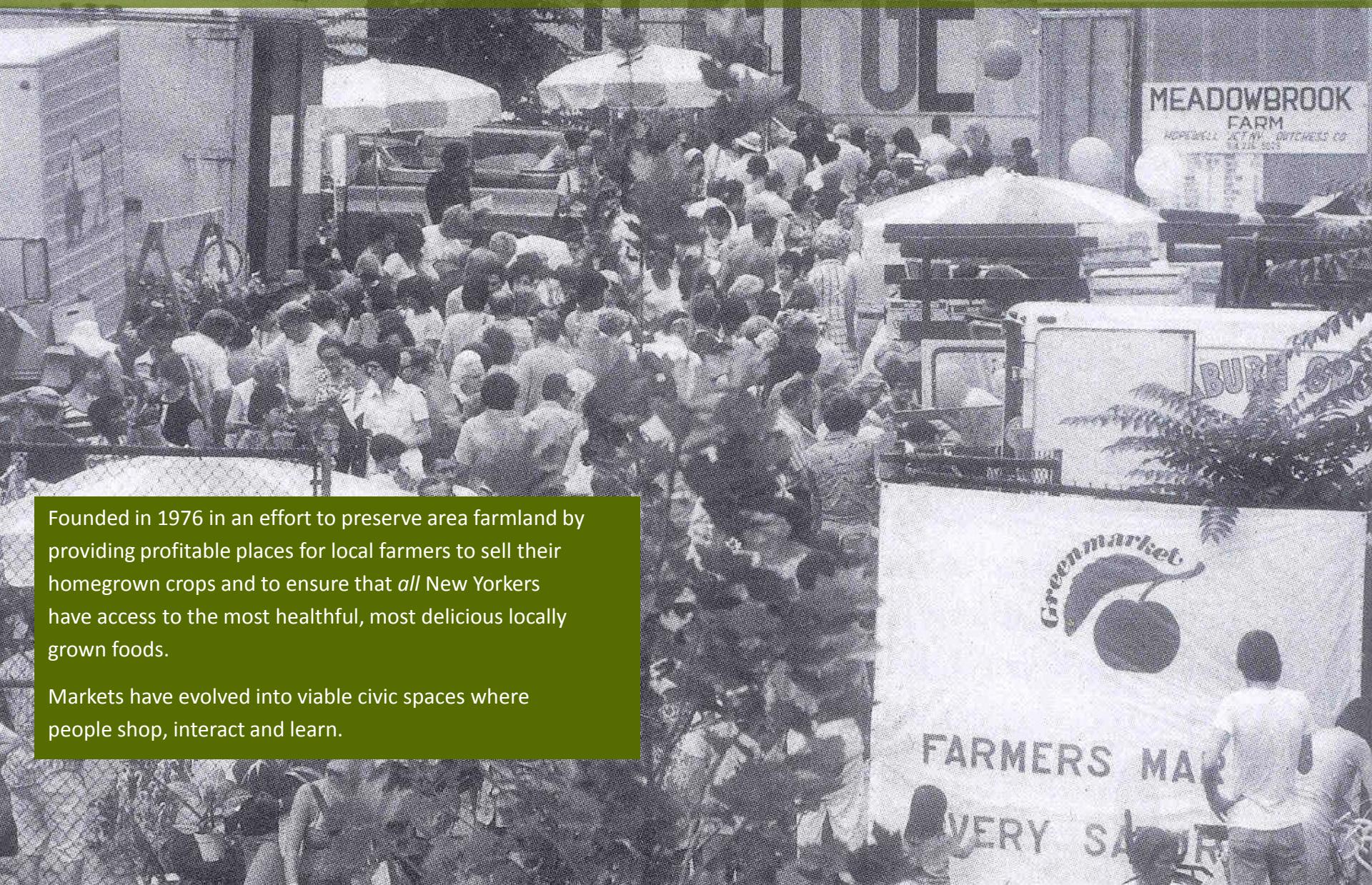


A close-up photograph of several ripe peaches in a cardboard shipping box. The peaches are a vibrant orange color with some red and green at the stems. The lighting is bright, highlighting their texture and juiciness.

# Customer Behavior at Markets: Tips for Helping Farmers Increase Sales & Customer Satisfaction

Christopher Wayne  
[www.grownyc.org](http://www.grownyc.org)

# Greenmarket History & Mission





# Greenmarket

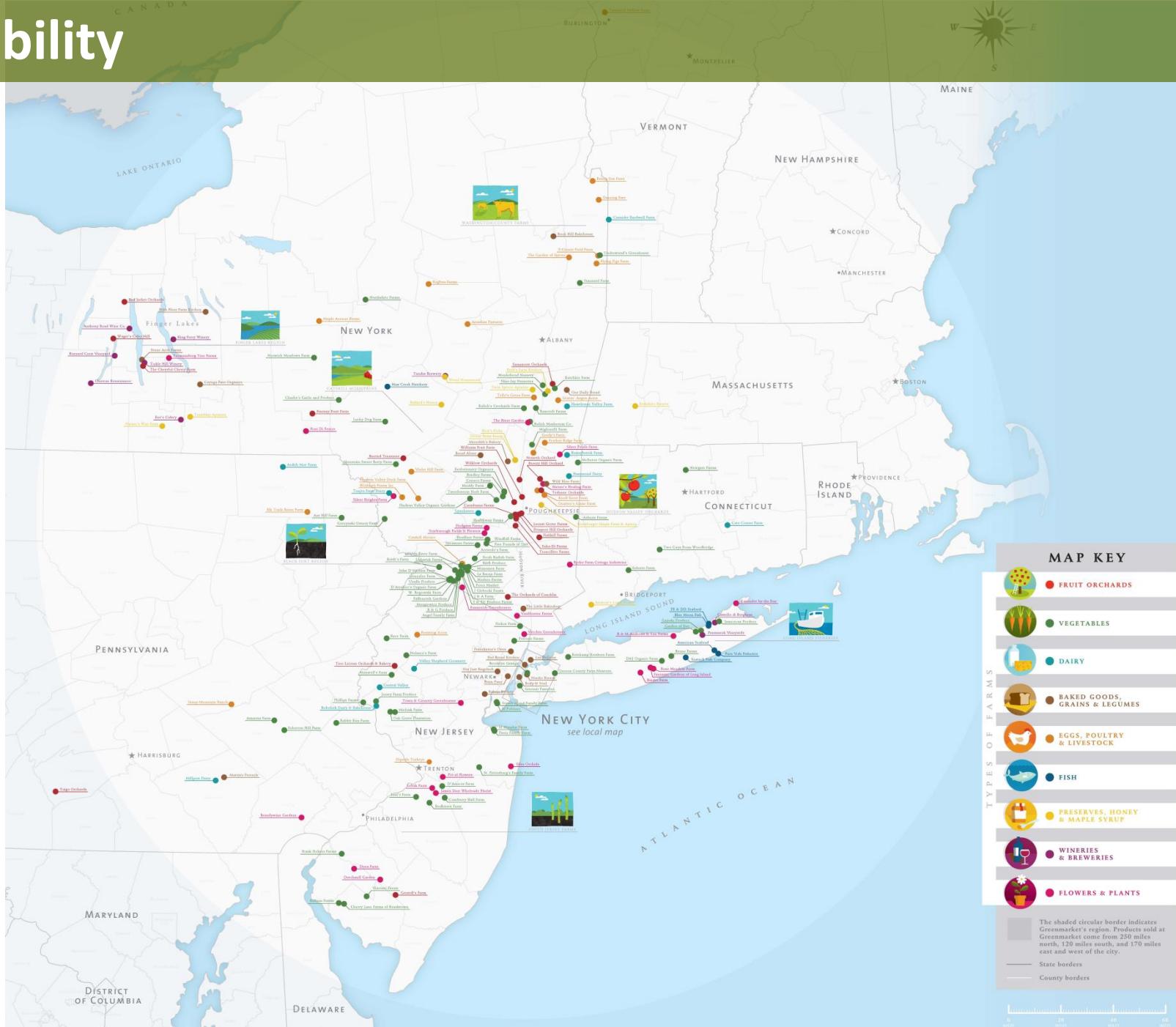
54 Farmers Markets throughout NYC's 5 Boroughs

22 Year round, 2600 market days a year





# Eligibility



# FARMroots is Greenmarket's Technical Assistance Program



Beginning Farmer  
Programming



Succession Planning &  
Land Access



Additional Technical  
Assistance

## Areas of support include:

- Land and Legal Planning
- Business management
- Financial Planning
- Access to Capital
- Food Safety and Risk Management
- Marketing and product development

# Farm to Consumer Pathways



Estimates show that of all food sold in the region, somewhere between 2-4% of that food is local



BY THE NUMBERS...

400,000 people walking through  
Union Square Market in September

Only 5% are shopping

# How do we get people to buy **MORE** at the farmers market?



## Marketing Enhancements for Greenmarket Farmers

Christopher Wayne *Director, FARMroots*  
Maria Rojas *Project Coordinator, FARMroots*  
Margaret Gifford *Marketing Specialist, FARMroots*

A project of:

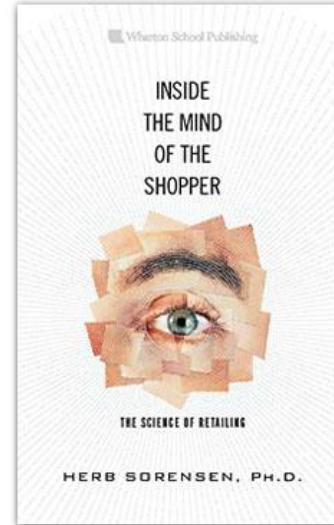


With support from:



# Increased Focus on Understanding Customer Behavior

- Visual merchandizing
- Customer segmentation
- Product Development
- Customer Engagement/Service



What is your marketing strategy?  
How do you measure these things?



# What we measure – 3 Moments of Truth



# What we measure – 3 things emerge

The average conversion rates measure the average number of people who moved from one data point to the next. In this case, the data point shows the conversion rate from total foot traffic (exposures) to impressions. On average, 31.64% of total foot traffic had an impression of the stand.

Data recording is broken up into 10-minute segments.

Our four data points are divided into sections here.

CUSTOMER: Sample							FARMROOTS DATA ONLY		
DATE: 5/13/2016 TIME: 9:38-10:38 WEATHER: 72, partly sunny									
Exposures: How many customers pass in front of the farmers stand									
1-10 MIN	10-20 MIN	20-30 MIN	30-40 MIN	40-50 MIN	50-60 MIN	NOTES	TOTAL (HR)	AVG./10 MIN	Avg. Conv. Rate
327	316	385	357	406	393	about 40% more traffic from north	2184	364.0	n/a
Impressions: A passing customer takes some notice of the farm stand through eye contact									
1-10 MIN	10-20 MIN	20-30 MIN	30-40 MIN	40-50 MIN	50-60 MIN	NOTES	TOTAL (HR)	Avg./10 Min	Avg. Conv. Rate
77	90	159	152	143	70		691	115.2	31.64%
Considerations: The customer stops to look at the farm stand or enters into the farm stand space									
1-10 MIN	10-20 MIN	20-30 MIN	30-40 MIN	40-50 MIN	50-60 MIN	NOTES	TOTAL (HR)	Avg./10 MIN	Avg. Conv. Rate
15	20	26	27	35	32		155	25.8	22.43%
Purchases: The customer makes a purchase at the farm stand									
1-10 MIN	10-20 MIN	20-30 MIN	30-40 MIN	40-50 MIN	50-60 MIN	NOTES	TOTAL (HR)	Avg./10 MIN	Avg. Conv. Rate
7	5	10	8	12	11	only 6 apple purchases	53	8.8	34.19%

The notes section is an important place to record information, such as which products sold well, whether sampling was done, or what direction the majority of customers were coming from.

This data point shows that 22.43% of people who had an impression of the stand slowed down or stopped to consider making a purchase.



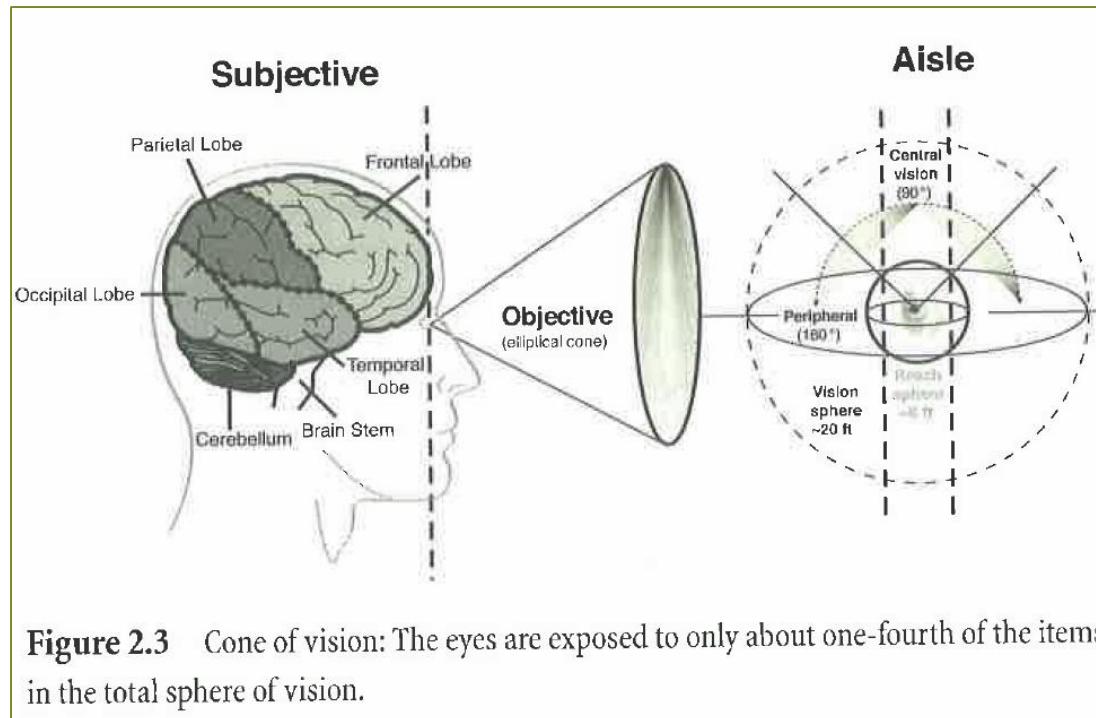
# **Exposures or Impressions**

**How do we get more  
customers to notice  
individual producers at  
the market?**

# Impressions: Three Stages of Eye Activity

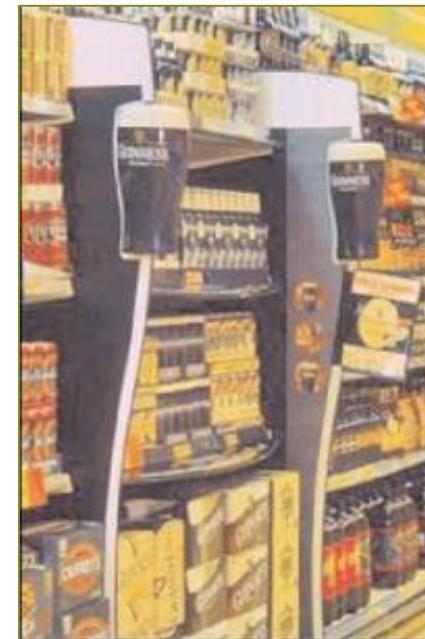
The eyes...

- 1) lead the body like a pilot and steer the customer through the market
- 2) are a rapid scanner of a category or section to hone in on prime candidates for purchase
- 3) feed the sales communication to the brain, thereby closing the sale



# Impressions: Eye attention is drawn to vertical strips

¾ of the muscles in our eyes are used for horizontal movement, not vertical



Although the eye scans horizontally, visual attention is drawn by vertical strips when we are traveling.

# Impressions: Guinness did it. Why don't we?

Lots of missed opportunity ...



# Impressions: Guinness did it. Why don't we?

Take advantage of the vertical space at market!



# Impression: Customers are drawn to layers and dimension



- Make the most of your space by using all three dimensions – height, width, and depth.
- The average customer will reach 2-3 ft into a display without feeling awkward or inconvenienced.
- Use wooden boxes or bushel baskets to create depth and height.



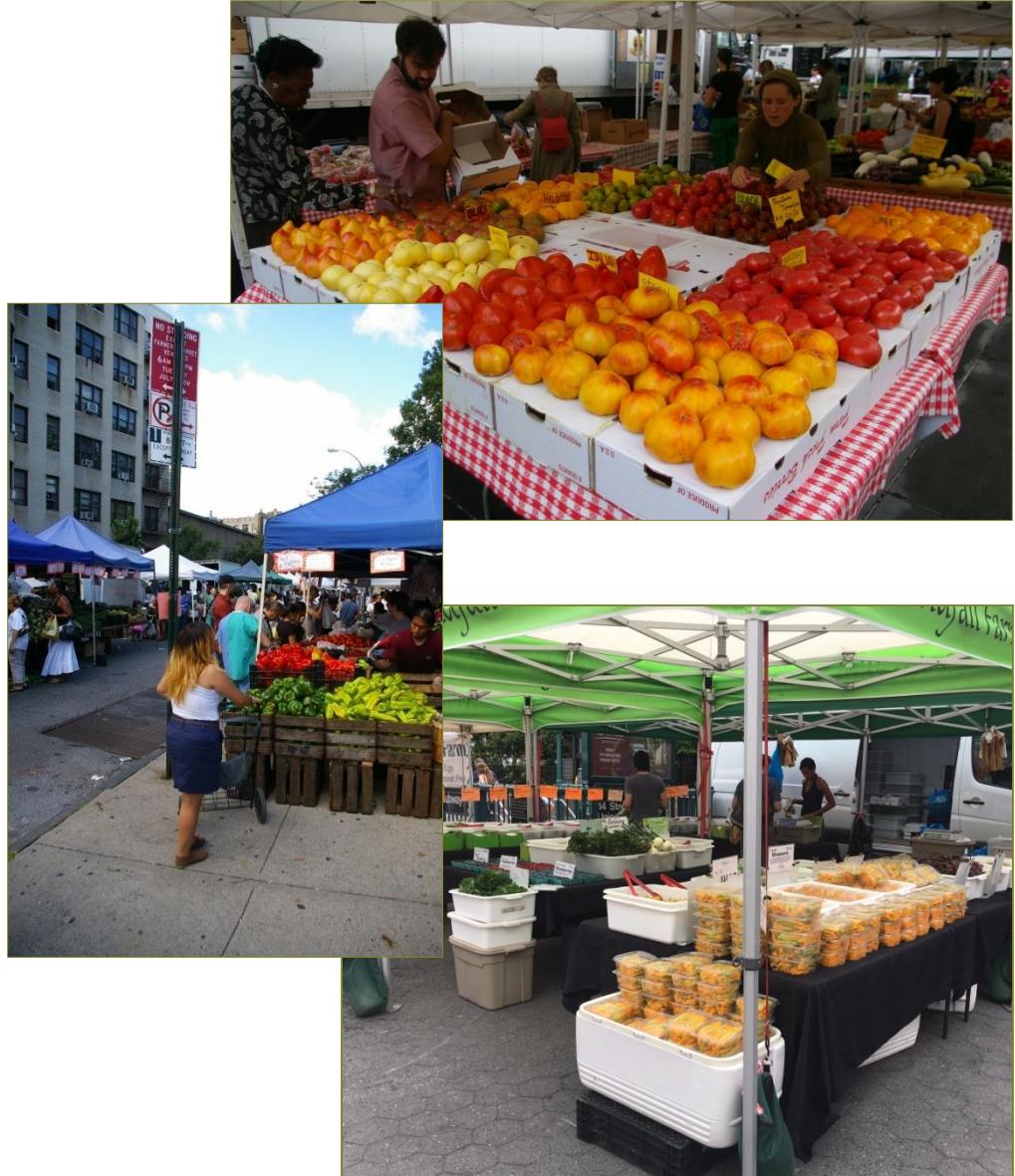


- Sloping displays create a sense of **greater openness** without expanding the aisle width at floor level
- The old saying “eye level is buy level” is simply not true. The **true product sweet spot is between the waist and the shoulder.**



# Impressions: The eye is attracted to color blocks

- The human eye can see **blocks of color** from further away - yellow can be seen from the furthest away
- In general, put **brightest product** out in front and at the corners of the stand
- **Create contrast** – light vs. dark, rough versus smooth, large versus small – build interest and drama!
- The **color of your tent**, table cloths, and signs should also be considered.



# Impressions: Blocks and bounty



# Impressions: Abundance

- Heed the old saying “pile it high and watch it fly”
- Small portions give the impression of product being “picked over”.
- Consolidate product throughout the day
- Think “over-flowing baskets, boxes, crates, etc”.



# Impressions: Liberate Vegetables



# Before Impression Optimization



# And after



# **Stops/Considerations**

**How can a farmer get  
more people to slow  
down and consider  
making a purchase?**

# Stops: Signage, signage, signage

- Good signage can act as a “**silent sales (wo)man**” and will save valuable time.
- People don’t like to ask for a price.
- The days of writing your prices on index cards are over! Many customers are reluctant to ask the cost of items so make sure they don’t have to.
- Make sure signs are clear, neat, and informative.
- Include your logo/brand on all signs to continually promote your business.
- Use signs to describe nutritional value – but keep it short



# Stops: Reducing shopper anxiety

## Two types of shopper angst

1. Navigational Angst
2. Choice Angst (optimizers vs. satisfiers)



# Stops: At the farmers market



# Stops: Reducing Navigational Angst

Exhibit A



Exhibit C

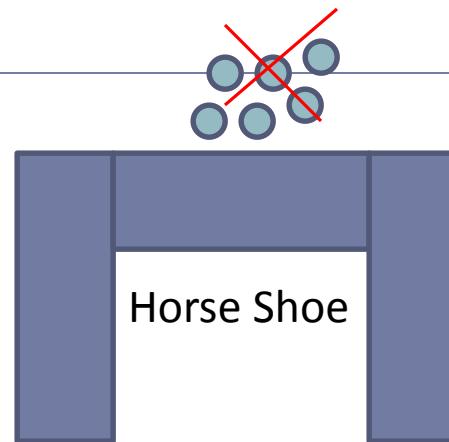
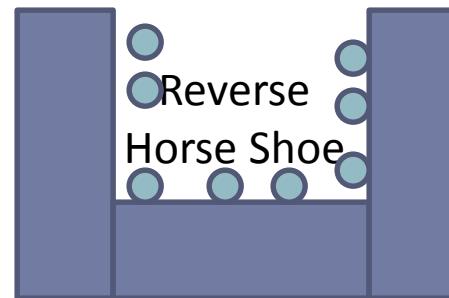


Exhibit B



Exhibit D



# Stops: Good flow

- Create **clear directional flow** for customers to follow
- Place **bags at the entry point** of stand, and register/cash box at the end.
- Make sure space is **user-friendly**; clutter and overcrowding decrease sales.
- “By adding just a **few extra feet** to an aisle in a grocery store, **sales increased 20%**”
- Beware of “but brush” effect



## Stops: Additional sensory appeal – sampling!

- When you're salivating, you're a much less disciplined shopper.
- We buy things today, more than ever, based on trial and touch.
- Virtually all unplanned purchases, and many planned ones too, come as a result of the shopper seeing, touching, smelling or tasting something that promises pleasure, if not total fulfillment.



# Stops: 2017 Food Trends

1. Fermented Foods
2. Purple vegetables
3. Vegetable "mash-ups" (broccoflower and kalettes)
4. Local/ancient grains
5. Creative Condiments
6. Cauliflower
7. Edamame
8. Olive Oil Alternatives
9. Baby/Miniature everything
10. New cuts of meat & charcuterie
11. Hemp
12. Craft beer and Mead



# Stops: Identifying Product Gaps At Markets

Dried Fruit  
Mushrooms  
Nuts  
Oils  
Black Garlic  
Shrimp  
Callaloo  
Ugu & other Nigerian Specialty crops  
Moringa  
Papalo, Hoja Santa, Guascas\*\*  
Turmeric  
Peanuts  
Grains



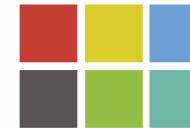
# Stops: Encourage Farmers to use logos and branding

- Brand recognition is a massive part of grocery store retailing yet plays very little role at the farmers' market
- Shoppers will judge not only the products but also the stand and how the sales people present themselves.
- Consider having apparel with your farm logo or mission on it.

Main Logo



Additional packaging colors



Typefaces

## BRANDON

Kefir is a fermented milk drink that has its origins in the north Caucasus Mountains. It is prepared by inoculating cow, goat, or sheep milk with kefir grains. Traditional kefir was made in bags that were hung near a doorway; the bag would be knocked by anyone passing through the doorway to help keep the milk and kefir grains well mixed.

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z  
a b c d e f g h i j k l m n o p q r s t u v w x y z  
0 1 2 3 4 5 6 7 8 9

19 February 2015

Prepared by Annete Beemster Leverenz  
917 568 4070 | a@radmiral.com



# Stops: Use a logo to tell your story



# Stops: YOUR farm to MARKET table



# Purchases

**How do to get people  
to buy more products  
at the market?**

# Purchase: Appealing to 3 types of shopping

1. **Quick trip** – 5 or fewer items are purchased. Most common number of items purchased in a store is 1 accounting for 16% of purchases, with quick trips generating 1/3 of all sales >>> *Grab-and-go*
2. **Fill in** – designed to fill in gaps in at-home pantry or to complete ingredients for a desired meal >>> *Recipes*
3. **Stock up** – larger, bulk purchases >>> *Preserves, larger sized items*



# Purchase: “You want fries with that?”



- Make a suggestion
- Try placing potatoes next to garlic, and include a recipe card for “garlic mashed potatoes”.
- Offer multiple varieties of one product and expand the taste (and purchase quantity) of your clientele.
- Product layout should be clear and authoritative



## Purchase: Let's Make a Deal

- Shoppers are guided by shallow clues ("this is cheaper than that") and latent emotions ("it just *feels* like a good deal") rather than knowledge and deliberate thinking
- Tuna Fish, 10 for \$10?
- The discount game works for everybody. The customer gets their discount dopamine hit, and you get your profit.



# Purchase – Price, not as important as you think

The average customer tends to remember the price of only 4 items:



**Fresh fruit**

- 1. Product appearance
- 2. Ripeness/spoilage time
- 3. Price
- 4. Habit/preference
- 5. Seasonality
- 6. Nutritional content
- 7. Attributes



**Fresh vegetables**

- 1. Product appearance
- 2. Price
- 3. Habit/preference
- 4. Spoilage time
- 5. Seasonality
- 6. Preparation time required
- 7. Nutritional content
- 8. Attributes

72% of survey respondents say that **Value** is more important to than **Price**.



# Purchase: Active Retailing

- Ask questions
- Share your knowledge
- Get to know them
- Let them get to know you
- Number 1 food trend this year is transparency

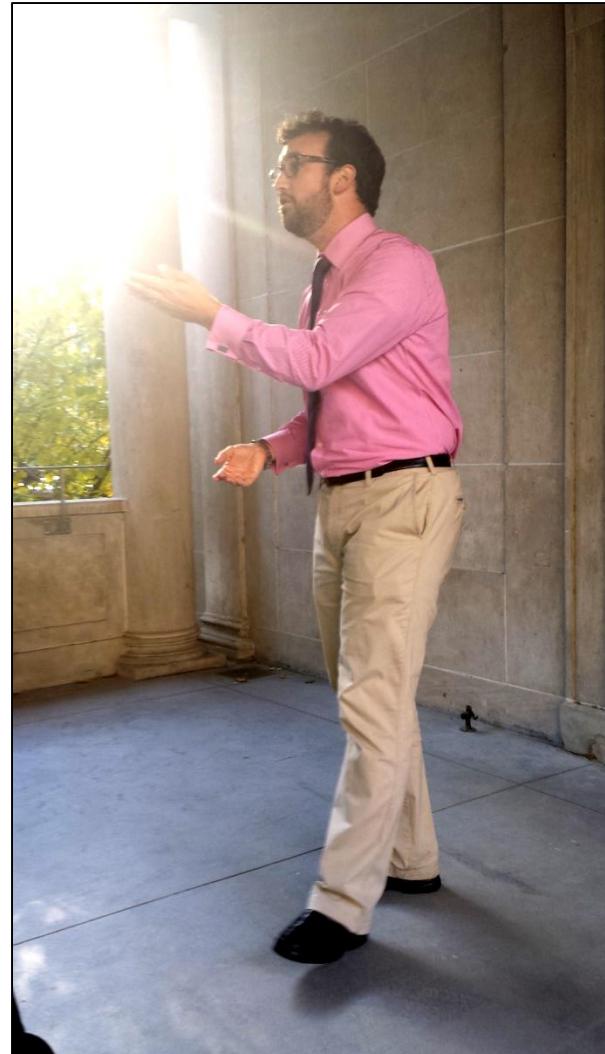


# Purchase: Customer service tips from an expert

Sam Lipp, Managing Partner  
Union Square Hospitality Group

- Keep calm and carry on
- 10 seconds of attention
- Be a swan
- Give an SFN
- Everybody wears a sign

Dr. Maya Angelou: “People remember the way you made them feel.”



# Purchase: Loyalty Program

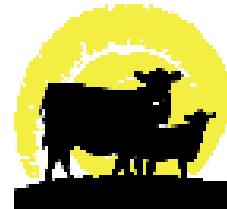
Loyalty programs help:

- Reward loyal shoppers
- Increased purchase quantity/customer
- Increase the number of frequent shoppers
- Have customers that will act as brand ambassadors and will support your business
- Understand your customer base and their likes and dislikes
- Improve customer service



# Purchase: Loyalty Programs

## SUN FED BEEF

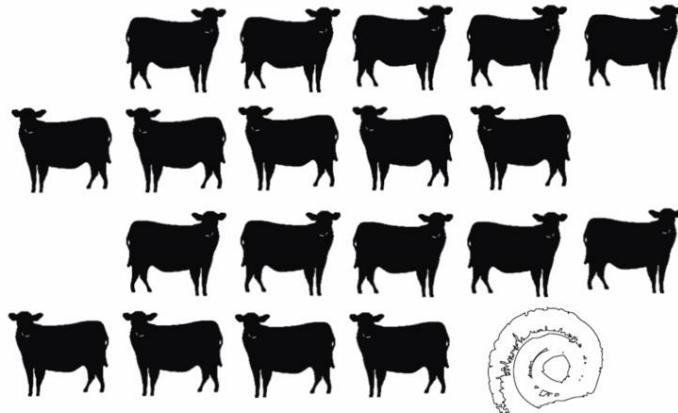


LOYALTY CARD  
[www.sunfedbeef.com](http://www.sunfedbeef.com)

ESTEEMED CUSTOMER: \_\_\_\_\_

Home Grown Taste for Three Generations  No Hormones • No Antibiotics

HAVE SOME FREE BURGERS ON US ... OR SAVE UP FOR A STEAK! \_\_\_\_\_



# Purchase: Certifications can set a business apart

What is the certification that your customers most respect? What matters the most to your customer base? – nationally, organic continues to grow (15% increase last year)



# What have we learned?



# Mobile Point of Sale Project:

## Moving Beyond Accepting Credit Cards to Data Collection

- Researched and analyzed various POS systems for farmers markets



- Match 20 farmers with POS systems that work for their individual needs
- Gather data and assist farmers with production, management, and operational decisions

# The Power of POS

## Sales Reporting

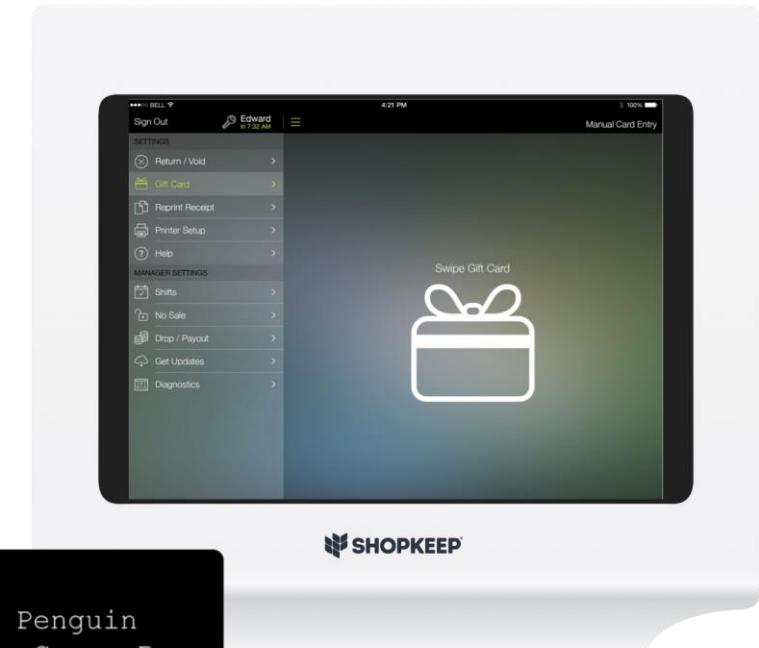
- Sales data by item, by location, by employee over variable time filters
- Transaction details
- Gross profit for week, month, year
- \$ of labor/sales



# The Power of POS

## Customer Management

- Create customer profiles and databases
- Gift cards
- Loyalty programs
- Create coupons and deals
- Integrated email marketing tools or ability to export lists



# The Power of POS

## Inventory Management

- Sales/inventory integration
- Analyze inventory on an item by item level
- Import bulk inventory
- Inventory alerts/reminders
- Bar code scanning available

The screenshot shows the Shopventory software interface. At the top, there's a navigation bar with tabs for Dashboard, Inventory (which is selected and highlighted in blue), Alerts, and Reports. On the far right, there are user profile and logout options. Below the navigation bar is a search bar with placeholder text "search..." and a "Update Inventory" button.

On the left side, there's a sidebar titled "Filters" with several filter categories: "Low Supply" (selected), "High Value", "Low Value", "High Margin", and "Low Margin". Under "Categories", there are lists for "2 Hearts", "ATTC", "Alice Moon", "Amorrito Jewelry", "Alice Moon", "Amorrito Jewelry", "Anama", and "Ann".

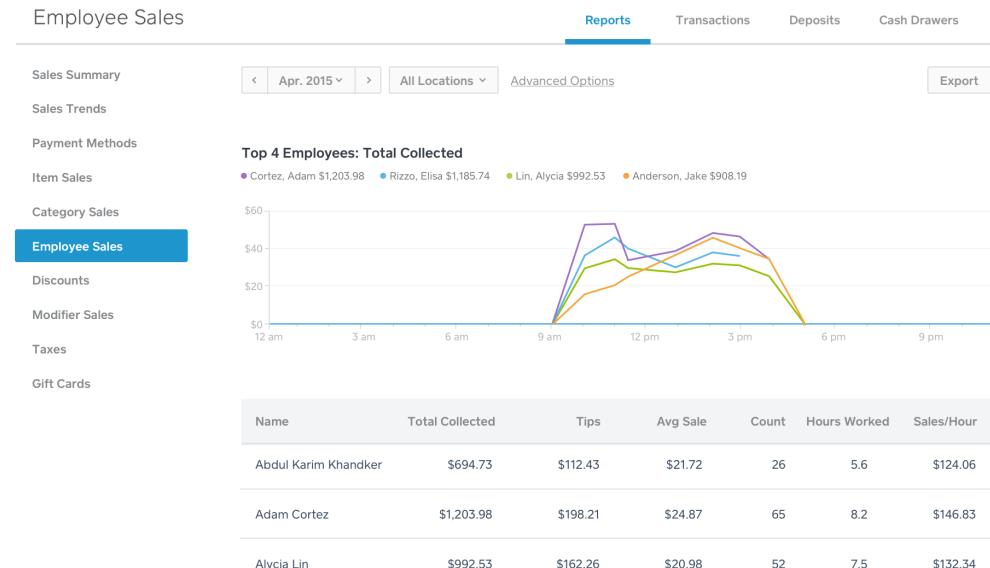
The main content area is a table displaying inventory items. The columns are labeled "Category", "Item", "Quantity", "COGS", and "List Price". The table contains 824 rows of data, showing various jewelry items like "BL 2 Hearts \$19.95 (Regular Price)", "Cover 2 Hearts \$24 (Regular Price)", etc., with their respective quantities, COGS, and list prices.

Category	Item	Quantity	COGS	List Price
2 Hearts	BL 2 Hearts \$19.95 (Regular Price)	5	\$8.00	\$19.95
2 Hearts	Cover 2 Hearts \$24 (Regular Price)	2	\$9.50	\$24.00
2 Hearts	DR 2 Hearts \$24 (Regular Price)	5	\$10.00	\$24.00
Amorrito Jewelry	Amorrito Bracelet \$18 (Regular)	2	N/A	\$18.00
Amorrito Jewelry	Amorrito Bracelet \$22 (Regular Price)	0	N/A	\$22.00
Amorrito Jewelry	Amorrito Bracelet \$24 (Regular Price)	3	N/A	\$24.00
Amorrito Jewelry	Amorrito Bracelet \$26 (Regular Price)	0	N/A	\$26.00
Amorrito Jewelry	Amorrito Earrings \$16 (Regular Price)	3	N/A	\$16.00
Amorrito Jewelry	Amorrito Earrings \$18 (Regular Price)	3	N/A	\$18.00
Alice Moon	Amorrito Jewelry	2	N/A	\$22.00
Amorrito Jewelry	Amorrito Earrings \$22 (Regular Price)	3	N/A	\$18.00
Alice Moon	Amorrito Jewelry	2	N/A	\$22.00
Amorrito Jewelry	Amorrito Jewelry \$18 (Regular Price)	0	N/A	\$18.00
Amorrito Jewelry	Amorrito Necklaces \$22 (Regular Price)	0	N/A	\$22.00
Anama	Amorrito Jewelry	0	N/A	\$26.00
Ann	Amorrito Jewelry	1	N/A	\$26.00

# The Power of POS

## Employee Management

- Employee time clock/hours worked
- Shift reports
- Employee till counts
- Sales by employee
- Commissions by employee
- Profitability by employee
- Employee scheduling and payroll



# In Conclusion...

- Working with individual farmers can help them and the market as whole.
- Understand and define your customer base.
- Identify clear marketing goals and strategies.
- Define the tactics.
- Track data and measure for success.



# Thank you!

Christopher Wayne  
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