

Chapter 4

Marketing



Chapter Overview

Marketing is very important to the success of agritourism enterprises but is often neglected in the planning stages of new ventures. Before capital is spent to develop a new enterprise, it is vital to determine if adequate demand exists for the products or services. If indeed demand exists, then strategies need to be developed to meet this demand. While market planning does not guarantee success, the potential for success is greatly enhanced. In a 2003 survey of 210 Tennessee agritourism operators, advertising, marketing and promotions were identified most often as the most important factors for success.¹

This chapter will help you create a marketing plan for your agritourism enterprise by

- Defining marketing
- Explaining the seven key components of a marketing plan
- Providing tools to assist you in the development of a marketing plan

What Is Marketing?

Marketing is often thought of as simply product advertising or sales pitches; however, marketing includes much more. Marketing is “planning and executing a set of objectives to bring buyers and sellers together so that a sale can take place.”² It requires thorough planning and execution. In the case of agritourism, marketing has four main goals:

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1. Identify a target audience and their needs.
2. Attract the target audience to the enterprise.
3. Meet the needs of the target audience and entice them to spend their money at the enterprise .
4. Create a desire in the audience to return again and again to the enterprise.

Marketing requires focusing on customer values in order to develop and market a product or service to meet unfulfilled needs of consumers. Thus, it is important to understand the concept of “consumer values.” When making purchase decisions, consumers generally consider four factors, often referred to as the Customer’s 4 C’s:³

1. *Customer Benefit* — What benefit will customers receive from the product or service?
2. *Customer Cost* — What cost will the customer incur to acquire the product or service?
3. *Convenience* — How convenient is the process of acquiring the product or service?

¹Bruch, Megan and Rob Holland. *A Snapshot of Tennessee Agritourism: Results from the 2003 Enterprise Inventory*. University of Tennessee Extension publication PB1747. October 2004. Available online at <http://www.utextension.utk.edu/publications/pbfiles/PB1747.pdf>. Accessed April 1, 2005.

²Dalton, Anne, Rob Holland, Shasta Hubbs and Kent Wolfe. *Marketing for the Value-Added Agricultural Enterprise*. University of Tennessee Extension publication PB1699. May 2002. Available online at <http://www.utextension.utk.edu/publications/pbfiles/PB1699.pdf>. Accessed April 1, 2005.

³Marshall, Maria I. *The Marketing Mix: Putting the Pieces Together*. Presentation available online at <http://www.foodsci.purdue.edu/outreach/vap/materials/marketing.pdf>. Accessed April 1, 2005.

4. *Communication* — How do customers learn about products, services and how to acquire them?

Agritourism entrepreneurs should keep these factors in mind when developing products and services as well as when developing their marketing plan.

Components of a Marketing Plan

The first step to successful marketing is to develop a thorough marketing plan. This allows you to evaluate the market potential for your products or services and to develop strategies to meet that potential. A complete, written marketing plan contains seven main components:

1. *Market research and analysis* is the process of gathering pertinent information about the potential market for your product(s) and/or service(s), evaluating strengths and weaknesses, and identifying a target audience.
2. *Setting marketing and financial goals and objectives* will help you focus and evaluate your marketing efforts.
3. *Marketing mix* describes the specific strategies you will implement to reach your target audience, entice the target audience to spend money and create a desire in them to return to your enterprise. Strategies covering the 4 P's of marketing (product, price, place and promotion) are developed.
4. A *marketing budget* will allow you to plan for marketing expenditures.

5. *Monitoring and evaluating market response* describe the strategies you will use to evaluate the effectiveness of your marketing plan so you can make adjustments when needed.
6. A *contingency plan* describes possible adjustments to make if your marketing tactics are either more or less effective than originally planned.
7. A *marketing plan checklist*, the final component of your marketing plan, summarizes the tasks necessary to put your plan into action.

Developing Your Marketing Plan

Developing a marketing plan takes time and commitment, but it is well worth the investment. This portion of the chapter contains a more detailed description of each component of a marketing plan and includes space for you to brainstorm and compile information to build your own marketing plan.

Market Research and Analysis

The market research and analysis portion of a marketing plan is like doing homework to prepare for an examination. The background information you gather will help you identify and learn about your target audience, refine your operation description, evaluate strengths and weaknesses, and analyze opportunities and threats in the marketplace. The market research and analysis component contains the following subsections:

- Enterprise description
- Market situation
- Target audience or customer profile
- Competitor analysis
- Strengths, weaknesses, opportunities and threats (SWOT) analysis

Enterprise Description

The first step of the market research and analysis component is to describe in detail the products or services to be offered. As you continue to research your potential market and identify your target customer, new ideas will evolve so you may need to revise this section later. This information will also help you develop the "business idea or concept" portion of your business plan as described in Chapter 3.

Describe the products and/or services to be offered by your agritourism enterprise.

Market Situation

After you have written an initial enterprise description, you will need to investigate the market situation in your area. It is important to develop an understanding of what is happening in the market you are preparing to enter and to keep up with trends as time goes on. This information may be found by researching publications, visiting with the local Chamber of Commerce or tourism organization, and/or by personal observation.

Answer the following questions to analyze the market situation.

What are the trends in agritourism, tourism and entertainment? What activities are popular and unpopular with different types of people or specific groups?

What types of people are underserved by tourism or entertainment venues, and what types of activities are these people looking for?

What is the population within an hour's drive of your farm?

Target Audience or Customer Profile

Once you have made an initial description of your enterprise and studied the market situation, it is critical to identify your specific target market or audience. Identifying a target audience will allow you to design your marketing efforts effectively by focusing directly on customers you are seeking rather than mass marketing to the general public.

A target audience is defined as a specific portion of the population that has

1. A need the product or service can fulfill
2. A willingness to purchase the product or service
3. The financial ability to purchase the product or service

Describe the customers in your target audience by answering the following questions.

1. Where do your target customers live?
2. What age or in which age range are your target customers?
3. What is the marital status of your target customers?
4. Are your target customers families, individuals or groups?
5. Do your target customers include or exclude children?
6. What is the income range of your target customers?

7. What sources or types of advertising or promotion influence the purchasing decisions of your target customers (newspaper, radio, TV, publicity, word-of-mouth referrals, Internet, brochures or other types of advertising)?
8. What are your target customers' hobbies and interests?
9. When are your target customers available for the services your venture plans to provide?
10. What are your target customers looking for in an agritourism enterprise (entertainment, relaxation, action/adventure/hands-on-experience, education, social interaction, genuine farm experience or other)?
11. How far are your target customers willing to travel to obtain such an experience?

Answer the following questions about your target audience to test for the three components of the target audience definition.

1. Do your target consumers have a need that your agritourism enterprise can fulfill that has not already been fulfilled by other businesses in the area?

Yes No Do Not Know

2. What are the target-customer needs that your enterprise can fulfill? How will customers benefit from your operation?

3. Does your target customer have adequate disposable income to spend at your enterprise?

Yes No Do Not Know

4. Is your target customer willing to pay an acceptable price for the products or services you can offer at your enterprise?

Yes No Do Not Know

5. Does your target customer have convenient access to your proposed operation? Consider distance to the operation, access from major roadways, quality of roadways and difficulty in finding the operation.

Yes No Do Not Know

6. Will enough of your target customers be willing to travel the distance to visit your location?

Yes No Do Not Know

If you answered "Yes" to each of the six questions above, it is likely that your identified target customer meets the three components of the definition of a target audience. If you answered "No" or "Do Not Know" to any of the questions above, your identified target customer is most likely not a suitable target audience for your enterprise. Consider whether other customer types will fit your personality, skills and goals and whether they meet the target audience criteria.

Competitor Analysis

The next step in the market research analysis component of your marketing plan is to identify and evaluate your potential competitors. Often, entrepreneurs underestimate their competition. Think broadly about the other activities or products available to people in your target audience. Your competition will likely include other agritourism operations, tourism attractions, recreational activities and entertainment venues.

Consider the other agritourism operations, tourism attractions and entertainment venues in your area that will be competing with your business. Fill in the table below with information about your potential competitors including name, location, activities offered, prices, seasons and hours open, strengths, and weaknesses. Use additional paper, if necessary, to evaluate all potential competitors.

Competitor	Location	Activities Offered	Price(s)	Seasons/Hours	Strengths	Weaknesses

SWOT Analysis

The final exercise in market research and analysis is a SWOT analysis of your enterprise and the market. A SWOT analysis is a summary of the strengths and weaknesses of you, your business, and the products and services to be offered. The SWOT analysis also summarizes the opportunities and threats presented by your competition, the market situation and market trends.

Perform a SWOT analysis of your personal and farm characteristics, resources and market potential. In the table below, describe the strengths, weaknesses, opportunities for and threats to your potential agritourism enterprise.

Internal (You and your operation)	Strengths	Weaknesses
External (Market trends, competition, regulations, etc.)	Opportunities	Threats

Marketing Mix

The marketing mix component of your marketing plan describes the methods you will use to attract customers to your operation. Strategies developed and used to gain market share should be tailored to the specific target audience and the values of those customers. The strategies should also be developed to meet your goals for the operation. Marketing strategies include product and/or service positioning, price, distribution and sales location(s), and promotions.

Product and/or Service Positioning

A product positioning statement describes the image you would like your product or service to have in the marketplace in order to create demand. This statement should use terms related to the values of your target audience and the strengths of your product. The positioning statement should help customers determine the benefit they will receive from the product and will help you focus your marketing message.

The following are examples of positioning statements for two hypothetical agritourism enterprises:

- Smith Family Farm offers a genuine farm experience through structured educational programs designed for school children in grades 3 to 5.
- The Dogwood Valley Farm on-farm retail market provides customers with a wide selection of wholesome, high-quality, farm-fresh produce.

Compose a positioning statement for your agritourism enterprise.

Price

Pricing relates to the value of customer cost described earlier in this chapter. For agritourism activities, pricing may be based on a per-activity basis, where a specific fee is charged for each different activity, or on a general admission basis, where a single fee is charged that includes all activities. Product pricing may be specified per item or by weight. Pricing may also be developed for a package of activities, products and/or services. Consider the labor, equipment and logistics of collecting payment for each option.

Answer the following questions to help focus your pricing strategy.

Will you charge a general admission fee to your agritourism enterprise or charge a fee per attraction or package of attractions?

- General Admission Fee Pay per Activity

If you offer products for sale, will you offer them at a price per item or by weight? In the following table, list products or product categories you plan to offer. Then indicate how you plan to price these products by putting a check mark in the appropriate column.

Product	Price per Item	Price per Weight

In order to earn a profit, prices must be set high enough to cover the costs of operation while being acceptable to your target audience. In setting prices, consider these factors:

- Operating (fixed) and variable costs
- Product positioning
- Financial goals and objectives
- Customers' willingness to pay
- Consumer preferences
- Strengths, weaknesses, prices and market share of competitors
- Market prices

Calculating a break-even price will determine the minimum price you would need to charge to cover costs based on an expected number of customers or expected number of product units sold. A break-even price can be calculated for each activity or product using the following formula:

$$\text{Break-Even Price} = \frac{\text{Total Annual Operating Costs}}{\text{Estimated Number of Customers Per Year (Or Units of Product Sold)}} + \text{Total Variable Costs per Customer or Per Unit}$$

Total annual operating costs include expenses such as an annual payment for start-up expenses, insurance premiums, permit fees, structure and equipment maintenance, marketing expenses, management and administrative costs, professional service and other expenses associated with doing business.

Total variable costs per customer or per unit are expenses incurred in the production of products or by offering a particular service and will vary with the number of customers who visit your enterprise or with the units of products produced. For example, variable costs for a school tour operation may include the cost of a pumpkin, a portion of compensation for a tour guide, a portion of the cost of fuel used for a hayride and the cost of a coloring book. You must also estimate the number of customers you expect to visit your operation in a year. (Almost 60 percent of Tennessee agritourism enterprises reporting number of visitors in a 2003 survey indicated they had 5,000 or fewer visitors to their enterprise during a one-year period.⁵)

The break-even price tells you what price you need to receive to cover your annual operating and variable costs based on an estimated number of customers. Assuming one of your goals is to earn a profit with your agritourism enterprise, the admission or sales price should be higher than the break-even price. How much higher you set your price should be determined by the willingness of your potential customers to pay, competition pricing (as found previously in this chapter in your competitor analysis), your enterprise's

competitive advantages, positioning, and financial goals and objectives.

⁵Bruch, Megan and Rob Holland. *A Snapshot of Tennessee Agritourism: Results from the 2003 Enterprise Inventory*. University of Tennessee Extension publication PB1747. October 2004. Available online at <http://www.utextension.utk.edu/publications/pbfiles/PB1747.pdf>. Accessed April 4, 2005.

Follow the instructions to summarize information and develop your agritourism activity and product pricing.

1. List your activities and products in the first column.
2. Calculate break-even prices for each activity and product and list in the second column.
3. List competitor or market prices for each activity or product in the third column.
4. In the fourth column, indicate whether you may be able to charge a price higher (premium) or lower (discount) than the market or competition based on your enterprise's competitive advantages and customer willingness to pay.
5. Using the information you have summarized, assign a price for each activity and product. You may need to revise pricing strategies as market conditions change and as you are able to evaluate the market response.

1	2	3	4	5
Activity/Product	Break-even Price	Competitor or Market Prices	Premium/Discount	Activity/Product Price

Place — Distribution or Sales Location

“Location, location, location” is often emphasized as a key to successful businesses. Place, or location, is related to the customer value of convenience. In the case of agritourism, however, you likely already own a farm where you plan to locate your agritourism enterprise and are not looking for a farm to purchase. Your farm location may be a bit off the beaten path, so it may be unlikely that potential customers will just happen to drive by. You will need to use promotions, including effective roadside signage, to draw customers and help them find your operation easily. Promotions will be discussed in more detail later in this chapter.

The discussion of place or location in your marketing plan may include the strategies used to design your operation to effectively manage the flow of vehicles and people to avoid congestion and confusion. This design should also include methods to meet visitors’ needs for adequate

parking, hand washing and restroom facilities, and other needs. You may consider offering concession stands where people may purchase drinks and snacks.

You will also want to consider which areas of the farm should not be accessible to customers for safety or other reasons. Safety considerations are discussed in more detail in Chapter 7. Use the operation map you began in Chapter 2 to continue your operation design, keeping your customers’ needs in mind.

Place and sales location may also involve the ambiance of the operation. Design the atmosphere of your operation to match the expectations and needs of your target customers. Is your target audience looking for a genuine farm experience, education, entertainment or a relaxing getaway? Whatever they are looking for, you should create an ambiance to match. An ambiance can be created through landscaping, displays, employee

Advantages and Disadvantages Associated with Specific Advertising Media⁶

Media	Advantages	Disadvantages
Newspaper	<ul style="list-style-type: none"> Potentially large coverage area Low cost relative to other media Immediate/timely (daily or weekly) Access to many socioeconomic groups Ability to target specific audience via specialty section Can use color Flexibility in ad size and cost Visibility of the product (i.e., picture) Use of coupons to measure effectiveness Short lead time 	<ul style="list-style-type: none"> Inconsistent reproduction Typically one-day exposure Clutter (can be lost among other ads) May be limited to text or black-and-white Lack of movement and sound
Radio	<ul style="list-style-type: none"> Specific audience (demographics) Immediate/timely/multiple exposures Possible high entertainment value of ad Celebrity endorsement or pitch Time and content flexibility Use of a human voice (celebrity) Sound reinforcement 	<ul style="list-style-type: none"> Time limitations restrict message Need for repetition Clutter (can be lost among others) Ad recall is low "Station surfing" during commercial breaks Short ad exposure
Magazines	<ul style="list-style-type: none"> Potentially large coverage area Can target a specific audience Can use color Flexibility in size and cost Visibility of the product (i.e., picture) Use of coupons to measure effectiveness Large repeat and secondary exposure 	<ul style="list-style-type: none"> Clutter (can be lost among others) Cost associated with repeat exposure Lack of movement and sound Not immediate; publication may be weekly, monthly or less frequent
Television	<ul style="list-style-type: none"> Large coverage area Can target a specific audience Uses both visual and auditory stimuli Large repeat exposure 	<ul style="list-style-type: none"> Costly to produce and air Time limitations restrict message Need for repetition Short ad recall Clutter (can be lost among other ads) Inverse relationship between hours watched and audience income
Direct Mail	<ul style="list-style-type: none"> Can target a specific audience More opportunity to educate on product/service benefits 	<ul style="list-style-type: none"> Expensive (\$1 to \$2 per piece) Difficult to obtain "clean" mailing list May be perceived as junk mail Not immediate, 2- to 3-week lag time May be discarded unopened
Point of Sale	<ul style="list-style-type: none"> Can influence impulse purchasing Helps product stand out among competition Customer has opportunity for direct response at time of ad presentation (i.e., purchase) 	<ul style="list-style-type: none"> Can be expensive Clutter (ad can be lost among other point-of-sale material)
Outdoor (signage and billboards)	<ul style="list-style-type: none"> Large audience exposure depending on placement Use of color Can provide information and directions Continuous exposure 	<ul style="list-style-type: none"> Limited message length Initial production and preparation costs Ideal sites are difficult to access
Internet	<ul style="list-style-type: none"> Information available 24/7 Customers access in their environment and at their convenience Relatively cost effective Can target types of viewers Messages can be timely Ads can be interactive Ability to use coupons to measure effectiveness 	<ul style="list-style-type: none"> Maintenance necessary Not effective as a stand-alone strategy Difficult to gauge impact Costs of development and maintenance can vary dramatically

⁶Dalton, Anne, Rob Holland, Shasta Hubbs and Kent Wolfe. Adapted from *Marketing for the Value-Added Agricultural Enterprise*. University of Tennessee Extension publication PB1699. May 2002. Available online at <http://www.utextension.utk.edu/publications/pbfiles/PB1699.pdf>. Accessed April 4, 2005.

Publicity is non-paid communication about a company or product. Although it often requires an investment in time and materials, publicity is beneficial because it is seen by consumers as being objective and credible. It is also relatively inexpensive. The major disadvantage of publicity is the lack of control you have over what actually appears in the media.

While news agencies may sometimes contact you to do a story on your enterprise, you can also use several methods to seek out publicity.

Ways to Gain Positive Publicity⁷

- Write an article and submit it to a newspaper or magazine
- Contact local TV and radio stations and offer to be interviewed or let them know about a unique or special farm occurrence (such as twin calves or blossoming fruit trees)
- Publish a mail or e-mail newsletter for your customers or people who subscribe
- Speak at local functions about your enterprise
- Offer or sponsor a seminar, demonstration or special event at your enterprise and inform the media
- Write news releases and fax them to the media
- Volunteer
- Sponsor a community project or support a nonprofit organization or charity
- Promote a cause

Sampling includes providing a free trial of a product or service to customers or potential customers. Sampling can be very effective, especially when selling food products. Although sampling can be expensive upfront, its major advantage is that customers get to try the product without financial risk.

The promotional strategy called **discounting** may be accomplished through the use of coupons, quantity discounts or punch cards. Discounting may help attract price-sensitive customers or entice customers to try your operation for the first time. Discounting can also help you track the effectiveness of paid advertising if you include a coupon in advertisements. Disadvantages to discounting include difficulty in estimating

coupon usage, potential expense in producing and distributing coupons, and profit lost on sales that would have occurred without a coupon.

Word-of-mouth referrals are the passing of information by verbal means, especially through recommendations, in an informal, person-to-person manner. Word-of-mouth referrals can be effective but should not be relied upon as a sole method of promotion, especially in the early years of a business.

It pays, however, to work toward positive word-of-mouth referrals. A satisfied customer will tell four or five others about a pleasant experience, while an unsatisfied customer will tell seven to 13 others. Satisfied customers are also more likely to return, which also saves on the financial bottom line as it costs three to five times more to replace than to keep a customer.⁸

A single promotional strategy that is effective for every enterprise does not exist. Promotion strategies must be developed for your particular situation and target audience. There are, however, several key concepts to keep in mind.

1. Determine the types of promotional strategies that will influence your target audience and utilize those.
2. Plan strategies to meet your marketing and financial goals and objectives and to fit your marketing budget.
3. Plan strategies to partner with tourism organizations and other businesses in your area as well as areas from which your customers will travel.
4. Include plans for roadside signage to direct customers to your operation.
5. Work to build positive word-of-mouth referrals.
6. Take advantage of or seek out publicity when possible.
7. Consider developing a Web site as one component of your marketing strategy.

⁷Adapted from Marshall, Maria I. *The Marketing Mix: Putting the Pieces Together*. Purdue University. Available online at <http://www.foodsci.purdue.edu/outreach/vap/materials/marketing.pdf>. Accessed April 5, 2005.

⁸Wreden, Nick. *How to Recover Lost Customers*. Available online at <http://www.smartbiz.com/article/articleview/112/1/7/>. Accessed April 4, 2005.

Marketing Budget

Marketing requires planning as well as the investment of time and financial resources. Budgeting is a critical part of planning for marketing activities. Marketing budgets should include the costs of market analysis, market research and marketing strategies. Marketing budgets are often set at 5 percent to 10 percent of expected gross sales. In a 2003 survey of Tennessee agritourism operators, almost half indicated that they spent between 5 percent and 10 percent of their gross sales on promotions.⁹

Now develop a monthly marketing budget for the next three years. Include the cost of all marketing activities such as continuation of market research and analysis, promotional materials, and strategies.

Estimated Marketing Budget ¹⁰			
	Year #1: _____	Year #2: _____	Year #3: _____
January			
February			
March			
April			
May			
June			
July			
August			
September			
October			
November			
December			
Total Budget	\$ _____	\$ _____	\$ _____

Monitoring and Evaluating Market Response

Your marketing plan must also include methods to monitor and evaluate the effectiveness of your chosen marketing strategies in meeting your marketing and financial goals. Monitoring the response to your marketing mix will allow you to adjust strategies, if needed, in a timely manner.

Depending upon your operation and goals, you should use a variety of available statistics to measure and evaluate your progress. These can be compared to your goals, marketing expenses and the previous year's statistics. Examples of possible evaluation measures are

- Number of admissions or customers
- Total gross sales
- Average sales per customer = number of admissions divided by total sales
- Amount of sales per product line or attraction/activity
- Notations of significant circumstances such as weather conditions or special events in the area that might have affected your business during a specified time period
- Observation of customer reactions
- Notations of how new customers learned about your operation

⁹Bruch, Megan and Rob Holland. *A Snapshot of Tennessee Agritourism: Results from the 2003 Enterprise Inventory*. University of Tennessee Extension publication PB1747. October 2004. Available online at <http://www.utextension.utk.edu/publications/pbfiles/PB1747.pdf>. Accessed April 1, 2005.

¹⁰Adapted from Dalton, Anne, Rob Holland, Shasta Hubbs and Kent Wolfe. *Marketing for the Value-Added Agricultural Enterprise*. University of Tennessee Extension publication PB1699. May 2002. Available online at <http://www.utextension.utk.edu/publications/pbfiles/PB1699.pdf>. Accessed April 4, 2005.

- A complete marketing plan contains seven main components. These components include

1. Market research and analysis
2. Marketing and financial objectives/goals
3. Marketing mix
4. Marketing budget
5. Monitoring and evaluating market response
6. Contingency plan
7. Marketing plan checklist

- It is critical to clearly identify, understand and focus your market planning and execution around your target audience's characteristics and needs.

Once a thorough marketing plan is developed, implementation is vital. This can be just as challenging as developing the plan. The appendix of this publication provides some helpful hints for developing promotional materials and implementing your strategies. Materials related to Chapter 4 start on page 111 and include the following topics:

- Building relationships with the tourism industry
- Media relations and publicity
- Coloring your marketing message
- Developing Paid Advertisements
- Brochure development
- Planning a successful direct mail campaign
- Developing a Web presence
- Creating an effective roadside sign
- Sixty-second guide to building word-of-mouth referrals

Additional Resources

The Horticultural Business Information Network is a database of marketing and management resources assembled by Charles Hall, Professor, University of Tennessee Department of Agricultural Economics. The database can be accessed at <http://www.utextension.utk.edu/hbin/>.

PB 1711 Direct Marketing Guide for Producers of Fruits, Vegetables and Other Specialty Products, written by Charles Hall, provides information on methods to market products directly to consumers. The publication is available online at <http://www.utextension.utk.edu/publications/pbfiles/PB1711.pdf>.

The ***Agricultural Marketing Resource Center*** (<http://www.agmrc.org>) Web site has a section called Market and Industry Trends, which contains information on agritourism.

PB1699 Targeting School Groups for Agritainment Enterprises: A summary of a Schoolteacher Survey in Tennessee, written by Rob Holland and Kent Wolfe, provides helpful information for those enterprises targeting schoolteachers. This document is available online at <http://www.utextension.utk.edu/publications/pbfiles/pb1669.pdf>.

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