, space for parking, ability to supervise customers, and, perhaps most important, a willingness to sacrifice your privacy. If you’re not a "people person," pick-your-own likely is not for you. The success of pick-your-own marketing is often in the details, such as:
- Having a phone with an answering machine that gives prices, conditions, operating hours, and good driving directions.
· Maintaining evening and weekend hours
· Creating a pleasant and educational setting for families, many with small children
· Providing ample parking, good roads and clean trails
· Supplying containers, even if customers are told to bring their own
· Displaying clear signs indicating rules, prices, hours, etc.

**Advantages:**
Less labor needed.
Low transportation needs.

**Challenges:**
Liability issues.
People visit your property.
Need parking and access.
Crop damage.
Inconsistent harvesting.

**Resources:**
Puget Sound Farm Direct Marketing Association
Produces the Farm Fresh Guide, a map and guide to finding farm fresh products including u-pick operations in the Puget Sound Area.

Other map guides? Yakima, Skagit, etc.

**Agritourism**

Tourism is changing…
People are taking more frequent but shorter vacations than they did in the past
Weekend and day trips are becoming more common as people (and especially families) explore entertainment and enrichment options near where they live
30% of all tourists today are “knowledge seekers”
High quality, genuine, “real” experiences are what many people are seeking -- not just entertainment

School visits
Curriculum materials tied to state standards
Math, history, biology, food and nutrition, writing
Set rate per child
Pumpkin/Apple Harvests

Example: Sequim Lavender Farms and Products

**Advantages:**

**Challenges:**

**Resources:**

**Community Supported Agriculture (CSA)**
Community supported agriculture (CSA) describes any of a variety of arrangements in which the farmer agrees to deliver a certain quantity of produce to the consumer on a regular basis throughout the season for a set price. Consumer “members” or “share holders” invest in the farm operation by paying up-front for the harvest. They share in many of the risks of crop failure, but also share the bounty of a good year. Many CSA farms ask members to commit time and labor to the operation. This not only lowers costs, but also allows members to learn more about what it really means to grow food.

The concept of community supported agriculture is still new to most farmers and consumers. However, since CSAs first premiered in the U.S. in the late 1980s, it has revolutionized thinking about how farmers and consumers can participate in a local food system based on mutual trust. Since the first two CSAs started in 1986, there are now more than 1000 CSA operations in the United States. Washington alone boasts over 80 ranging in size from 10 to 500 members. In Puget Sound it is estimated that 40 farms are serving 40,000 households with an estimated sales of $1.5 million.

No two CSA farms are alike. Most supply all the produce. They also might provide other items, such as flowers, berries, nuts, eggs, meat, grains or honey. Farmers may ask members to come to the farm to pick up their shares, or they might deliver them to centrally located distribution sites. Some CSA farmers provide shares in bags; others let members choose from bulk displays. Families run some CSA farms, while some team with other producers to supply additional goods.

When evaluating subscription marketing as an option for your farm, consider:

- Your ability to produce reliable quantities and varieties of produce.
- Your location. Can you find enough members? Can they drive to your farm?
- Your tolerance for hosting members on your farm.
- Your willingness to sponsor events on the farm, publish a newsletter and provide other services that customers demand.
- Your resources for distributing produce to drop-off sites or at your farm.
- Your time and interest in carefully tracking production and harvest levels for a large variety of crops over the course of an extended season.

Advantages:
An innovative social relationship
Consumers and farmers can connect to:
Reduce economic risks of farming, protect the environment (say how), identify consumer preferences, supply capital and labor.
The CSA model is easily adaptable – season length, products (say more)
Opportunity for education.

Challenges:
Requires access to land and capital.
Usually does not accommodate retirement and health care (true for all forms of marketing, no?)
Involves a complex production system that requires highly skilled farmers and is labor intensive
Requires a great degree of social interaction.
Distance to consumer populations can mean high transportation costs.
Member retention rates can vary year to year.
Consumer attitudes (say more)
Labor and quality of life (say more)
Internet/Mail Order

As mail order and Internet sales continue to grow, creative farmers are jumping on board. Both spell convenience for busy people looking for unique products. The good news: You don't need to be a copywriter or a computer expert to tap into millions of potential buyers, although maintaining a successful web site is time-consuming and challenging. You may want to hire a helper or find a friendly computer whiz to help you.

If you have a good customer base, these strategies offer good ways to diversify and expand marketing outlets.

Bring customers back to your web site by sending e-mail announcements about new features. Maintain an electronic list of customers, and then send them weekly or monthly announcements that beckon them back to your site.

The main disadvantage to mail order and Internet marketing is fierce competition. Attracting buyers can be difficult when hundreds of other farmers offer similar products in catalogs or web sites. Keep in mind that you need to budget time to maintain a good web site. If it's not current, a customer will zip away with a click of the mouse.

If you're interested in investigating the potential of mail or Internet marketing, keep in mind:

- Link your page to web sites that strive to connect farmers and consumers, such as www.localfarm.net, www.upick.com and www.smallfarms.com

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<th>Advantages:</th>
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<tr>
<td>Convenience for customers.</td>
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<tr>
<td>Low transportation costs.</td>
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<tr>
<td>Can be farm-based.</td>
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<td>Little direct interaction with people.</td>
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<th>Challenges:</th>
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<tr>
<td>Competition</td>
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<tr>
<td>Requires frequent updating of your catalog or web site often with new product information and uses.</td>
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<tr>
<td>Finding reliable and cost-effective shippers who will deliver products on time in good condition.</td>
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<tr>
<td>The proliferation of web sites can make navigating the Internet difficult. Make sure your customers know how to find you.</td>
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<tr>
<td>Make sure the site is secure for credit-card users, and provide regular and toll-free telephone numbers for customers who prefer to call in orders</td>
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Resources:
WSU CE King County publication Internet Marketing for Farmers
Restaurants

USDA Estimates that growers can expect to receive 10% above wholesale
Specialty products can bring premiums
Chefs’ Collaborative--1000 members/chapters
Collaboration with farmers markets, demos/purchases
Farm Cooking School—Chefs on farms
Potential extension role: CA tasting events and county directories, research needs

Restaurants and specialty stores such as health food outlets long have been prize markets for many growers, as they and their customers often are willing to pay premiums for quality, freshness and reliable delivery.

Cultivating relationships with chefs is key. Once they know your produce is fresh and tasty, they create dishes around what is fresh that week. The communication goes both ways. For example, understanding how a chef wants the produce picked will depend on how he or she intends to use it.

Small, diversified farms may do best selling to restaurants that change their menus daily, or at least weekly. Restaurants with ever-changing menus may be happy to feature whatever is abundant and in season. It's a good idea to let them know a week or two in advance of when something is likely to be ripe and ready to harvest. They need time to dream up those menus.

Here are some considerations for the prospective restaurant supplier:

- Upscale restaurants and specialty stores pay top dollar for quality produce and hard-to-get items. According to Eric Gibson's Sell What You Sow! growers can expect a minimum of 10 percent over wholesale terminal prices for standard items at mainstream restaurants.
- Most restaurants buy in limited quantities, and sales may not justify the necessary frequent deliveries. Growers should start lining up buyers a year in advance and develop secondary outlets such as processing or selling at lower-end markets.
- Call buyers for appointments and bring samples.
- Major selling points include daily deliveries, special varieties, freshness, personal attention and a brochure describing your farm and products.
- Chefs often prefer to buy semi-prepared food, since they usually have a hard time finding affordable labor. These include pre-sliced vegetables, pre-peeled potatoes, pre-washed greens, or tomatoes and potatoes sorted according to size and variety.
- When planning your crop mix, talk with chefs and specialty buyers, who are constantly looking for something new. Many growers just plant what sold well last year, but successful restaurant sales depend on meeting the changing needs of your buyers.

Advantages:

Challenges:

Resources:
Chefs Collaborative
Market Opportunities 1999-2000
**Selling Directly to Institutional Food Buyers**

2002 Legislation Encouraging Local Purchasing
   HB 2657, Broad-based support (Senate and House)

Schools
   WSDA Food Service Survey
      Some WA farms already involved (apples)
      High interest, high needs, challenges
      Lincoln Elementary, Olympia

Colleges and Universities
   Evergreen College
   Bastyr University

Conferences and seasonal dinners

| Advantages: |
| Challenges: |

**Marketing Animal Products**

Decades ago, most meat and animal products were sold directly to customers, but all that changed with the advent of the modern feedlot-to-wholesale system. Recently, consumer concerns about food safety and animal welfare have spurred renewed interest in buying directly from the source. Producers, meanwhile, see the value of re-connecting to consumers.

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For farmers facing an increasingly concentrated market with a few large processors controlling prices, direct marketing offers the opportunity to retain a greater share of product value. Marketing meat and animal products, however, means making food safety issues paramount.

Meat producers address consumer safety concerns through inspection. Before launching a direct meat-selling venture, decide where and how you want to market your meat. With the exception of poultry, the type of inspection you choose limits where the meat can be sold. Then, identify a processor to meet your needs.

Meat producers can choose from three processing options: in a federally inspected facility, which checks meat that can then be sold anywhere in the U.S. as long as labeling requirements are met; in a state-inspected facility, which certifies meat that can only be sold in that state; and custom processing at a local meat locker.

Custom processing exemptions usually allow you to pre-sell parts of the live animal, then process and deliver the meat without being subject to inspection. Most states, however, attach special conditions, which vary widely.

Small poultry producers may be exempt from some federal and state inspection regulations, depending on the number of birds marketed annually. Egg sales are also subject to exemptions. Contact the American Pastured Poultry Producers Association for more information. (See [Resources](#))
Dairy products are usually heavily regulated by state officials. Check with your state Department of Agriculture.

For more information about meat inspection regulations, see the newly published Legal Guide for Direct Farm Marketing. Using a SARE grant, author Neil Hamilton answers common questions about laws on marketing meat -- and other products -- directly to consumers. (See Resources)

Educate yourself about processing. Learning about the various cuts of meat and approximate yields from a carcass will help when dealing with both the butcher and your customers. Food science departments at most universities can offer invaluable information.

Develop a relationship with your butcher to get your animals processed the way you want and to ensure that the meat is hung to age for an appropriate amount of time.

With less volume, small producers will want to market quarter, half or whole carcasses rather than specific cuts. Be prepared to tell customers how many steaks, roasts and other cuts they can expect from a half or whole carcass. Certain cuts are more popular than others, particularly the hind portions. It may be necessary to sell "split halves" which include equal portions of both front and hind, to avoid filling a freezer or meat locker with unsalable meat. Freezer meat that is sold by the cut will have to be inspected.

You may want to develop labels describing how you produce your meat, such as without drugs, organic or grass-fed. Check with USDA's Food Safety Inspection Service (FSIS) at www.fsis.usda.gov or (202) 205-0623.

Provide cooking instructions, especially for grass-fed meats, which require much less cooking time than conventionally produced meat. Many people today are unfamiliar with how to cook items such as roasts. Let them know how simple it is, and you may find it easier to move some of those larger cuts. If possible, provide samples. With a quality product, sampling can be the most effective form of marketing.

Advantages:

Challenges:

Resources:
Salad Bar Beef by Joel Salatin

Adding Value
Refining; Mixing; Bunching; Packaging; Drying; Processing; or Labeling raw agricultural products
  Higher price
  Product differentiation
  Extended product season
  On-farm processing/packaging

Off-farm processing
  3 community kitchens
  2 mobile meat units
  Work with existing processors to develop specialty products/packaging
Labels

Labeling can add value/market share.

Ecological considerations (eco-label)
  Organic
  Food Alliance
  Salmon Safe
Social considerations
  Fair Trade Coffee
  Fair Trade Apple Project
Geographical considerations
  Puget Sound Fresh
  Skagit’s Own
  Heart of Washington
Farm Name/Logo/Branding

The notion of adding value to crops to improve profitability has been around for a long time, but modern farmers are adding new twists. Some grow mushrooms for gourmet sauces; others process oats and sell them in special packaging. Market research helps such producers learn what their customers like -- and are willing to pay.

Value-added opportunities abound. Examine your product and brainstorm about how processing it might increase its value. Fruit growers can dry their product or make wines, juices, vinegars, spreads, sauces, syrups and preserves. Grain growers might create cereals and baking mixes. Dairy operators can bottle milk or make cheese, while livestock producers might sell dried meat or specialty cuts.

When you add variety to your product line, you increase the choices presented to your customers and your chances for expanding your sales volume.

Regulator Considerations

WSDA Food Processor’s License:
Needed for handling or processing of any food in any manner of preparation for sale for human consumption. Includes dried fruit, herbs, teas, baked goods, cider, etc. Excludes fresh fruit or vegetables which are washed or trimmed while being packaged for sale in their natural state. (RCW 69.07.01)

USDA Inspected facilities are required for slaughtering livestock & processing meat products which are to be sold to the public.

County Heath Districts have jurisdiction over the sale of meat products at farmers markets.

USDA has labeling requirements for cosmetics & dietary supplements, ingredients lists, nutritional labeling, and pull-dates on perishable products, organic

| Advantages: |
| Challenges: |
Resources:
Craign and Brown article.

More Resources!

GENERAL INFORMATION
Appropriate Technology Transfer for Rural Areas (ATTRA), PO Box 3657, Fayetteville, AR 72702, (800) 346-9140; www.attra.org. Provides assistance, publications and resources free of charge to farmers, Extension educators and other ag professionals. Ask for "Adding Value to Farm Products: An Overview," and "Fresh to Processed: Adding Value for Specialty Markets."

Alternative Farming Systems Information Center (AFSIC), National Agricultural Library, 10301 Baltimore Ave., Rm. 304, Beltsville, MD 20705-2351, (301) 504-6559; www.nal.usda.gov/afsic. One of eight information centers at the library, AFSIC specializes in locating, collecting and providing information about sustainable and alternative agricultural systems.


Sustainable Agriculture Network (SAN), Hills Building, Room 10, University of Vermont, Burlington, VT 05405-0082; www.sare.org/htdocs/pubs/. As SARE's national outreach arm, SAN disseminates information through electronic and print publications. Call (802) 656-0471 or email nesare@zoo.uvm.edu for questions about bulk discounts or rush orders.

North American Farmers' Direct Marketing Association (NAFDMA), 62 White Loaf Road, Southampton, MA 01073, (413) 529-0386 or (888) 884-9270; www.nafdma.com

American Pastured Poultry Producers Association publishes a quarterly newsletter about production practices, processing equipment, marketing, legal issues and more. A database networks producers and customers. Membership is $20. APPPA, 5207 70th Street, Chippewa Falls, WI 54729, (715) 723-2293; dkaufman@discover-net.net

Office of Commodity Development and Promotion, 1688 W. Adams, Phoenix, AZ 85007; agriculture.state.az.us/CD&P/CD&P.htm

BUSINESS PLANNING AND MANAGEMENT
Allan Savory Center for Holistic Management. A network that exchanges information about HM. (505) 842-5252; www.holisticmanagement.org

NxLevEL. The Agricultural Entrepreneurs Program module is a SARE-funded project offering training and materials for farmers seeking marketing opportunities. (800) 873-9378, www.nxlevel.org

Service Corps of Retired Executives (SCORE), 409 Third St., SW, 4th floor, Washington, DC 20024. Call (800) 8ASK-SBA for SCORE office near you.


Whole Farm Planning Resource Packet: Mike Hogan, Ohio State Extension Sustainable Agriculture Team, (330) 627-4310

WEB SITES
Agricultural Direct Marketing E-mail Discussion Group, direct-mkt@reeusda.gov Information about agricultural direct marketing. Send "subscribe direct-mkt" as a message to majordomo@reeusda.gov, with the subject line empty.

Alternative Farming Systems Information Center. CSA resources for farmers & consumers. [www.nal.usda.gov/afsic/csa/](http://www.nal.usda.gov/afsic/csa/) or (301) 504-6559; [afsic@nal.usda.gov](mailto:afsic@nal.usda.gov)

Farmer/Consumer links [www.localfarm.net](http://www.localfarm.net) and [www.smallsfarms.com](http://www.smallsfarms.com) link farmers and consumers

Internet Marketing Center. Offers marketing tips and strategies, research resources, a free monthly newsletter and more. [www.marketingtips.com/index.html](http://www.marketingtips.com/index.html)

Sustainable Farming Connection, [metabolab.unc.edu/farming-connection](http://metabolab.unc.edu/farming-connection). Offers a forum for farmers to find and share information, including a diverse collection of resources and links about marketing. See "Net Marketing: How Farmers are Using the Internet to Reach and Satisfy Customers."

**BOOKS, PERIODICALS AND VIDEOS**

"Direct Farm Marketing and Tourism Handbook," by the Arizona Department of Agriculture. A comprehensive overview of direct marketing options, available at [ag.arizona.edu/arec/pubs/dmkt/dmkt.html](http://ag.arizona.edu/arec/pubs/dmkt/dmkt.html)


"The Direct Marketing Resource Notebook" by Nebraska Sustainable Agriculture Society. Includes case studies of different direct marketing enterprises, Midwestern state and federal marketing contacts and an extensive resources section. $20. (402) 254-2289

"Dynamic Farmers Marketing: A Guide to Successfully Selling Your Farmers' Market Products,” by Jeff Ishee. Covers the best ways for farmers to display their products and themselves, the best items to sell and how to interact with customers. $16.95. Bittersweet Farmstead. (540) 886-8477.

"Farmers and their Diversified Horticultural Marketing Strategies," by the Center for Sustainable Agriculture. 50-minute video, $15. (802) 656-5459 or susagctr@zoo.uvm.edu.

"Farming Alternatives: A Guide to Evaluating the Feasibility of New Farm-Based Enterprises". $11.50, NRAES-Northeast Regional Ag Engineering Service, (607) 255-7654 or nraes@cornell.edu. Catalog includes relevant titles such as Facilities for Roadside Markets, $7, and Produce Handling for Direct Marketing, $7 at [pubs.cas.psu.edu/Pubs/nraes51.html](http://pubs.cas.psu.edu/Pubs/nraes51.html)


"Free Range Poultry Production and Marketing,” by Herman Beck-Chenoweth. A guide to raising, processing and marketing chicken, turkey and eggs. $29.50. (740) 596-4379


"Internet Marketing for Farmers" (FS 510) by Washington State University Cooperative Extension, King County. Free. (206) 296-3900

"The Legal Guide for Direct Farm Marketing,” by Neil Hamilton. Offers tips about legal issues to consider when direct-marketing farm products. $20. Agricultural Law Center, Drake University, Des Moines, IA 50311. (515) 271-2947.

"Making It On The Farm: Increasing Sustainability Through Value-added Processing and Marketing,” by Southern SAWG. Includes interviews with Southern farmers and ranchers who are adding value to their products, describes some of their practices and includes a list of resources. $12. (501) 292-3714.

"Marketing for Success: Creative Marketing Tools for the Agricultural Industry,” by Robert Matarazzo, Doe Hollow Publishing, [rim@interactive.net](mailto:rim@interactive.net) or (908) 475-4460.


"Pastured Poultry Profits," by Joel Salatin. This how-manual offers information about relationship marketing for poultry. $30. ACRES USA. (800) 355-5313.
"Salad Bar Beef," by Joel Salatin. This guide explores marketing beef in addition to production methods to raise superior beef on pasture. $30. ACRES USA. (800) 355-5313


marketing and direct-response advertising. Explain the types of direct marketing. Name the players in direct marketing. Evaluate the various media that direct-response programs can use. Explain how databases are used in direct marketing. Discuss the role of direct marketing in integrated marketing programs. The Echo Awards: Celebrating Great Direct Marketing. Visit the Site. The Practice of Direct Marketing. Figure 15.1 The Direct-Marketing Industry. 3. The Practice of Direct Marketing. Video Snippet. Ogilvy & Mather: the first direct marketing company.