



A CISA STUDY

WINTER MARKET EXPANSION IN WESTERN MASSACHUSETTS



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I. EXECUTIVE SUMMARY

The number of winter farmers' markets in western Massachusetts has grown dramatically over the past four years, and the number of farmers and customers that attend winter farmers' markets is higher than ever. The existing winter markets have seen significant successes in their early years, but continued growth in attendance and farmer income is necessary for them to truly thrive.

The cost of running markets is significantly higher during the winter, and attendance is lower than during the summer months, so efforts must be made to increase the viability of the existing winter markets. There is great potential for growth, in terms of sales, attendees, and vendors, at those markets.

A majority of the shoppers at winter markets are regular visitors who travel short distances to attend, which indicates that each market has a core group of nearby supporters, rather than a broad network of occasional shoppers from a larger area. Widespread interest in local food year-round has not resulted in shoppers travelling outside of their own communities to access the winter farmers' markets. This indicates that a single, permanent, regional winter market relying on customers from farther than 10 miles away would struggle to meet its goals. As the existing winter markets work to garner support from shoppers, we are unlikely to see new markets thrive, except in specific, underserved geographic areas.

II. INTRODUCTION

Winter farmers' markets are emerging as an important component of the agricultural landscape in western Massachusetts. For farmers, these markets offer new sales opportunities and year-round revenue potential. For consumers, these markets increase access and availability of local foods, even in the depths of winter.

With the growing popularity of local food, the winter market landscape changes yearly. In the course of this research two new regular winter markets were established and the number of winter Community Supported Agriculture (CSA) options and farm stands also increased. Winter markets have been in a rapid stage of growth, but it is unclear how much additional growth current demand can sustain.

This research was undertaken to get a snapshot of current demand and to better understand the potential for further expansion of winter markets, including the possibility of establishing a permanent winter market. Evaluation was completed at the four regular winter markets that operated during the 2010-2011 season as well as at three one-day Winter Fare markets. Additional analysis was conducted at the newly established Amherst winter market to better understand the economics of a new winter market for both the market and the vendors.

III. METHODOLOGY

Four regular markets were evaluated, one day each, over the course of several weeks: the Amherst winter market, the North Amherst winter market, the Northampton winter market, and the Springfield winter market. Additionally, three one-day Winter Fares were evaluated: Greenfield Winter Fare, the Springfield Winter Fare and the Northampton Winter Fare.

Markets and Winter Fares were analyzed using consumer dot surveys and periodic customer counts. Dot surveys have proved an effective way of gathering data directly from farmers' market consumers and are a

critical component of existing rapid market assessment methodologies¹. Customer counts were also conducted using existing rapid market assessment methodology.

At each venue, we asked five questions and provided multiple-choice responses. Customers were asked to place a sticker (dot) on the board next to the answer that fit best. Customers responded favorably to this style of evaluation. Coupled with the results of the dot survey, evaluators also collected comments from customers, vendors, and market managers. It should be noted that the five questions asked at the markets differed slightly from those asked at the one-day Winter Fares. Therefore, some results in this analysis are applicable only for winter markets or Winter Fares.

Dot Survey Questions

Questions at the Markets:

Five questions were asked at each market:

1. How far did you travel to get here?
2. How often have you visited the market this season?
3. How much are you spending at the market today?
4. What drew you to the market today?
5. What could be improved about the market?

Customers were asked to place a sticker next to the answer that fit them best. All the questions and response options were identical except at the Northampton winter market. See the “What drew you to the market today?” and “What could be improved about the market?” graphs and the subsequent analysis for further explanation.

Questions at the Winter Fares:

The questions asked at the one-day Winter Fares differed slightly from those asked at the winter markets, given the different nature of the two types of markets. Methodology for conducting the surveys, however, was the same. The five questions asked during Winter Fare surveys were:

1. How did you find out about this Winter Fare?
2. How far did you travel to get here?
3. How much are you spending at this Winter Fare?
4. What is the main reason you are attending today?
5. What is your primary source of locally grown food during the summer?
6. What is your primary source of locally grown food during the winter?

IV. FINDINGS: ATTENDANCE

Customer Counts

Total regional market attendance drops during the winter months: there are significantly fewer farmers' markets during the winter, and the number of attendees at each winter market is lower than at the corresponding summer markets. In 2010-2011, there were four regular winter markets and three one-day

1 **Tools for Rapid Market Assessment.** Available at www.extension.oregonstate.edu/catalog/pdf/sr/sr1088-e.pdf

winter markets in the three counties of Franklin, Hampshire and Hampden, compared to the 41 markets that operated in the summer of 2011.

This phenomenon is exemplified by survey responses at the Springfield Winter Fare, which reveal that summer farmers’ market attendees are less likely to attend farmers’ markets during the winter, and more likely to shop at grocery stores during the winter months. Thirty-six percent of customers at the Springfield Winter Fare reported that they usually purchase local food at farmer’s markets in the summer, whereas only 13% of them purchase at farmers’ markets in the winter months. Twenty-one percent of customers at this market reported that they usually purchase local-grown food at grocery stores during the summer, whereas 55% reported purchasing local-grown food at grocery stores in the winter.

Market	Amherst	North Amherst	Northampton	Springfield	Greenfield Fare	Northampton Fare	Springfield Fare
Dot Survey Respondents	200	56	123	58	285	201	80
Estimated Customer Count	420	210	NA	276	1,200	1,701	400

Frequency of Attendance

Regular market participation was strong at all four regular farmers’ markets. At each market, over a quarter of the customers came every week, and an additional quarter attended twice a month. This data set does not include the one-time Winter Fares.

Market	Amherst	North Amherst	Northampton	Springfield
Weekly Customers	36%	30%	25%	*
Bimonthly Customers	24%	20%	23%	51%
Regular customers: Weekly + Bimonthly	60%	50%	48%	51%

* Springfield only operates twice a month.

The other category with the highest percentages was the “never before” group. This suggests that there is a population of “curious” consumers that are potential market regulars.

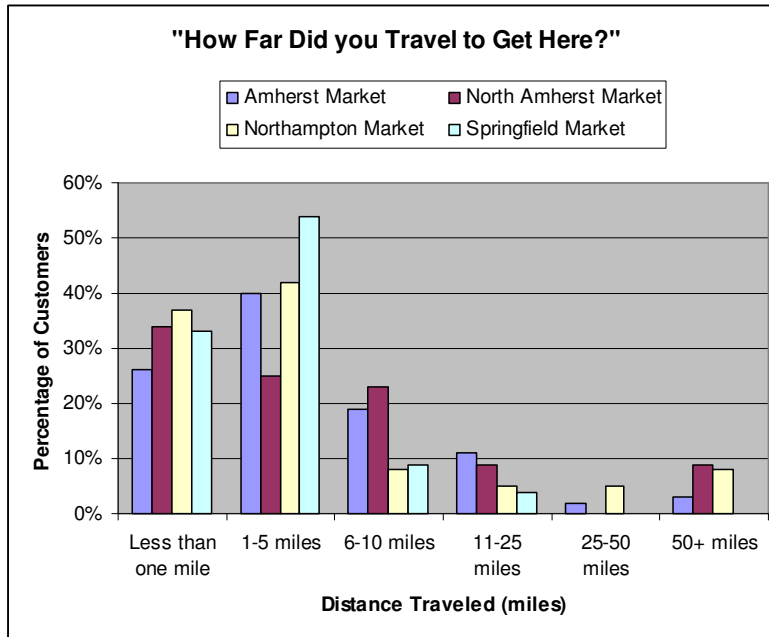
Market	Amherst	North Amherst	Northampton	Springfield
New Customers	23%	30%	28%	27%

Distance Travelled

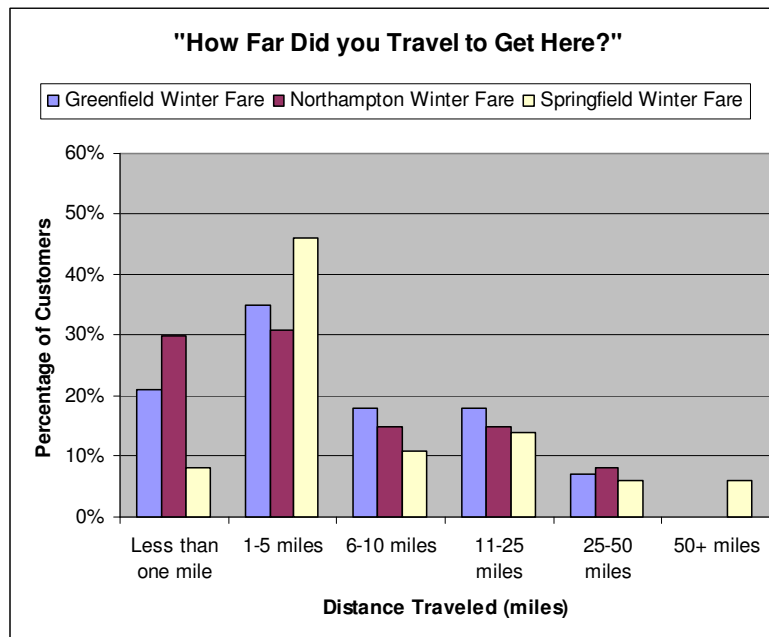
The distance that shoppers are willing and able to travel to a market provides important information about the unique nature of each community and each market, It is possible to draw some conclusions about the role each market plays in their neighborhood and in the lives of the people that shop at them.

Market	Amherst	North Amherst	Northampton	Springfield	Greenfield Fare	Northampton Fare	Springfield Fare
Customers from less than 5 miles away	60%	59%	79%	87%	56%	61%	54%
Customers from less than 10 miles away	85%	82%	87%	96%	74%	76%	65%

Winter Markets



Winter Fares



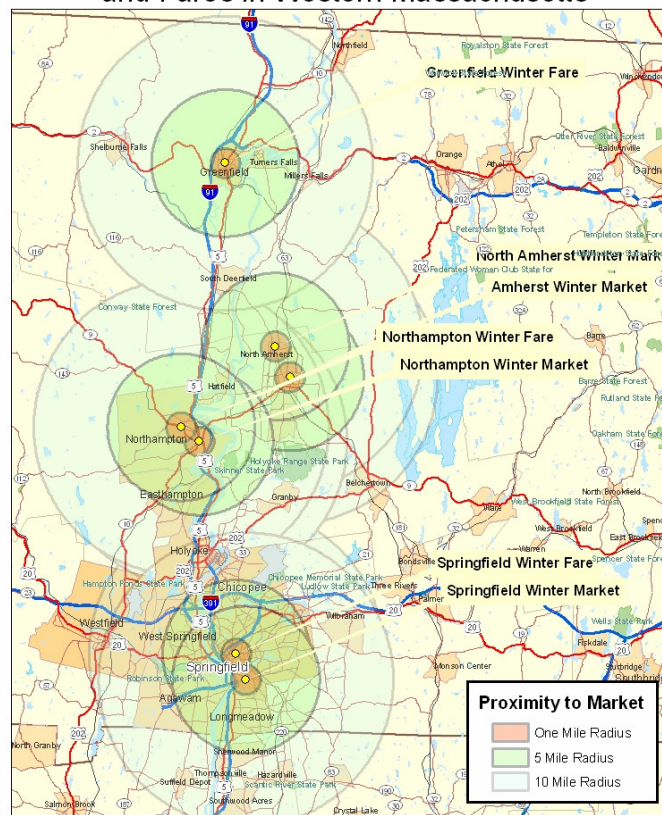
An overwhelming majority of winter farmers' market customers travel from within a 10 mile radius. This information is particularly pertinent in Amherst, as there are two winter markets simultaneously occurring 3.5 miles apart. Despite their proximity to each other, both markets have had successful first seasons. In that

way, the short distances that customers travel to winter markets reflect the possibility for more small markets thriving in close proximity, and the limited potential for a regional winter farmers' market that is dependent on customers travelling farther than 10 miles.

In comparison to the winter markets, a higher proportion of the Winter Fare customers travelled from outside a 10 mile radius, and a smaller proportion are coming from within a 5 mile radius. This indicates that customers are willing to travel farther to reach a one-day Winter Fare than a regularly scheduled market. Whereas the Winter Fares drew 65-76% of their customer base from within 10 miles, the four regular markets drew 82-96% of their customer base from within this range. The Springfield Winter Farmers' Market had marginal customer participation outside of a 10 miles radius.

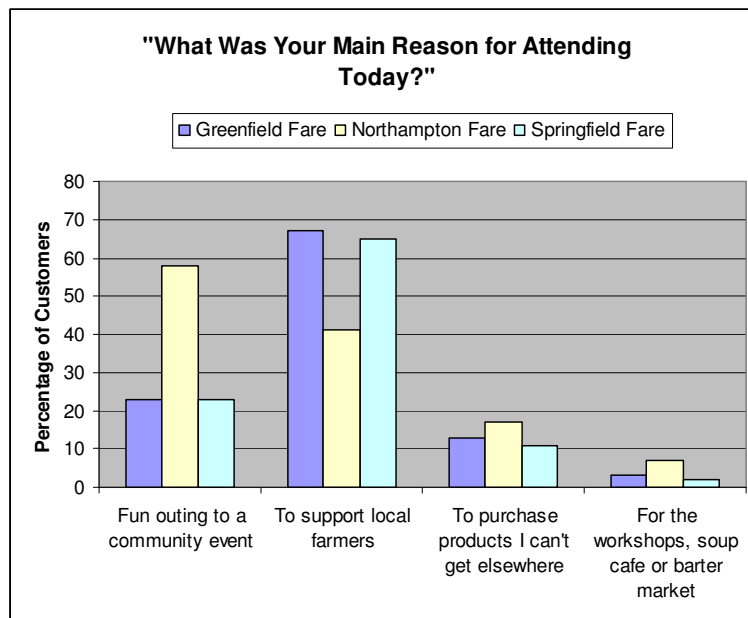
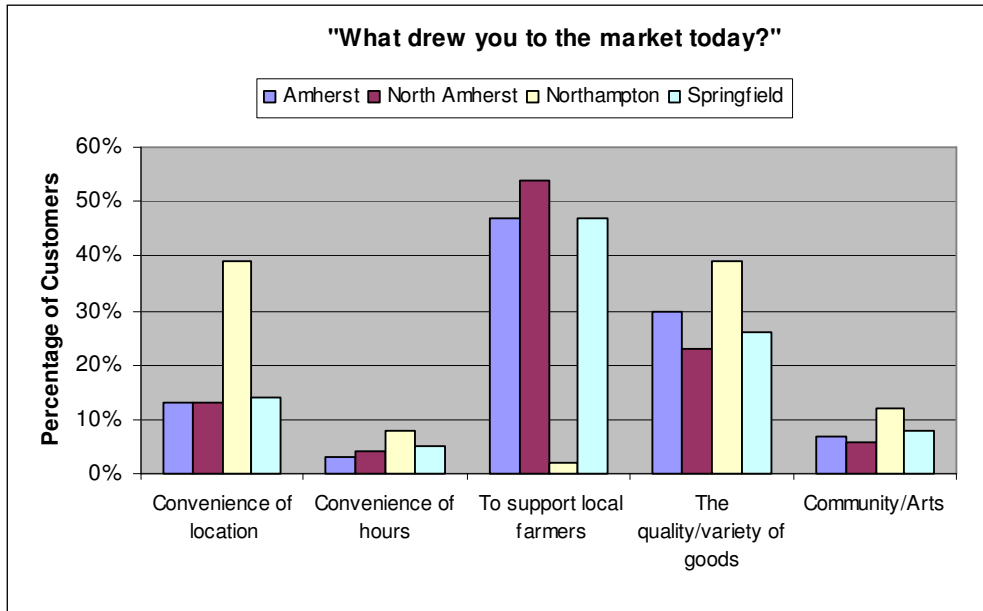
The map below provides a visual representation of the coverage and proximity of the winter farmer's markets and fares in Western Massachusetts. Towns outside of the light blue circles are not within a 10 mile radius of a market, and therefore do not have very good accessibility to the winter markets. These areas, depending on factors such as population density, could be potential sites for the development of new winter markets.

Proximity and Coverage of Winter Farmer's Markets and Fares in Western Massachusetts



Why attend the market?

At both the winter markets and Winter Fares, CISA staff surveyed customers about their reasons for attending the market. The makeup of the surveys varied slightly between the regular markets and the Winter Fares, but the overall data set gives valuable insight into the motivations of winter farmers' market shoppers.



The dot survey showed that, overwhelmingly, people attend winter markets and Winter Fares to support local farmers. Northampton Winter Farmers’ Market customers more frequently reported “convenience” and “fun” as their main reasons for attending the market. The quality and variety of goods being sold was also one of the main reason community members attended the winter markets and Winter Fares. One-day Winter Fares had more respondents choosing “fun outing to a community event,” likely because it was an explicit survey option and reinforced by Winter Fare outreach.

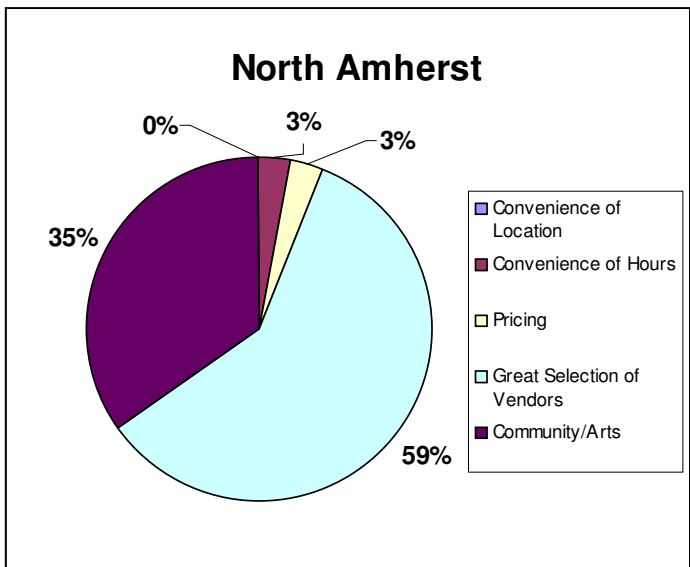
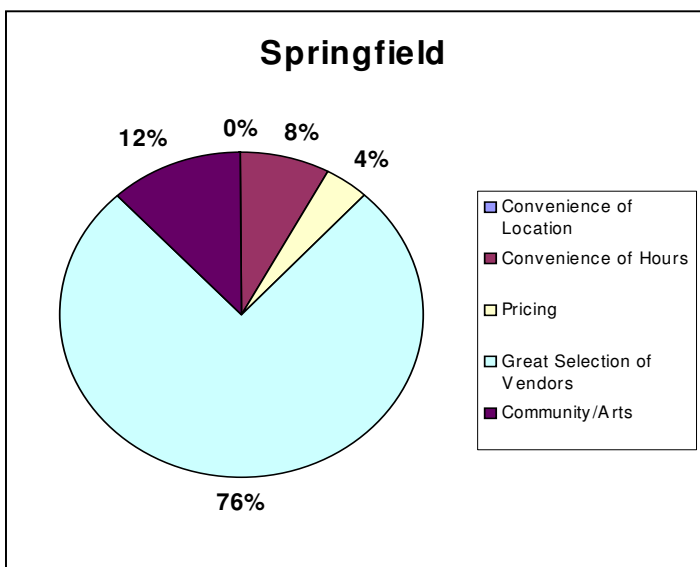
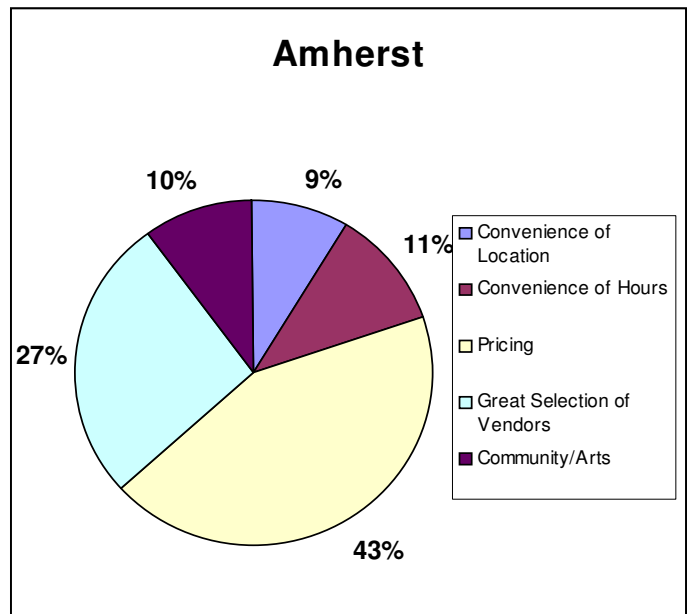
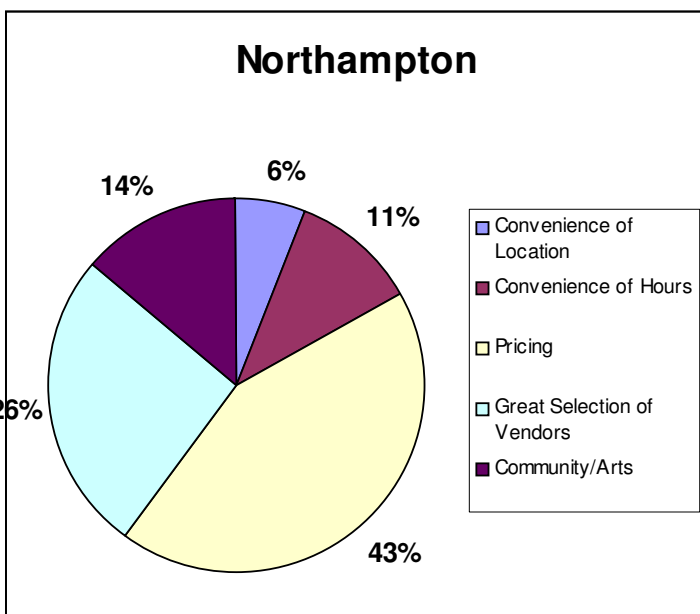
The Northampton Winter Farmers’ Market was the first market where customers were surveyed, and the survey questions were refined after that survey was conducted. The responses offered at the Northampton market included “pricing” and “great selection of vendors”. At later markets, those options were replaced with “ support local farmers” and “quality/variety of goods.” The “great selection of vendors” category,

which was selected by over 39 percent of shoppers, was intended (and interpreted by shoppers) to mean that the respondent supported local farmers and preferred the quality of their goods. Therefore, for the chart above, this was assimilated into the “quality/variety” of goods category.

Thirty-nine percent of Northampton market participants chose “location” as the main attribute that drew them to the market. This reflects the importance of having a space that is well-known and convenient. Further research about what markets are available through public transportation might be helpful for increasing market participation.

Across all four markets, individuals were satisfied with the hours of the markets.

How could the markets be improved?

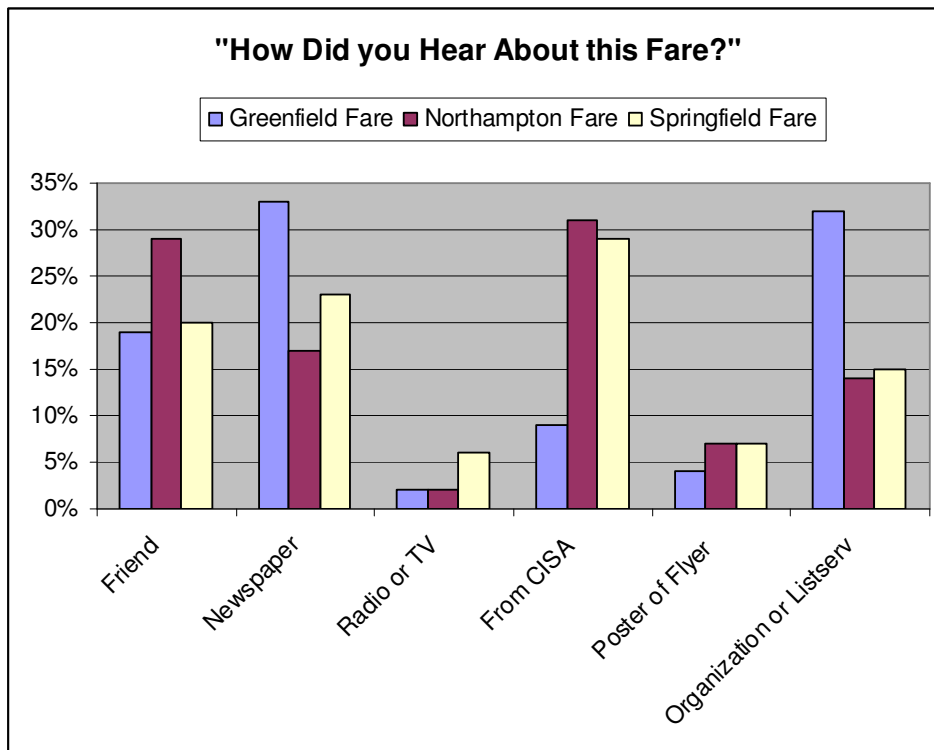


Many people chose not to answer this question, stating they were pleased with the market they attended. Pricing was a contentious issue. The following numbers represent the percentage of customers at each market who chose to place their dot on “pricing” as something that could be improved about the market.

Amherst	North Amherst	Northampton	Springfield
43%	3%	43%	4%

Two trends exist in the data. In Amherst and Northampton, “pricing” is seen as the category that needs the most improvement, followed by “the variety of goods.” In North Amherst and Springfield, “the variety of goods” is seen as the category that needs the most improvement, followed by “community/arts.”

Increasing the variety of goods in these spaces can be difficult, as indoor markets have limited space for vendors. The North Amherst market attempts to alleviate this by selling products from multiple vendors within their space, acting as a medium for specialty product producers. Eight vendors sell products from over fifteen producers. Belle-Rita Novak, the market manager at the Springfield Winter Farmers’ Market, expressed a desire to increase the number of vendors at her market, but cited difficulty with vendor reliability and limited space as reasons that they have not increased their number of sellers. Amherst and Northampton have more room and, consequently, more goods. Only about one-quarter of customers surveyed at these markets chose “variety of goods” as something that needed to be improved.



Current Outreach

Each of the regular winter markets has a unique combination of benefits and challenges in terms of their outreach and promotion. For example, the North Amherst and Springfield markets are both a direct continuation of a summer market, so they entered the winter season with a loyal customer base. Northampton, uniquely, is in a central downtown location, so capturing foot traffic is a possibility for them, whereas the other markets are located in less central areas and have to draw traffic independently.

Most of the markets have a strong online presence, which keeps customers informed about when and where the market is occurring, what is available, and special events. Logistical details of all four markets can be found on CISA's online guide to local products (www.buylocalfood.org).

Professional, consistent outreach is vital to the success of these markets, and most of them have a non-vendor market manager that is responsible for the marketing. The costs of hiring a manager and paying for the outreach must be considered in determining a financially sustainable future for the markets.

As for the Winter Fares, promotion was achieved through a number of different mediums. The majority of attendees had heard about the event through CISA, newspapers, friends, or other organizations or listervs. Less widely noticed were radio, television, and posters.

Options for Improving Attendance

Improving attendance and sales volume must be the primary focus of efforts to build viable winter market options for farmers. CISA's research into the habits and motivations of current winter farmers' market shoppers provides valuable insight into the perceived value of and barriers to buying local in the winter, and provides some guidance for future promotional efforts.

The data about the frequency with which shoppers attend the winter markets indicates that there is a core group that is strongly inclined towards seasonal eating habits and shopping locally year-round. The high percentage of first-time shoppers at each of the markets indicates that news about the winter markets continues to spread and draw in new peoples. Continued efforts to reach new people through a variety of media are necessary to the continued growth of markets.

Winter farmers' markets do not pull shoppers from a large geographic range: the vast majority of shoppers at each of the markets travel less than ten miles. Research into the distance travelled for winter markets as opposed to summer markets has not been conducted, but considering the proliferation of summer markets throughout the Valley, it is likely that shoppers do not travel significant distances to attend farmers' markets at any time of year. More efforts could be made to reach people in neighboring communities, but strengthening the attendance of nearby residents is likely to be more effective, because it capitalizes on existing consumer habits.

A prime distinction between summer markets and winter markets is the variety of the products available. While local vendors have presented a surprising variety of products, the immovable fact remains that variety is limited during the winter. Many winter staples keep well at home, so customers can make less frequent trips to the market. Winter markets also do not offer the ever-changing bounty that keeps people returning to the farmers' markets throughout the summer season. Many of the winter markets have managed this by

cycling new vendors in, and scheduling music, art, and other attractions to keep people interested in continuing to attend.

The deeper issue with the limited variety during the winter is that most people are not accustomed to seasonal eating. The market regulars that make up over half of the attendees at each of the markets are the local farm and food advocates that have already made a switch towards seasonal eating. The rest of the population, which eats limited amounts of winter offerings, is simply not attending the markets in large numbers. Targeting that population with education about the importance of eating locally year-round and how to make simple diet adjustments could go a long way towards increasing the number of potential shoppers at the winter farmers' markets.

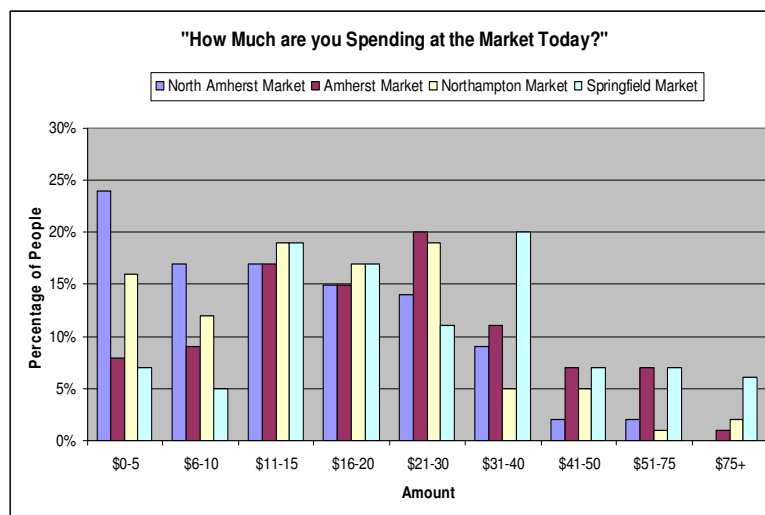
V. FINDINGS: MARKET ECONOMICS

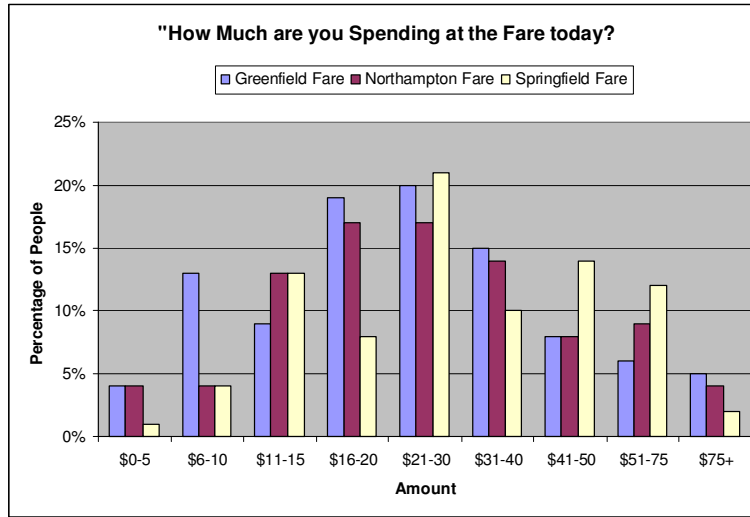
Consumer Spending: Self-Reported

At the Amherst Winter Farmers' Market, 46% of customers surveyed spent over \$20. At the Northampton Winter Farmers' Market, 48% of customers spent over \$20. At both of those markets, 43% of customers who selected pricing as the primary factor of the market they would like to see improved.

Few North Amherst and Springfield customers believed that pricing needed to be improved. The average spending of North Amherst customers was the lowest, at \$0-5, while the average spending of Springfield Winter Farmers' Market shoppers was the highest at \$31-50. All markets, with the exception of the North Amherst market, are capable of accepting EBT/SNAP, credit, and debit, in addition to cash.

Averaged across all the winter markets and Winter Fares, customers reported spending \$21-\$30. Winter Fare customers show a trend toward spending over the average, and the regular market customers show a trend toward spending a little less than the average. Customers were more willing to spend extra money at a one-time Winter Fare as opposed to a weekly market.





Amount Spent at Each Market, by Percentage of Shoppers

	North Amherst Market	Amherst Market	Northampton Market	Springfield Market	Greenfield Fare	Northampton Fare	Springfield Fare
\$0-5	24%	8%	16%	7%	4%	4%	1%
\$6-10	17%	9%	12%	5%	13%	4%	4%
\$11-15	17%	17%	19%	19%	9%	13%	13%
\$16-20	15%	15%	17%	17%	19%	17%	8%
\$21-30	14%	20%	19%	11%	20%	17%	21%
\$31-40	9%	11%	5%	20%	15%	14%	10%
\$41-50	2%	7%	5%	7%	8%	8%	14%
\$51-75	2%	7%	1%	7%	6%	9%	12%
\$75+	0%	1%	2%	6%	5%	4%	2%

Although it is difficult to assess consumer-reported spending accurately, this data suggests that there is a wide range of weekly sales across the markets. The estimates below assume that all of the customers in the customer count bought in proportion to the customers who filled out the dot survey and that each customer bought in the exact middle of the range that they identified. These figures are likely to be

exaggerated because consumers tend to over report spending and because it is likely that not all customers made purchases.

Total Estimated Farmer Income at Each Market

Market	Amherst	North Amherst	Northampton	Springfield	Greenfield Fare	Northampton Fare	Springfield Fare
Estimated total market sales based on customer dot surveys	\$9,555	\$3,239	\$5,258 **assumes 300 customer count	\$7,638	\$32,250	\$44,864	\$10,960

Consumer Spending: Vendor Reported

Data collected through the Amherst Winter Market

11 of the 18 winter market vendors filled out a year-end survey. Over half (7/11) of the vendors who filled out the survey vended on a weekly basis and 58% of vendors sold only at the Amherst Winter Market during the winter months. Generally, vendors felt that sales at the Amherst Winter Market were in line with their expectations and to other winter markets (for those farmers who attended other markets). Deeper analysis shows that 36% (4/11) of vendors found that winter sales were lower than summer market sales, another 27% found them to be comparable. It is possible that vendors' sales expectations were low because winter markets in this region are still relatively untested and because the Amherst Winter Market was in its first year.

Data collected through Winter Fares

This chart shows the percentage of vendors who reported gross incomes within the given ranges at each of the Winter Fares.

Gross Income	Greenfield Fare	Northampton Fare	Springfield Fare
Under \$500	10%	16.7%	87%
\$500-\$1,000	80%	41.7%	13%
\$1,000-\$2,000	0	33.3%	0
\$2,000-\$3,000	10%	0	0
Over \$3,000	0	8.3%	0

Market Costs

Winter markets in this region have significantly more overhead costs than traditional outdoor summer markets, because they require indoor, heated space. Additionally, markets should be centrally located compared to their customer base, which means locating in urban areas with more space limitations and higher fees. The market economics of the Amherst Winter Market suggest that new winter markets face a

challenge covering their overhead costs, while still maintaining competitive vendor fees. The specific concerns related to the space at each market varies: for example, the Northampton market is downtown but has very little room to expand, whereas the Amherst market is in a large school space but has high costs. Finding the ideal balance between affordability, convenience, and potential market expansion continues to elude the existing markets.

During the summer vendor fees are typically charged by the season and range from \$250 to over \$400 with seasons ranging from 16 to 32 weeks. Summer markets in Amherst cost \$11.29 per day (Amherst Farmers' Market) to \$15-\$20 (Kendrick Park Market). In comparison, winter vending fees in this region average about \$25/market day. Higher vendor fees result in an additional risk for farmers. The increased risk of a market being cancelled due to weather results not only in the loss of sales, but in the loss of the vendor fee, which can be substantial for farmers that are selling at multiple markets.

Assuming that the market can prove itself as a good sales venue for vendors, it should be able to increase vendor fees over time to cover operating costs, but as evidenced from the Amherst winter market estimated operating budget, this requires several years and a 20% increase in vendor fees per year. Alternatively, winter markets can look at other sources of income, such as sponsorships. The Amherst Winter Market has had success with sponsorships, but long-term reliance on business sponsorships to cover farmers' market operating costs is untested and uncertain.

Amherst Winter Market Estimated Operating Budget

	2010-11	2011-12	2012-13
INCOME			
Total Vendor Income (est.) minus 10% contingency*	\$6,836	\$9,092	\$10,911
Average Vendor fee	\$26.38/market day	\$31.57/market day	\$37.89/market day
Sponsorships			
TOTAL INCOME			
EXPENSES			
Insurance	\$410	\$422	\$435
FMFM Membership	\$100	\$100	\$100
Facility Rental	\$5,940	\$5,940	\$5,940
Market Manager	\$3,240	\$3,337	\$3,437
Printing/Outreach	\$200	\$206	\$212
TOTAL EXPENSE			
NET INCOME	\$-3,054	\$-913	\$786
<i>* assumes 16 10x10 vendor slots per market and 18 market days/season</i>			

Market Economics: Conclusions

The recent increase in the number of winter farmers' markets reflects two financial tension points: the investments that farmers have recently made in the infrastructure needed to sell product year-round, and the need for those markets to sustain themselves financially. One farmer that recently built new greenhouses for winter greens said, "The growth in the number of winter markets is not the success story – the story isn't over. We still need a lot more people to be shopping at winter markets in order for our investments to pay out, and we need to be sure that these markets are going to stick around for the long haul." There is a lot of excitement around year-round markets, and a lot of potential growth, but there are also a lot of costs. Steady work to increase the number of shoppers taking advantage of the existing markets, which vendors and the community have already made investment in, is necessary to ensure the long-term health of winter sales as an option for farmers.

APPENDIX A: MARKET SNAPSHOTS

Amherst Market

The Amherst Market is held in the cafeteria at the Amherst Middle School, a large space allowing for many vendors and a diversity of products. The market runs on Saturday from 10 a.m. to 2 p.m. Cathy Keough serves as the market manager, with volunteer support from UMass students. This was the first year for the market. Nearly 200 people responded to the dot survey. Vendors sold a full range of local winter food products and the market also included craftspeople. Live music contributed to the fun atmosphere, which ensured that folks stuck around once they finished their shopping.



North Amherst Market

The North Amherst market takes place at the Blue Blue Barn at the Swartz Farm on Saturdays from 9 a.m. to 2 p.m. Mary Hager serves as the market manager. This is the first year for the market. It is a continuation of the North Amherst farmers' market held at Watroba's Market beginning in summer 2010. Approximately 56 customers responded to each survey question.



The North Amherst winter market has a very cooperative feel. Eight vendors sell goods from over fifteen farms, including local produce, ice cream, eggs, pies, pesto, cheese, butter, maple syrup, mushrooms, lamb, beef, and apples. Many farms in the area sell a specific product at the market—turnips, cheese, eggs, etc. The market makes these products available though the vendor is not present, increasing variety and diversifying income. The items are not bought wholesale and resold, but instead are dropped off by the farm and sold at other vendors tables, with one vendor handling transactions for multiple farms.

Northampton Market

The Northampton winter market, now in its second year, takes place in the basement of Thorne's Marketplace on Saturdays from 9 a.m. to 2 p.m. Andrew Huckins serves as the market manager. About 123 customers responded to each question.

The Northampton Market is dynamic and busy, with high traffic and enthusiastic customers. Thirteen vendors sell vegetables, apples, fresh bread, beef, cheese, jam, and preserved goods. Vendors and customers engaged in lively conversations about vegetable varieties, recipes, and more. Live music was a great addition.



Springfield Market



The Springfield Winter Market takes place at the Old Monkey House in Forest Park every other Saturday from 10:30 a. m. to 1:30 p.m. Belle Rita Novak serves as the market manager. This is the first year the market has occurred in the Old Monkey House. Belle Rita extended the Forest Park summer market into the winter season last year, but the market was outdoors in East Longmeadow. About 58 customers responded to each question.

Reciprocity seemed to define the Springfield winter market. A fluid link between customers and vendors was necessary, as the market occupies a relatively small space. There were about eight vendors who sold hot lunch, coffee, baked goods, vegetables, apples, cheese, beef, honey, and crafts. This small space was transformed because of the variety of products provided by vendors. Prepared items were a strength of the market and the market provided space for sitting, eating, and talking.

Springfield One-Day Winter Fare

The first annual Springfield Winter Fare took place this year on December 18th at Springfield Technical Community College, located at 1 Armory Square, and was open from 10 am to 2 pm. Approximately 400 people attended this fare, and 80 of those people participated in the Dot survey. Sixteen vendors participated, with an estimated \$12,000 in sales.

CISA staff felt that the event was well managed and successful, though turnout and sales were lower than expected. The dot survey reflected that a significant number of shoppers had heard about the market through CISA, which is not as visible an organization in Springfield as it is in Northampton or Greenfield. Also, the date of the market put it in competition with holiday shopping, which posed an additional challenge for the turnout.

Northampton One-Day Winter Fare

The Second Annual Northampton Winter Fare, organized by CISA, took place on January 15th at Smith Vocational and Technical High School, located on 80 Locust Street, and was open from 10 am until 2 pm. Twenty-seven vendors sold a full range of winter food products. Six restaurants provided hot soup for sale. Attendance was approximately 1700. Six workshops on topics ranging from food preservation to herbal medicines were attended by 120 people. A barter fair also attracts customers who traded fresh and preserved food and herbal products. An EBT and credit card machine is used.



Greenfield One-Day Winter Fare

The Fourth Annual Greenfield Winter Fare was held on Saturday February 5th at Greenfield High School from 10 am until 2 pm. Twenty-eight vendors sold a wide range of locally-grown food products. The fare featured workshops, displays, a barter fair, and a Soup Café, and drew in approximately 1,200 customers. Greenfield Winter Fare is organized by a group of volunteers, who also organize and publicize related events, including forums, films, and meals, during the week surrounding the market. Organizer Juanita Nelson calls this first Pioneer Valley winter market “a wonderful community event.”

APPENDIX B

Conducting the Survey: Lessons Learned

- Position yourself near an entrance/exit of the market. This way, people will see you when they enter and know they can participate in the market when they leave.
- Doing the survey in close proximity to the vendors does not elicit as much participation. Do not occupy a vacant vendor spot, as traffic flows in a circular pattern and many individuals will not return to participate in the survey. Also, you may interfere with the already limited space of a vendor.
- Use visuals! Customers responded more favorably to the posters that had a single questions and corresponding answers on one sheet of poster paper than multiple questions and corresponding answers written out on one sheet of poster paper. The survey was more approachable, as they were able to see the questions and understand it before being asked to participate. Customers also enjoyed using larger dot stickers.
- Listen to the comments people make when they place their dots. They are a great source of feedback. Most people are willing to share their opinions because they feel very favorably about the market.

