



UNIVERSITY OF CALIFORNIA
Agriculture and Natural Resources

Nutrition Policy Institute

CDFA Healthy Stores Refrigeration Grant Program Storeowner Interview Baseline Report

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ABSTRACT

Introduction

The California Department of Food and Agriculture (CDFA) Healthy Stores Refrigeration Grant Program provides funding to small retail outlets to purchase energy-efficient refrigeration units to be used for stocking California (CA)-grown fresh produce, nuts, and minimally processed foods. This study aimed to capture the perspectives of storeowners and store managers participating in the Healthy Stores Refrigeration Grant program to understand their practices and opinions regarding produce sales and experiences with the grant program.

Methods

NPI conducted fifteen, 45-minute, semi-structured interviews with storeowners participating in the Healthy Stores Refrigeration Grant program between October 9th, 2019 – December 20, 2019 and September 21, 2020 – October 9, 2020. Trained researchers coded and analyzed the data.

Results

Seven key findings were identified: 1) Storeowners report selling produce to serve customer needs and to increase access to healthy food, 2) Price, quality, waste prevention, and customer preference drive produce stocking decisions, 3) Challenges to selling produce include preventing spoilage, maintaining competitive pricing, and purchasing produce items to sell, 4) Stocking CA-grown produce poses unique challenges, 5) Storeowners have a positive experience with the grant program, 6) Storeowners choose to participate in the program to stock more, better quality produce, and 7) Storeowners expect that program participation will increase their produce sales. Recommendations for CDFA include developing a set of promising practices for selling fresh produce to share with stores, increasing access to information about how to identify and promote sales of CA-grown produce, and providing more technical assistance and stocking flexibility in the program.

Conclusion

The CDFA Healthy Stores Refrigeration Grant program provides necessary equipment for small stores to increase their produce offerings. Storeowners are motivated to sell produce but face myriad challenges to stocking and selling fruits and vegetables, particularly those grown in California. Overall, storeowners expect that the refrigeration unit from the program will increase their ability to sell fresh produce and stimulate produce sales.

INTRODUCTION

The Healthy Stores Refrigeration Grant Program of the California Department of Food and Agriculture (CDFA) aims to increase the availability of healthy food choices in neighborhood food retail environments in areas of the state that lack adequate access to fresh produce. The program provides funding to small retail outlets to purchase energy-efficient refrigeration units to be used for stocking California (CA)-grown fresh produce, nuts, and minimally processed foods. Awardees included both individual stores and community-based organizations, which primarily consisted of nonprofits, cities, and counties that applied for the grant on behalf of multiple stores.

This is the second part in a series of reports on the Healthy Stores Refrigeration Grant Program evaluation. This report aimed to capture the perspectives of participating storeowners and store managers to understand their practices and opinions regarding fruit and vegetable sales and experiences with the grant program. Data collected for this report took place prior to the installation of the new refrigeration units.

The objective of this study was to answer the following research questions:

1. How do stores select, stock, and sell produce generally, and CA-grown produce specifically?
2. How do storeowners think new refrigeration units will impact their ability to sell CA-grown produce?
3. What is the experience of storeowners with the CDFA Refrigeration Grant Program?

METHODS

The Nutrition Policy Institute (NPI) conducted fifteen, 45-minute, semi-structured interviews with storeowners participating in the Healthy Stores Refrigeration Grant program. Ten interviews with storeowners or store managers, hereafter referred to as storeowners, were conducted from October 9th, 2019 – December 20, 2019. Participants were selected using convenience sampling with input from CDFA. Stores were selected out of approximately 100 grantees located across California. The selection process was designed to include diversity in geography, urbanicity, and applicant type (individual applicant or through a community-based organization). Participation in this study was voluntary and storeowners were sent a \$100 gift card after completion. Interviews were conducted in-person and audio-recorded.

Interviews with stores participating in the program through a Los Angeles (LA) County grant were conducted separately due to the large size of their grant and their later implementation date. The LA County program is projected to serve up to 80 stores in the county. Interviews with the first five storeowners participating in LA County's refrigeration grant program were conducted from September 21, 2020 – October 9, 2020. Storeowners were asked if they were interested in participating in the interview upon signing up for the program. Interviews were held via phone or on Zoom and audio recorded.

For all interviews a semi-structured interview guide captured respondents' practices and perspectives towards selling produce and opportunities presented by the grant program (Appendix A). For LA County participants, extra questions were added regarding their experiences with COVID-19 (Appendix B).

Four researchers were trained to conduct interviews, and each interview was conducted by one of these researchers. All interviews were conducted in English and recordings were transcribed. Two trained researchers coded and analyzed data to generate the findings. Responses were similar between statewide and LA County stores for the questions that were consistent across both interview guides and were analyzed together. Responses related to COVID-19 experiences from LA County stores are reported separately.

RESULTS

Key Findings

1. **Storeowners report selling produce primarily to serve customer needs and to increase access to healthy food in the community.**

Most storeowners reported that they sell produce to both serve customer demands and increase access to healthy foods in the community. As one storeowner said:

The main reasons [we sell] fruits and vegetables is that actually people do want to eat fruits and vegetables. A lot of different cultures, it doesn't matter where they come from, they use tomatoes, they use lettuce, onions for everyday purchase.

Another said:

My kids, I want them to eat good food, healthy food. My community, same thing. They are like my kids... everybody loves their kids, so I have to do something good and feel good [about] what I'm doing.

A few storeowners reported wanting to support farmers as a reason for selling produce. One storeowner said:

I love how we are supported as a small business and I love supporting local farmers and figuring out ways to get things locally and product that is quality.

2. **Price, quality, waste prevention, and customer preference drive produce stocking decisions.**

Storeowners reported that price and quality were main priorities when stocking produce. Most storeowners reported setting their prices based off a set percentage markup from what they

purchased the item for. In order to keep items affordable for customers, storeowners sought to purchase their stock at low prices. Prices affected which items the storeowner chose to stock as well as where they shopped to find them. One storeowner visited multiple stores to find good prices:

We tend to shop all over the place, various wholesalers, Ace, Super, Costco, Jetro and try to see whatever is on sale, bring that in, and then try to pass that on to the customer, and hopefully, they see, and hopefully, they appreciate it.

Storeowners also reported that they choose where to purchase their produce based on the quality of produce. One store said they purchased from their distributor because they always had fresh, high quality items, despite the fact that they did not always offer the lowest prices. Another storeowner said that they went to a market with many wholesalers because they could compare and select vendors based on produce quality.

Additionally, many storeowners said they like the idea of stocking locally grown items, but it was not their focus. One storeowner said customers prioritized price when shopping:

I personally think majority of people in that neighborhood, mostly care about honestly if they get to eat or not. I don't think the product location matters to them at this point, they care about price point, of course, and if we have it or not, but mostly price plays a huge role.

The majority of storeowners mentioned that concerns about unsold food impacted their stocking decisions. All storeowners said they tried to minimize the amount of their inventory that goes to waste because waste translated into losses for their business. Storeowners described various methods they used to avoid waste, such as adjusting purchasing amounts based on projected store sales, putting ripe items on sale, giving items away to customers, and taking food home. In one case, a storeowner said concern for waste made them wary of trying new items:

We tend not to try new things. You just stick to what has worked.

Finally, most stores reported that customer feedback drives stocking decisions. Storeowners described being attentive to their customers' requests for specific items or took note of their reactions when new items were introduced. Many said that stocking decisions were based upon previous sales trends. Two storeowners mentioned considering cultural preferences of their community. As one storeowner said:

A lot of the veggies we choose cater to the Hispanic palate. So, it's not the usual veggies that you would find just at a Ralphs or anything.

3. **Challenges to selling produce include preventing spoilage, maintaining competitive pricing, and purchasing produce items to sell.**

Nearly all storeowners reported that spoilage was a challenge to selling produce. Purchasing produce in small amounts was one commonly used strategy to combat spoilage, but often meant the storeowner had to bear higher per unit prices and take more frequent trips to buy produce. Additionally, not having enough refrigeration space to keep food fresh was a frequently cited issue. As one storeowner said:

... my biggest challenge right now is bringing in more fruits and vegetables just based on space for the refrigerator, and that is one of my biggest challenges.

A couple of storeowners reported that their stores lacked air conditioning, increasing spoilage rates in the summer. A few storeowners also reported struggling with increased spoilage due to power shut offs during fire season. These stores did not have backup generators to keep refrigeration units running.

The majority of storeowners reported that selling produce at competitive prices is challenging, particularly for those stores with large supermarkets nearby. One storeowner said:

Our biggest challenge...we don't do a lot of groceries or vegetables, there's not a big volume of that—I think it's price. People are very price sensitive. We have the supermarket right across the street from us.

Finally, procurement issues were commonly reported. Only a couple stores worked with a distributor that delivered produce; most storeowners reported that using delivery services was prohibitively expensive. In most cases, storeowners had to go purchase produce themselves or send a staff member. However, many stores had limited staffing and could not send staff away, leaving storeowners to obtain produce outside of business hours. Most storeowners reported purchasing at a wholesale market, some reported purchasing direct from farmers, and a third purchased from retail stores. One interviewee said:

She [storeowner's mother] wakes up at five in the morning to go to that central market and find the best pricing and the best quality for a good price...it's a mad rush. You do that instead of going to a one-person vendor because you're trying to save those pennies and dimes to sustain your small business.

These reported challenges of worrying about spoilage, trying to sell produce at competitive prices, and the difficulty of purchasing high quality produce at affordable prices compound, leaving stores struggling to balance competing priorities; addressing one challenge can come at the cost of another. For example, stores expressed wanting to offer a variety of produce items but struggled

with refrigeration space and spoilage. Another storeowner prioritized lower spoilage over price advantages from bulk purchasing:

I think the other strategy is just buy small batches out there, rather than looking at the pricing and saying, 'You know what, I can get 50 pounds for X amount or I can get 10 pounds for X amount.' We'd much rather go after the small batch and at least present it as a fresh item rather than getting 50 and then lower price, but then half is going to go bad.

4. Storeowners face challenges identifying and purchasing CA-grown produce.

The majority of storeowners did not shop separately or look specifically for CA-grown items. Many storeowners reported not knowing about the origins of the produce they sold. When storeowners did identify whether a product was CA-grown, it was based on information on packaging. The few storeowners that worked with distributors said they could see the origins of the items they received from a list provided by the distributor after produce had been delivered. These storeowners did not specify where they would like the produce to be sourced before ordering. One storeowner said:

Honestly, I'm not sure if it is California-grown. The only thing that I know is the avocado there, we get them imported Mexico. I'm not sure about the other things. I'd like to think they are California-grown but I'm not really sure if they are or not.

Another said:

If we can get a list of those who grow California-grown produce, either we can pick it up, or if they can deliver it, we can certainly shift our attention and make sure that we're buying specifically from them. Just having that information readily available will be a lot easier.

Storeowners reported facing barriers around price and availability to purchasing CA-grown items. Some storeowners reported that CA-grown items tend to be more expensive and can be hard to find in the markets, especially during the off season. As one interviewee said:

Anything that is California-grown, I would say probably 10% to 15% price range difference, more expensive than others and I'll try to bring it in and add a couple of more cents to it but sometimes I cannot find it. It's not easy for me to find it.

However, storeowners generally felt positively towards supporting Californian growers and reported wanting more information about where to find locally grown items.

Another thing for me as a storeowner is how can we get access to maybe local farmers? I do see a lot of them online, 'Support your local farmers.' I want to, but how do we have a connection

with store owners, have a connection to those local farmers? How can we find the resources?

5. Participants report having a positive experience with the refrigeration grant program and appreciated help with refrigeration unit selection.

Storeowners unanimously said they had a positive experience with the grant program. Nearly all storeowners reported receiving help with refrigeration unit selection and were appreciative, while those that did not report receiving assistance with refrigeration unit selection said it would be helpful. One storeowner said:

Oh, it's been excellent...In my experience has been just wonderful. They've [LA County] been very supportive. They have been very patient with us. They have been like teaching us a lot of details and explaining it very well, very professionally, like I was very surprised to have such professional people.

A few storeowners mentioned receiving help with refrigeration installation. More than half of the stores that did not receive installation help reported that it would be helpful; some stores were unsure about the work involved in setting up a new refrigerator. A couple of storeowners also said they wanted help with refrigeration unit maintenance, in case of repairs, and assistance with stocking decisions.

Community-based organizations provided help to several stores. In LA County, stores were offered technical support through a third-party contractor that provided comprehensive technical assistance, ranging from refrigeration unit selection to ordering and unit installation.

6. Storeowners report choosing to participate in the program in order to stock more, better quality produce but want program flexibility.

Nearly all storeowners stated that their participation in the program was driven by their need for a new refrigerator. Specifically, storeowners wanted the refrigeration unit to keep produce fresh, replace an old produce refrigerator, and/or increase their capacity to sell more produce. One storeowner said:

It's going to be just monumental for my customers to have choices inside these refrigerators. It's amazing. I mean I have refrigeration now but nothing like the ones that I'm getting and it's just going to make—I'm going to be able to put more healthier choices in my store. So that's why I signed up for it.

Storeowners reported planning to prioritize CA-grown fruits and vegetables when stocking their new refrigerator but would like flexibility to sell other items. Some storeowners were unsure whether they would be able to transition from selling very little produce to a full refrigerator of

produce:

But you cannot just stock up everything... because as I said before, we hope it's going to get better, but it has to be gradual. We cannot just fill up the full unit with that, but mainly we're going to put healthier products.

7. Storeowners expect that their participation in the refrigeration program will stimulate their produce sales.

Storeowners expected overall sales of produce to rise as a result of the increased refrigeration space. One storeowner said:

Having greater display space and greater visibility is going to allow us to carry more product and make the product that we do carry more accessible and visible to customers, and that's going to increase sales.

In addition, storeowners said that a new refrigerator could attract more customers by upgrading the look of the store. Specifically, many storeowners said that sales are influenced by visibility of offerings. To bring customers' attention to the refrigerator, just over half of the stores specified that they planned to place the refrigerator in a highly visible area of the store. One storeowner said the representative from their community-based organization encouraged them to place the refrigerator near the entrance where it is more visible:

Yeah, he [representative from LA County] advised that because the entrance... you want to try to put it the refrigerator at the entrance, so people can see that you're carrying more different products, including produce and vegetables.

COVID-19 PANDEMIC RELATED FINDINGS

The impact of COVID-19 on sales among the five LA stores interviewed during the pandemic was varied, dependent upon factors such as location and customer base. A couple of stores located in areas with many residents living within walking distance reported that their sales increased when stay-at-home orders were enacted, while stores located near businesses and schools that were shut down reported a decline in sales. As one storeowner said:

I think COVID has actually done a great job for this mainly because, business-wise, people are not traveling as far. So, everyone mostly stays at home, kids are not going out and they're not going to school so they're still at home. They come to the convenience store more often.

A couple of storeowners reported that widespread job loss led to a decrease in fruit and vegetable sales because customers had less money to spend on produce. As one said:

Right now, with COVID, I see a lot of people who are out of a job. Therefore, they cannot really buy all of these healthy products.

One storeowner developed a produce box to address a decline in sales at the start of the pandemic. They reported that produce sales and their customer base increased as a result:

COVID hit and we had to pivot...we said, why don't we put together a box of groceries... That weekend I launched the box. It went crazy and I had it where you could buy the box, or you could sponsor the box and people were buying the boxes like crazy.

Storeowners reported that they did not change where they purchased their produce during the pandemic. However, some reported adjusting the amount of produce they brought into the store due to changes in their produce sales volume.

Finally, all storeowners reported that their method of pricing, using a set percentage markup of their purchase price, had not changed. Some storeowners remarked that produce had become more expensive but said price changes occurred frequently and could be due to a variety of causes. Several storeowners said that they considered how affordable produce would be for customers when making stocking decisions. When they would have to sell a produce item at too high a price, they would not stock it. As one storeowner said:

I don't know if you have noticed but recently, a lot of like vegetables are very expensive recently and there are things that we could afford to bring before [that] we cannot these days.

CONCLUSIONS

This study finds that the CDFA Healthy Stores Refrigeration Grant program provides necessary equipment for small stores to increase their produce offerings. Storeowners reported high motivation to sell produce but face myriad challenges to stocking and selling produce, including maintaining competitive pricing and preventing spoilage. Furthermore, identifying and purchasing CA-grown produce was reported to pose unique challenges; storeowners were interested in resources to help them stock affordable, CA-grown produce. Overall, storeowners expected that the refrigeration unit from the program will increase ability to stock fresh produce and stimulate produce sales, resulting in benefits for their community and their store.

RECOMMENDATIONS

- 1. Develop a set of promising practices for selling fresh produce to share with stores.** Storeowners reported dealing with competing priorities and struggling with how best to procure, stock, and sell fresh produce particularly given their small volumes. They would benefit from tips about how other stores have done this successfully. For example, some storeowners reported giving people recipe ideas for newly introduced produce items. Additionally, storeowners said produce displays that

showcased abundance, visibility, and variety were also associated with greater demand.

Further, these challenges highlight a weakness in the system of selling fresh produce in small stores at affordable prices. Other policy or systems changes may be needed to ensure sustainable access to affordable, high-quality fresh produce in communities currently lacking such access.

- 2. To promote sales of CA-grown produce, increase access to information about how to identify and promote sales of these items.** Storeowners would benefit from resources connecting them to Californian growers and more information about how to identify where produce is grown. One storeowner mentioned that a directory of where to source CA-grown produce would be helpful. Providing stores with more options of where to source produce would also enable them to compare prices.

Another commonly requested form of technical assistance was access to marketing materials to increase demand of CA-grown produce. This could help increase awareness of CA-grown produce offerings and inform customers about the benefits of purchasing CA-grown items.

- 3. Provide more technical assistance and stocking flexibility in the Healthy Stores Refrigeration Program.** Storeowners appreciated the technical assistance they received and expressed a desire for more assistance with refrigeration unit selection and installation. For future programs, CDFA may consider providing more direct technical assistance and/or increasing the budget of community-based organization grantees to provide technical assistance (and providing similar support to individual store applicants). It may be cost-effective to contract with one third-party group to service all stores, which would provide a consistent suite of services to support all participating stores.

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Appendix A: Storeowner Interview Guide (Statewide)

Storeowner Interview Guide

[BASELINE, statewide grantees]

KEY TOPIC AREA 1: Practices and perspectives on selling fruits and vegetables

1. First, please tell me a little bit about your store. What would you say are the main reasons your store is successful? What are your store's biggest challenges?
2. Does your store accept EBT?
3. Does your store accept WIC (The Special Supplemental Nutrition Program for Women, Infants, and Children)?

Now, let's talk about selling fruits and vegetables at your store.

4. Do you currently sell any fresh fruits and vegetables (FFV)? [IF YES, CONTINUE WITH THIS SURVEY. IF NO, MOVE TO 'NO FFV' SECTION]
5. What are the main reasons that you sell FFV?
6. How do you decide which FFV items to sell?
 - a. Do you sell any California (CA)-grown FFV?
7. How would you describe your shoppers' FFV purchase habits?
8. Please describe FFV sales.
 - a. What would you say most influences how well FFV, in general, sell at your store?
9. From where do you purchase the FFV you sell?
 - a. What are the benefits of purchasing this way?
 - b. What are the challenges of purchasing this way?
 - c. Do you buy CA-grown FFV with your other produce items or separately? How do you know whether items are CA-grown?
 - d. Are you aware of any FFV recovery opportunities, such as where you could purchase farm seconds? Do you have any way to connect with local farmers/growers?
10. Please describe how prices are set for FFV.
11. What are the biggest challenges to selling FFV? What strategies have you developed to address the challenges?
12. How do you think stocking CA-grown FFV affects/will affect your business? How about your customers?
13. We're interested in how storeowners/managers respond to customer demand. How do you track/understand customer preferences?
14. How much of the FFV in your store do not end up getting sold? What you do with unsold FFV? How do you feel about this/ what does it mean for your business? How does concern about waste impact what you stock?
15. What do you think would help you sell (/more) CA-grown FFV besides having a refrigeration unit from the CA Healthy Stores program?
16. Please describe any other factors affecting your FFV sales decisions that we have not yet talked about.

KEY TOPIC AREA 2: CDFA grant-related questions

The next set of questions will ask you about the Healthy Stores Refrigeration Grant Program of the California Department of Food and Agriculture (CDFA).

17. Please describe how you heard about the refrigeration grant opportunity.
18. Why are you participating in the refrigeration grant program?
 - a. How do you think participating will affect your FFV sales? Your overall business?
19. Please describe your experience with the refrigeration grant program.
20. What type of refrigeration unit do you plan to purchase? How will you decide where to put it in your store?
21. How will you decide what items to stock in the new refrigeration unit?
22. Are you aware of having received or are you expecting to receive any technical assistance as part of your participation in the Healthy Stores Refrigeration Grant Program? What kind of support or assistance would be most helpful to you?

CONCLUSION

23. Is there anything you would like to talk about that we didn't cover?
-

'NO FFV' SECTION

5. What are the reasons that you don't sell FFV?
 - a. What are the greatest barriers that prevent you from selling FFV?
 - b. What kind of support do you think would make it easier to stock, manage, or sell FFV?
6. How do you think stocking CA-grown FFV will affect your business? How about your customers?
7. We're interested in how storeowners/managers respond to customer demand. How do you track/understand customer preferences?
8. What do you plan to do with unsold FFV? What does it mean for your business? How does concern about waste impact what you stock?
9. What do you think would help you sell CA-grown FFV besides having a refrigeration unit from the CA Healthy Stores program?
10. Please describe any other factors affecting your FFV sales decisions that we have not yet talked about.

[GO TO KEY TOPIC AREA 2 ABOVE]

Appendix B: Storeowner Interview Guide (LA County)

Storeowner Interview Guide

[BASELINE, LA County grantees]

KEY TOPIC AREA 1: Practices and perspectives on selling fruits and vegetables

1. First, please tell me a little bit about your store. What would you say are the main reasons your store is successful? What are your store's biggest challenges?
 - a. How would you say COVID-19 has impacted your business?
 - b. Since the start of the pandemic, how have sales changed overall?
 - c. Has your clientele changed?
2. Does your store accept EBT?
3. Does your store accept WIC (The Special Supplemental Nutrition Program for Women, Infants, and Children)?

Now, let's talk about selling fruits and vegetables at your store.

4. Do you currently sell any fresh fruits and vegetables (FFV)? [IF YES, CONTINUE WITH THIS SURVEY. IF NO, MOVE TO 'NO FFV' SECTION]
5. What are the main reasons that you sell FFV?
6. How do you decide which FFV items to sell?
7. How would you describe your shoppers' FFV purchase habits?
 - a. Has this changed since the start of the pandemic?
8. Please describe FFV sales.
 - a. What would you say most influences how well FFV, in general, sell at your store?
 - b. Do you sell any California (CA)-grown FFV?
 - i. Have sales of CA-grown FFV changed since the pandemic?
9. From where do you purchase the FFV you sell?
 - a. What are the benefits of purchasing this way?
 - b. What are the challenges of purchasing this way?
 - c. [Ask if yes to 8b] Do you buy CA-grown FFV with your other produce items or separately? How do you know whether items are CA-grown?
 - d. How have your FFV purchasing methods changed since the start of the pandemic?
10. Please describe how prices are set for FFV.
 - a. How has COVID-19 affected your FFV prices?
11. What are the biggest challenges to selling FFV? What strategies have you developed to address the challenges?
12. How do you think stocking CA-grown FFV affects/will affect your business? How about your customers?
13. How much of the FFV in your store do not end up getting sold?
 - a. How has this changed during the pandemic?
 - b. What you do with unsold FFV? How do you feel about this/ what does it mean for your business? How does concern about waste impact what you stock?
14. What do you think would help you sell CA-grown FFV besides having a refrigeration unit from the CA Healthy Stores program?
15. Please describe any other factors affecting your FFV sales decisions that we have not yet talked about.

KEY TOPIC AREA 2: CDFA grant-related questions

The next set of questions will ask you about the Healthy Stores Refrigeration Grant Program of the California Department of Food and Agriculture (CDFA).

16. Please describe how you heard about the refrigeration grant opportunity.
17. Why are you participating in the refrigeration grant program?
 - a. How do you think participating will affect your FFV sales? Your overall business?
18. Please describe your experience with the refrigeration grant program.
19. What type of refrigeration unit do you plan to purchase? How will you decide where to put it in your store?
20. How will you decide which items to stock in the new refrigeration unit?
21. Are you aware of having received or are you expecting to receive any technical assistance as part of your participation in the Healthy Stores Refrigeration Grant Program? What kind of support or assistance would be most helpful to you?

CONCLUSION

22. Is there anything you would like to talk about that we didn't cover?

'NO FFV' SECTION

5. What are the reasons that you don't sell FFV?
 - a. What are the greatest barriers that prevent you from selling FFV?
 - b. What kind of support do you think would make it easier to stock, manage, or sell FFV?
6. How do you think stocking CA-grown FFV in the new refrigerator will affect your business? How about your customers?
7. What do you plan to do with unsold FFV after you get your refrigerator? What will it mean for your business? How does concern about waste impact what you will stock?
8. What do you think would help you sell CA-grown FFV besides having a refrigeration unit from program?
9. Please describe any other factors affecting your FFV sales decisions that we have not yet talked about.

[GO TO KEY TOPIC AREA 2 ABOVE]