

A Review of Market Trends and Market Options for Agricultural Producers

Ramiro Lobo
Farm Advisor, UCCE San Diego County

Marketing, Agri-Tourism and Value Added Product Development Seminar

Escondido, CA
June 29, 2016

University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

What is Marketing?

- ◆ Marketing can be defined as a transaction for profit, a sale.
 - ✓ Static, making a sale is a one-time event
 - ✓ Focus on making largest number of sales possible
- ◆ Marketing is everything you do to promote your business, from conception to regular sales to loyal customers
 - ✓ Build relationships, loyal customers
 - ✓ Relies on word of mouth advertising
 - ✓ More sustainable, lower costs

University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

What is Marketing?



Adapted from D. Thilmany and K. Curtis's "Marketing and Promotion Resources: Leveraging Existing Programs and Resources" <http://cals.arizona.edu/arec/wemc/nichemarkets.html>.



What is a Marketing?

- ◆ 4Ps marketing mix seen as too product oriented
- ◆ A fifth "P" needed to represent people or personnel
- ◆ Others suggest the model should be consumer oriented and adopt a **4Cs marketing mix**:
 - ✓ Place = Convenience
 - ✓ Price = Cost to the User/Buyer
 - ✓ Promotion = Communications
 - ✓ Product = Customer needs and wants

Myers, G.S. (2014) Ag Marketing 101. University of Maryland Extension (UME). Keedysville, MD.

University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

What is Your Market?

- ◆ A well-defined group of people willing to buy your products or services
 - ✓ Defining your market is critical for marketing process
 - ✓ Analyze your potential market and identify groups or market segments you can target
- ◆ The market segments identified should guide marketing strategy:
 - ✓ **Undifferentiated**...treat all segments the same
 - ✓ **Concentrated**...focus on one particular segment
 - ✓ **Differentiated**...looks at whole market, recognizing the significance of each segment

University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Market Research & Planning?

- ◆ Executive Summary
- ◆ Current Situation
- ◆ Competition and issue analysis
- ◆ Marketing objectives
- ◆ Marketing strategy
- ◆ Action Programs
- ◆ Budget
- ◆ Measurements
- ◆ Supporting Documents

University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Food & Produce Trends

- ◆ Organic Foods
- ◆ Healthy(er) foods
- ◆ Restaurant & food industry trends
- ◆ Ethnic & religious foods
- ◆ Value added/convenience foods
- ◆ Value based marketing
- ◆ Local Foods

University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Organic Foods

- ◆ Organics has been the fastest growing sector in the produce industry for the past 20 years
- ◆ Organic food sales exceeded \$35 billion in 2014, with 11.3 % growth rate
- ◆ Fruit & vegetables represented 43.3 % of organic sales in 2014, followed by dairy with 14.6 %
- ◆ 38.83 million people claimed to have purchase organic food in 2014
- ◆ Organic prices for crops grown in Southern California (avocado, citrus, berries, etc.) still higher than conventional

University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Demand for Healthy Foods

- ◆ Demand for healthy, super foods continues to grow
- ◆ Health and nutritional benefits main driver behind expansion in many crops
 - ✓ Berries, primarily blueberries
 - ✓ Pomegranates
 - ✓ Pitahaya or Dragon Fruit
- ◆ Growers should capitalize on this trend and highlight health & nutritional benefits of the crops they grow



University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Restaurant & Food Industry Trends

<http://www.restaurant.org/News-Research/Research/What-s-Hot>



CULINARY THEMES

1. Environmental sustainability
2. Natural ingred minimally proc food
3. Hyper-local so (e.g. restaurant)
4. Food waste re management
5. Gluten-free cu
6. Nutrition
7. Artisan butche
8. Simplicity/bac basics
9. Street food/fo trucks
10. Grazing (e.g. s plate sharing/ instead of trad meals)
11. Nose-to-tail/rc steak cooking (using entire ar plant)
12. Wildcrafting/f

PRODUCE ITEMS

		HOT TREND	Yesterday's News	Perennial Favorite
ALCOHOLIC BEVERAGES				
1.	Micro-distilled/artisan spirits	75%	15%	10%
2.	Locally produced beer/wine/siprits	72%	11%	17%
3.	"New Make" whiskey	65%	24%	11%
4.	Food-beer pairings	64%	17%	20%
5.	House-brewed beer	58%	19%	23%
6.	Craft beer/microbrew	56%	19%	25%
7.	Gluten-free beer	54%	36%	10%
8.	Non-traditional wine varietals	54%	28%	16%
9.	Organic beer/wine/ siprits	53%	32%	15%
10.	Cask beer/ale	52%	27%	22%
11.	Non-traditional liquors (e.g. soju/sochu, cachaca)	50%	37%	13%
12.	Beer flights/samplers	49%	28%	23%
13.	Infused/flavored tequila	48%	34%	16%
14.	Hard cider	47%	31%	22%
15.	Wine on tap/draft wine	46%	38%	16%
16.	Wine flights/samplers	44%	28%	28%

HEALTHY FOOD SYSTEMS • H

fornia
sources
CALIFORNIANS

Ethnic & Religious Foods

- ◆ Hispanics buying power estimated at \$1.5 billion
- ◆ Large number of immigrants from Eastern Africa and the Middle East
- ◆ Demand for religious certifications increasing (Kosher, Halal, etc.)
- ◆ **Not all African Americans, Asian or Hispanic consumers are the same or have the same food preferences**



University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Local Food Movement

- ◆ Local foods perceived as fresher, healthier, tastier, easier on the environment
- ◆ Consumers see local more important (52%) than organics & willing to pay more (?)
- ◆ Demand has grown exponentially
 - ✓ Number of CFMs in CA has grown from 1 in 1979 to >700 today & from 1755 in 1994 to 8144 in the US
- ◆ Local foods are changing the US food systems
 - ✓ Retailers & distributors are adapting, sourcing and promoting local products
 - ✓ Value-Based marketing

University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Travel and Tourism Trends

- ◆ Gamping / Glamping
- ◆ Food and Culinary Tourism
- ◆ The desire or Need to Unplug or Disconnect
- ◆ Adventurous millennials
- ◆ Staycations, traveling closer to home
- ◆ Voluntourism

Sources: (1) Fair, C. "2015 Tourism and Travel Trends"
<http://www.slideshare.net/chrisfair/15-024-res-webinar-tourism-2020-high-res-opt>
 (2) Curtis, K. et. al. "Farm and Food Tourism: Exploring Opportunities."
<http://diverseag.org/html/farm-and-food-tourism>

University of California
 Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Marketing Channels/Options

NCAT Marketing Tip Sheet Series

This publication contains 13 tip sheets, each of which describes a particular marketing channel and notes some of the considerations associated with that approach to marketing. Each tip sheet also provides additional resources about that marketing channel. These tip sheets are available to download from the ATTRA website as a packet, or individually.



Source: NCAT/ATTRA <https://attra.ncat.org/> University of California
 Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Marketing Channels/Options

- ◆ **Direct Marketing**
 - ✓ U-Pick & AgriTourism
 - ✓ Farmers Markets
 - ✓ Roadside Stands
 - ✓ Community Supported Agriculture (CSA)
 - ✓ Internet sales
- ◆ Restaurants
- ◆ Independent & Small Retail Food Stores
- ◆ Institutional Markets
- ◆ Aggregators/Grower Marketing Coops
- ◆ Produce Brokers
- ◆ Food/Produce Distributors
- ◆ Produce Packing Houses
- ◆ Wholesale/Terminal Markets

University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Marketing Channels/Options

- ◆ **Direct Marketing**

Tips for Selling with: Agritourism and "Pick-Your Own"

Agritourism combines agricultural sales with on-farm activities that

Tips for Selling at: Roadside Stands

Roadside stands are physical structures located on a farm or along a nearby road where farmers sell produce, meat, eggs, dairy, or other products from the farm. The stands can be as simple as a small open-sided display with payment on the honor system, or as elaborate as a small grocery store.

Tips for Selling at: Farmers Market

Farmers markets are temporary retail establishments typically held outdoors, where farmers come to sell their produce at a set time. Farmers markets are growing in popularity and can be a good entry-level selling place for beginning farmers.

Tips for Selling through: CSAs — Community Supported Agriculture

For this market you can expect:

- Lower volume of product
- Higher prices per unit

Advantages

- You may receive more money per unit, to customers.
- You generally have flexibility in the variety of products you take to market.
- No standard pack or grade is required, should be good quality.
- Direct contact allows you to find out what your customers want.
- You have the opportunity to build a loyal customer base.

Considerations

- The volume of sales will vary with the season and the weather.
- Labor costs can be relatively high if you are selling at several farmers markets.
- To sell at popular farmers markets, it helps to have unique products.

Tips for Selling on: The Internet

The internet is a communication and marketing tool that can provide exposure to a larger number of potential customers. The internet can be used to advertise your farm with pictures and maps, take orders online, show product availability, keep in touch with your existing customers, and support other ways of selling, such as CSAs or farmers markets. Farmers can have an internet presence through their own website or by using a website run by a third party.

Advantages

- You can let a lot of people know about your farm, its history, product line, and location.
- You save time marketing and selling, since your website or web presence is always available to customers.
- A basic website can be developed with minimal instruction.
- Third party websites can be used to provide web presence with minimal investment of your time or resources.

Considerations

- There is less personal connection between customer and producer over the internet.
- An internet presence requires regular maintenance.
- The internet can be used to take and process orders, but this requires a more sophisticated website than one that simply advertises your farm and products.
- Know your costs, least expensive, most reliable shipping options. Can they ship cold?

For this market you can expect:

- Lower volume of product
- Higher prices per unit

For this market you can expect:

- Lower volume of product
- Higher prices per unit

CSAs require thoughtful planning to maintain a continuous supply of crops.

Considerations

- CSAs require thoughtful planning to maintain a continuous supply of crops.

Marketing Channels/Options

◆ Direct Marketing

- ✓ U-Pick & Agri-Tourism
- ✓ Farmers Markets
- ✓ Roadside Stands
- ✓ Community Supported Agriculture (CSA)
- ✓ Internet sales

RETAIL

- ◆ The skills needed are different (people skills)
- ◆ Management intensity is much higher
- ◆ Your story becomes as important as the produce you are selling
- ◆ Only you can decide if direct marketing is for you based on your goals and your plan

University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Marketing Channels/Options

◆ Direct Marketing

- ✓ U-Pick & AgriTourism
- ✓ Farmers Markets
- ✓ Roadside Stands
- ✓ Community Supported Agriculture (CSA)
- ✓ Internet sales

- ◆ Restaurants
- ◆ Independent & Small Retail Food Stores
- ◆ Institutional Markets
- ◆ Aggregators/Grower Marketing Coops
- ◆ Produce Brokers
- ◆ Food/Produce Distributors
- ◆ Produce Packing Houses
- ◆ Wholesale/Terminal Markets

University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Other Market Options/Channels

Tips for Selling to: Restaurants

NCAT Marketing Tip Sheet Series

Restaurants are businesses that provide full meals and drinks, and try to offer a unique atmosphere and menu for customers. Some restaurants, especially locally owned ones, now want to feature dishes using local produce. This presents a good marketing opportunity for farmers to sell to them directly.

For this market you can expect:

- Low-to-medium volume of product
- Higher prices per unit

Advantages

key point

- Chefs value fresh, high-quality products.

Considerations

- Expect small order size and frequent delivery.
- Chefs value top quality produce.
- It's important to provide the buyer with a weekly availability list.
- Chefs may require a consistent supply of particular items.

Tips

- **Be consistent.** Chefs expect a product will be delivered if they put it on the menu.
- Build a relationship with the entire staff. Chefs move frequently.
- Chefs are on a tight schedule and generally require deliveries when they're not busy, such as before 10 a.m. or between 2 and 5 p.m.
- Introduce new products by dropping off free samples with your regular deliveries.



HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Other Market Options/Channels

Tips for Selling to: Grocery Stores

NCAT Marketing Tip Sheet Series

Grocery stores typically buy large volumes of fresh and processed foods as well as other household items, reselling their products to individual consumers. Grocery stores are appealing because they sell everything customers need at one convenient place. Depending on the size of the town, these stores may have more than one location. Very large grocery chains operate stores across broad regions of the country. Many grocery stores are now interested in selling products grown by local farmers.

For this market you can expect:

- Medium-to-high volume of product
- Lower prices per unit



Advantages

- You may be able to sell larger volumes.
- The store may buy a range of products once you have introduced your first product.
- There is potential for a long-term relationship with the store, especially if you build a brand identity for your farm.

Considerations

- Liability insurance that covers claims of up to at least \$1 million is required.
- The first sale may be difficult because grocery stores have a limited amount of shelf space, already have regular



California Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Other Market Options/Channels

Tips for Selling to: Institutional Markets

NCAT Marketing Tip Sheet Series

Institutional markets are entities such as cafeterias in state and local government buildings, schools, universities, prisons, hospitals, or similar organizations. These institutions are becoming more interested in buying local food, which provides a new marketing opportunity for a medium to large-scale farm.

Advantages

key point

- You can sell large volumes of many products.
- There are many possible sales outlets, such as business cafeterias, schools, hospitals, prisons, day-care centers, senior centers, community colleges, and universities.

Considerations

- While you can sell a larger quantity, expect a lower price.
- Requires good communication between buyer and seller.
- Some institutions expect a more processed product.
- Liability insurance is required.
- Institutions usually pay within 30 days.
- The health department requires that vehicles delivering produce to institutions must remain at a certain temperature.

For this market you can expect:

- Larger volumes of product
- Lower prices per unit



ifornia
esources
IFORNIANS

Other Market Options/Channels

Tips for Selling to: Aggregators/Grower Marketing Coops

NCAT Marketing Tip Sheet Series

Aggregators are agricultural businesses or cooperatives of growers that consolidate and distribute agricultural products. They typically support regional growers of diverse sizes and experience, and sell products to local or regional markets. The consolidation of multiple farms' products can help supply fresh product for distributors and other wholesale customers and is not limited by grower size.

Advantages

- In contrast with other wholesale markets, you can sell large or small quantities of product through this marketing channel.
- Your products may still retain your farm identity and may be marketed locally or regionally.
- Aggregators will often work with growers to provide on-farm technical support, harvest and pre-production planning to meet market projections.
- Aggregators often serve as the marketer and distributor, which allows the grower to focus more time on farming and may reduce the marketing and distribution costs of the individual grower.
- Aggregators and marketing co-ops can help buy packaging materials, labels and marketing materials through group purchasing, which can reduce the individual grower's materials costs.

Considerations

- You can sell a larger quantity, but expect a lower price per unit.

For this market you can expect:

- Higher volume of product
- Lower prices per unit



Transferring produce from the cooler for delivery to local schools in Davis, Calif. www.caff.org

California
ral Resources
IF CALIFORNIANS

Other Market Options/Channels

Tips for Selling to:

NCAT Marketing Tip Sheet Series

Produce Brokers

A produce broker is a salesperson who has access to any seller in the food chain, including packing houses, processors, agribusinesses, and mid- to large-scale farms. Typically they work with large-scale farms. A broker will help arrange the logistics of getting your product from your

farm to their buyer, often taking commissions based on a percentage of the sale. Their success depends on their reputation and they spend years building relationships.

Advantages

key point

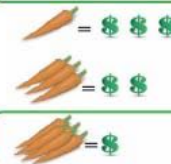
- Brokers have relationships with many buyers and can arrange a sale more easily than the farmer can.
- Brokers generally have a better understanding of the market conditions and prices than the farmer does.
- Working with a broker allows you to focus on production, rather than sales.
- Brokers can arrange transportation, either from your farm or from a terminal market.

Considerations

- Brokers prefer to deal with larger volumes, but it is not a requirement.
- While you can sell a larger quantity, you should expect a lower price per unit.
- Research your broker and their reputation. Farmers can sign an agreement with a broker that clearly delineates lines of fiscal responsibility.

For this market you can expect:

- Higher volume of product
- Lower prices per unit



fornia
resources
FORNIANS

Other Market Options/Channels

Tips for Selling to:

NCAT Marketing Tip Sheet Series

Produce Distributors

Produce distributors are businesses that aggregate product and resell it in small or large quantities to their customers. Distributors may be an individual with a van or a company with a fleet of eighteen-wheelers. A distributor's primary relationship is purchasing directly from farmers, although distributors can also buy from brokers or packing houses.

Distributors sell to a range of customers, from individual restaurants to institutions such as hospitals and schools. Since local food has come into higher demand, some distributors have made the effort to focus their business on providing local produce to their customers.

Advantages

key point

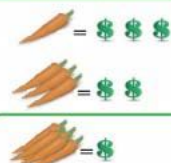
- Distributors can handle large volumes of product.
- Distributors can contract for a particular product for the whole season.
- Farm product identity could be retained in this wholesale market if the distributor focuses on local products.

Considerations

- While you can sell a larger quantity, expect a lower price per unit.
- Distributors typically pay in 30 days. You must determine how that will affect your cash flow.
- Distributors have USDA standard pack and

For this market you can expect:

- Higher volume of product
- Lower prices per unit



fornia
Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Other Market Options/Channels

Tips for Selling to:

NCAT Marketing Tip Sheet Series

Produce Packing Houses

Produce packing houses are large-scale businesses that buy produce from growers through a contract and then re-sell it on the open market. They sell very large quantities. Packing houses can also own land, renting plots to farmers to grow specifically for them, and sometimes supplying seed, inputs and packaging. They have invested in equipment such as coolers and fumigators, so they have the ability to store large amounts of product.

Packing houses never own the product once they receive it, therefore the price the farmer receives is based on what it sells for at the end of the chain. Some packing houses are cooperatively owned by farmers.

Advantages

key point

- Packing houses can provide land, seed, inputs, labor, and packaging.
- Working with a packing house allows farmers to focus on production rather than sales.
- Farmers don't have to invest in packing and washing equipment or storage facilities, because the packing house will provide those services for a fee.

Considerations

- Packing houses are considered by experts in the industry to be the most risky for farmers for many reasons. One potential problem is that the product goes through many hands, and the price a farmer gets at the end is based on the quality of the product, which may have had time to degrade.
- Some contracts with packing houses can limit participation in other market channels.
- Packing houses will quote you a price when you deliver the product, but it is not guaranteed. The farmer will get paid a percentage of the price the packing house receives for the sale.

For this market you can expect:

- Higher volume of product
- Lower prices per unit

 = \$ \$ \$ \$

 = \$ \$

 = \$

ornia
resources
FORNIANS

Other Market Options/Channels

Tips for Selling to:

NCAT Marketing Tip Sheet Series

Wholesale Buyers at Terminal Markets

Wholesale buyers are typically located in permanent stalls at a terminal market. Terminal markets are central sites, often in a metropolitan area, that serve as an assembly and trading place for agricultural commodities. Wholesale buyers will purchase products from farmers, brokers, or packing houses in large quantities, and resell it

into the open marketplace. Prices of products, cooling considerations, and time of delivery are all negotiated before farmers bring their products to the docks.

Advantages

key point

- Buyers can handle large deliveries of produce.
- Generally, pre-negotiated prices are more stable with wholesale buyers, however prices are not guaranteed.

Considerations

- You can sell a larger quantity, but expect a lower price per unit.
- Wholesale buyers typically pay within 30 days. You must determine how this will affect your cash flow.
- Farmers can set the price, but the buyer must agree to it. Farmers must have a good idea of what the going prices are in the wholesale market. See fifth Tip, next page.
- Farmers must meet packing and grading standards.

For this market you can expect:

- Higher volume of product
- Lower prices per unit

 = \$ \$ \$ \$

 = \$ \$

 = \$

ornia

Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Market & Price Info

- USDA-AMS Market Report calls everything “Red Pitaya” but refers to skin color, no indication about flesh color.
- <https://www.ams.usda.gov>
 - Market News
 - Fruit and Vegetables
 - Fruits
 - Dragon Fruit (Red Pitaya)
 - From here you can refine the report by market, date, etc.

University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS



Get Your Act Together!!

10 Things a Distributor Wants (from Frieda's Finest)

Understand your customer's business	Labeling and Trace Back
Participate in Marketing	Food Safety and Insurance
Don't be Greedy	Quality Control
Target Dates and Yield Estimates	Pack Size & Pricing
Post-Harvest Control	Variety & Flavor

Success in agriculture depends on marketing what you grow at a profit. Do your homework, develop a business/marketing/food safety plan and spend time talking to prospective buyers or consumers!!

University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Resources/References

- ◆ UCCE Riverside – <http://http://ceriverside.ucanr.edu/>
- ◆ UCCE San Diego - <http://cesandiego.ucdavis.edu>
- ◆ UC Small Farm Center - <http://Sfc.ucdavis.edu>
- ◆ UC SAREP - <http://www.sarep.ucdavis.edu/>
- ◆ UC Cost and Return Studies - <http://coststudies.ucdavis.edu>
- ◆ NCAT/ATTRA - <https://attra.ncat.org/>
- ◆ National Restaurant Association - <http://www.restaurant.org>
- ◆ USDA Ag. Marketing Service - <http://www.ams.usda.gov/>
- ◆ Ag Marketing Resource Center - <http://www.agmrc.org/>
- ◆ Univ. of Maryland Extension - <https://www.extension.umd.edu/agmarketing>
- ◆ Western Extension Marketing Committee - <http://cals.arizona.edu/arec/wemc/>

University of California
Agriculture and Natural Resources

HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONMENTS • HEALTHY COMMUNITIES • HEALTHY CALIFORNIANS

Questions/Comments:

Ramiro E. Lobo
UCCE Small Farms Advisor
9335 Hazard Way, Suite 201
Phone: 858.246.1860
Email: relobo@ucdavis.edu



HEALTHY FOOD SYSTEMS • HEALTHY ENVIRONI.....