



# **Ethnic Produce**

**Crop Diversification for Maine Farmers  
to Reach New Markets**

**August 2016**



This report was contracted by Coastal Enterprises, Inc. (CEI)

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*A special thanks to those who participated in the focus groups and  
retailer/distributor interviews sharing their stories, their data, and their  
aspirations for more access and availability of ethnic produce and product  
in Greater Boston*

# TABLE OF CONTENTS

- Introduction..... 4
- Research Goals..... 4
- Methodology..... 5
  - Focus Groups (Farmers’ Markets and Consumers)..... 5
  - Price Comparison Analysis..... 6
  - Retailer and Distribution Interviews..... 6
- Data Analysis Discussions and Key Findings..... 8
  - Import Substitution and Gaps in the Market..... 8
  - Pricing Study..... 11
  - Entry to the Boston Market..... 14
- Recommendations..... 16
  - Key Business Opportunities.....16
  - Key Programmatic Opportunities..... 17
  - Key Research Opportunities..... 18
- Appendix A: Ethnic Crops Identification Images..... 20
- Appendix B: Research Sites and Map..... 24
- Appendix C: Focus Group Facilitator Guide and Questions..... 25
- Appendix D: Focus Group Summaries and link to Audio Files..... 30
- Appendix E: Interview Questions..... 36
- Appendix F: Interview Summary Report..... 41
- Appendix G: Pricing Raw Data..... 66
- Appendix H: Tropical Foods International Flyer..... 67
- Appendix I: Choi Guide..... 69

## INTRODUCTION

The Williams Agency, in collaboration with Coastal Enterprises, Inc. (CEI), has conducted a market assessment, entitled *Ethnic Produce: Crop Diversification for Maine Farmers to Reach New Markets*. Increased demand for culturally appropriate, locally produced foods presents a compelling opportunity for Maine farmers to diversify crops and generate new sources of farm income.

**CEI AND ITS COLLABORATORS WILL INTRODUCE TWO TO THREE NEW ETHNIC CROPS TO THE LOCAL MARKETPLACE.** This market research will inform the selection of high-demand crops that are compatible with Maine's growing conditions and will shape a marketing strategy that optimizes access to these vegetables for a rapidly growing niche of consumers. The pilot will demonstrate the economic potential of these crops and establish the foundation for successful broad scale replication. The intent, over time, is to support the delivery of ethnic produce in sufficient volume for the Boston market.

The research report outlines the results of CEI's market assessment to identify which ethnic produce that can be grown by Maine farmers is competitively advantageous in the Boston market area. It includes key findings and recommendations for next steps. Our targeted crop focus included Latino, Caribbean, and African produce determined by the CEI project team.

To understand the demand and price for select ethnic produce by consumers, we conducted two focus groups consisting of farmers' market managers or equivalent representatives from the greater Boston area. The consumer focus group targeted markets located in communities that serve the highest population of ethnic eaters. To gauge the demand and price tolerance of ethnic produce, a survey was done on selected crops identified by CEI. A series of interviews with retailers and wholesalers were conducted to understand the buying behaviors and entry points of delivering produce to the Boston market.

## RESEARCH GOALS

- Identify opportunities for import substitution or gaps in the market for select ethnic produce
- Identify the range of price points for select items at the wholesale and retail levels
- Identify and describe key entry points for delivering ethnic produce to the Boston market

# METHODOLOGY

## **FOCUS GROUPS (FARMERS' MARKETS AND CONSUMERS)**

Two focus groups were conducted—one for farmers' market managers and another for farmers' market consumer shoppers within our target of research. Focus group participants were recruited via topic-relevant email list serves. The farmers' market manager focus group was held in Central Square, Cambridge to allow for reaching markets just outside of Boston as well. The consumer focus group was held in Dorchester so it would be easy and comfortable for community members to participate.

Input was gathered from seven farmers' market managers and nine farmers' market consumers. Subject responses and all data gathered were de-identified and not linked to the specific subject. Each focus group session lasted ninety minutes and was guided by a predeveloped facilitator's guide, which included a series of open-ended questions. Each focus group covered the topic areas of current offerings, community needs, and distribution (see Appendix C for the facilitator's guide each focus group) and ended their session with a crop-identification activity.

### ***Crop identification activity***

Farmers' market managers and farmers' market consumers were shown images of eleven different crops with different names listed underneath. Each participant was given two stickers (green and red). The participants were then instructed to place the green sticker next to the most familiar crop name and the red sticker with the next most familiar name. Both groups were asked if there were missing crops from the presentation of crop images. Farmers' market consumers were then asked what they would be willing to pay for each crop. The number of stickers under each crop name was tallied in order to determine the familiarity of the farmers' market managers and consumers with the presented ethnic crops.

### ***Participant overview for the farmers' market consumers group***

- Ten participants (2 males, 7 females)
- Countries represented: Dominican Republic, Germany, Haiti, Honduras, Jamaica, Nigeria, Puerto Rico, St. Kitts, St. Thomas, Trinidad, and USA (African American)

### ***Participant overview for the farmers' market manager focus group***

- Seven participants (3 males, 4 females)
- Markets and organizations represented: Mattapan Square Farmers Market, Somerville Farmers' Markets, Bowdoin Geneva Farmers' Market, Ashmont/Peabody Square Farmers' Market, Ethiopian community-based agency, and Urban Farmer from Urban Farming Institute

## **PRICE COMPARISON ANALYSIS**

A survey was done at small and medium-size ethnic markets and supermarkets located in ethnic neighborhoods (Roxbury, Allston, and Jackson Square in Boston), as well as at general food distributors when available. Retailers known for ethnic products, such as Market Basket (Somerville), Tropical Foods International, and Haymarket were first investigated. When target products were not generally found, various popular African and Turkish markets, the C-Mart Supermarket in Chinatown, and then bodegas in the Jackson Square neighborhoods were visited. The crop-identification images in Appendix A were sometimes used to inquire about availabilities and pricing.

Given the small window of investigation, the main challenge was that the target products were not necessarily in season. When fresh items were not available, frozen or canned substitutes were checked. In some instances, data for specific produce (e.g. Culantro) were collected from the wholesaler up to the retail outlet.

Secondarily, the investigators encountered language barriers, especially when visiting smaller neighborhood stores. While the crop-identification images were helpful, many products were identified in their “native” names. Overall, smaller-store owners tended to be apprehensive about answering questions from a non-native-speaking investigator.

## **RETAILER AND DISTRIBUTOR INTERVIEWS**

This phase of the research project required either prior relationships or introductions in order to facilitate initial contact with the business and/or representative to be interviewed. This was done either by a telephone call or an e-mail. After introductions were made and the purpose of the interview was reviewed, a date and time for interview was confirmed.

Interviews took place within a thirty-day period. Four retailers and four distributors participated. Their interviews were conducted by three investigators and took place on-site and in person with all interview subjects, save one retailer and one distributor, whose businesses were both based outside Massachusetts, in other New England states. These interviews were conducted by telephone. The position held by interviewees representing the businesses ranged from owner to local merchandising specialist.

The CEI-approved sets of interview questions were the foundation for the both the retailer and distributor interviews. The crop identification images were also presented to both groups and served as not only an acknowledgment of current product availability but also an educational tool to demonstrate the diversity of cultures that “one” crop serves. The duration of each interview was sixty to ninety minutes. When an interviewee requested to remain informed of the project’s outcomes, thank-you’s following the interviews were sent with commitment to share next steps.

# DATA ANALYSIS DISCUSSIONS AND KEY FINDINGS

## IMPORT SUBSTITUTION AND GAPS IN THE MARKET

Consumers agreed that some culturally appropriate foods were found at locations where they commonly shopped. However, quality, convenience, and prices were noted concerns. There was also consensus that consumers shopped at many locations (grocery stores, farmers' markets) to source their ethnically appropriate foods. A majority of participants shop for culturally appropriate produce on a weekly basis.

### ***Demand for fresh ethnic crops and produce***

There was high demand for fresh food, especially if it was ethnically appropriate. For both focus groups, the top crops were hot peppers (Scotch bonnet and Peri Peri), Spanish sweet peppers (ajices dulces), beans and peas, as well as fresh herbs.

Consumers indicated wanting to see more fresh herbs (thyme, parsley, basil, scallion, garlic, ginger, cilantro), and hot peppers (Haitian piklese is made with cabbage, carrots and Scotch Bonnet peppers). Consumers also wanted to find Spanish sweet peppers; *ajices dulces*, which is a pepper similar to habanero with a milder and smoky flavor; more eggplant (purple, Italian); yellow wax beans; gooseberries; fruit (strawberries and many varieties of cherries); beans (pigeon peas, cowpeas); and grains (cornmeal, barleys, oats). While ethnic foods were available, there was discussion of foods that are commonly unavailable and therefore in demand, such as Peri Peri peppers and Scotch Bonnet peppers and a special variety of corn for the Cape Verdean community.

Consumers cooked ethnic dishes for their families on a frequent basis. Four consumer participants indicated cooking ethnic foods once a week: one person indicated cooking ethnic foods daily, and two people indicated ethnic food two to three times per week. Two indicated cooking ethnic dishes a couple of times a month or for special occasions. The farmers' market consumers who were sampled expressed a high awareness of culantro (12), amaranth (callaloo) (10), mustard greens (9), fava beans (8), and purple sweet potato (7). Sampled consumers presented with medium-level familiarity of sweet potato greens (6) and purslane (3) and low-level awareness of Jute Mallow/Egyptian spinach, pericon/Mexican mint (1), African eggplant (1) and buauzontle (0) High awareness was categorized as seven or more, medium awareness was categorized 3-6, and low awareness was categorized as 0-2.

Crops that are in demand at the farmers' market include: callaloo (amaranth), pumpkin (*calabaza*), *ajices dulces* (Spanish sweet peppers), tiny hot peppers, basil, sage, peppermint, collard greens, a variety of sweet corn (the type that Cape Verdeans like that is not too sweet), beets, Scotch Bonnet peppers, squash, spinach, parsley, purslane, cranberry beans, pinto beans, and scallions. Farmers' market managers also noted the greater demand for herbs than what is currently offered. Farmers' market managers indicated that current vendors sell ethnic crops and those vendors would be happy to sell ethnic crops because they sell well.

### ***Lack of availability and access of ethnic produce in the greater Boston market***

The farmers' market consumers revealed that common barriers for finding certain crops included seasonality and the growing conditions in New England.

Farmers' market managers acknowledged that access to ethnic crops varied by market and depended on the demographic within the respective community. It was noted that Puerto Rican crops, for example, are relatively easy to find with the exception of a sweet pepper used in making meat, poultry, and fish seasoning. Language barriers and the need to provide ethnically appropriate crop names were also noted as important to ensure access, as well as knowing the variety that is widely consumed by the target population (e.g., an unfamiliar variety of corn offered for Cape Verdeans didn't sell well).

### ***Lack of education among farmers***

Farmers market managers agreed that ethnic crops were found at their farmers' markets, but there was consensus made on the need to better understand the culture of the community. Also noted was the importance of educating farmers on what ethnic crops can be grown in New England, considering the different growing conditions of the countries from which many Boston immigrant groups derive. Overall, the farmers' market managers concluded that there is a strong interest and greater demand for ethnic crops at their markets and that more ethnic crop should be grown and sold to meet this demand. While ethnic crops are currently sold at their markets, the farmers' market managers agreed that more ethnic crops should be distributed if weather conditions are permissible for growing these crops in New England.

It was noted that vendors strive to be neutral in product offerings in order to attract a broad audience, thereby limiting the number of ethnic crops sold. This introduced the need for cooking demonstrations and tastings at farmers' markets.

### ***Inadequate education among consumers***

The farmers' market managers noted that the lack of awareness of the market needs as a limitation. Some participants felt that consumers may be intimidated about asking for what they want at the market. Noted barriers for selling ethnic crops included advertised names of ethnic crops (language barriers), and lack of knowledge about farmers' markets in the community due to limited marketing and advertising.

### ***Consumers will pay extra for fresh ethnic produce***

Initially, farmers' market managers indicated that their consumers would not pay more for ethnic crops and that those who cook more in the home would be willing to pay a little more. However, after further discussion, participants agreed that consumers would be willing to pay a little more if they were educated on the benefits. There was also mention of "time costs" (i.e., Cape Verdeans willing to drive to harvest corn outside of Boston).

**TABLE 1: Results from Crop Identification Activity in the Consumer Focus Group**

<https://www.dropbox.com/s/u14esv91gi1wwwl/Ethnic%20Crop%20Images%20%282%29.pdf?dl=0>

<b>Crop name</b>	<b># Fam- iliar</b>	<b>Crop name</b>	<b># Fam- iliar</b>	<b>Crop name</b>	<b># Fam- iliar</b>
Lalu	1	Fava Bean	6	Callaloo	8
Jute Mallow, Jew's Mallow,	0	Field Bean	1	Amaranth	2
Nalta Jute, Tossa Jute,	0	Bell Bean	1	Bhaji, Bonongwe, Mchicha, Shoko	0
Molokhia, Egyptian Spinach	0	Faba Bean, Broad Bean	0		
<b>Total</b>	<b>1</b>	<b>Total</b>	<b>8</b>	<b>Total</b>	<b>10</b>
Purslane	3	Sweet Scented Marigold	1	Purple Sweet Potato	3
Verdolaga, Mexican Parsley	0	Mexican Mint Marigold,	0	Purple Yam	3
		Yerbaniz, Hierbanís	0	Okinawan Potato	1
		Pericon	0	Hawaiian Sweet Potato	0
<b>Total</b>	<b>3</b>	<b>Total</b>	<b>1</b>	<b>Total</b>	<b>7</b>
White Sweet Potatoes	3	Sweet Potato Greens	6	Mustard Greens	8
Patate	1			Chinese Mustard	1
				Indian Mustard	0
<b>Total</b>	<b>4</b>	<b>Total</b>	<b>6</b>	<b>Total</b>	<b>9</b>
Cilantro Mexicano	5	Garden Egg	1	Buazontle	0
Culantro	4	Scarlet Eggplant	0	Huauzontle	0
Recao	2	African Eggplant, Ethiopian Eggplant	0		
Shado Beni	1	Gilo	0		
<b>Total</b>	<b>12</b>	<b>Total</b>	<b>1</b>	<b>Total</b>	<b>0</b>

**TABLE 2: Consumer Product Familiarity and Demand**

<b>Targeted list of crops provided by CEI</b>	<b>Awareness/ Familiarity</b>	<b>Consumer Demand</b>
African Eggplant	Low	Low
Amaranth (Callaloo)	High	High (for Caribbean corn)
Jute Mallow/ Egyptian Spinach	Low	Low
Mustard Green	High	Medium
Fava Bean	High	High
Purple Sweet Potato	High	Medium
White Sweet Potato	Medium	
Sweet Potato Greens	Medium	Medium/Low
Culantro	High	Medium
Pericon/Mexican Mint	Low	Low
Purslane	Medium	Medium
Buauzontle	Low	Low
Scotch Bonnet Pepper	N/A*	High
African Chili Pepper/Peri Peri	N/A*	Medium/High (for African community)
Corn (special variety)	N/A*	High (for Cape Verdean community)

## PRICING STUDY

Of the eleven target products, only eight were found in the retail stores in our study. Fava beans, sweet potato greens, and jute mallow were only found frozen or dried. Purslane, pericon, and buauzontle were not found at all, although purslane was identified by one distributor who had seen occasional demand from restaurants. Fresh African eggplant was found imported from Senegal through produce distributors in New York. Culantro is imported from Costa Rica.

Detailed pricings were obtained for amaranth, culantro and mustard green from the retail pricing study, as well as the interviews of distributors. They are as follows:

- **Amaranth:** The producer price, or distributor's cost, is \$15 per 25-lb case from California growers. Transcontinental trucking adds about \$5 per case. The vegetable sells for \$2.99-3.99 a pound in small markets or \$1.99 a bunch in supermarkets, or about \$2.50 a pound. The markup from wholesale cost to retail is therefore \$0.8/lb. to \$2.5-\$3.99/lb. (212% - 400%). There is good profit to be made at each sales level.
- **Mustard Green:** Distributor price is \$0.80/lb. while it retails for \$1.39-1.99/lb. in supermarkets; \$2.99 a pound in smaller markets. The markup ranges from 74 percent to 274 percent.
- **Culantro:** Culantro is the most popular ethnic product at one mid-size specialty market, and is also found at a regional supermarket popular among Hispanics. The wholesale cost is reported by a distributor at the Boston Produce Center to be \$18 per box (imported), containing about forty bunches. The wholesale price is \$30 per box. Retail price at supermarkets is \$1.49 per bunch. The markup for distributor is therefore 67%, and just below 100 percent for the retailer.

The pricing power of retailers to have high markup for Amaranth and Culantro confirms our focus group findings that consumers will pay a premium for fresh ethnic produce. Imported African eggplants, picked up directly from distributors in New York (according to the small ethnic market owner interviewed) are sold at a high premium. They also sell out quickly, usually in one to two days.

Prices of different varieties of sweet potatoes varied widely in the survey. The purple variety generally commanded the highest price, between \$1.49 and \$2.99/lb. One midsize retailer reported offering sweet potato (conventional and organic) as its monthly "Members Appreciation Day Special" with a 10-percent discount, and can double the daily sales volume.

While there is much price elasticity on the upside for retailers due to consumer demand, they often price their products based on wholesale pricing. One midsize retailer reported that they adjust prices almost daily on popular products by having the produce buyer monitor and report wholesale prices. Retailers will run special promotions based on a distributor's incentives unless other marketing strategies are deployed. For example, a midsize supermarket serving a large ethnic community would put price fresh coconuts at or below cost, so as to establish itself as the top retail store for tropical fruits and ethnic products.

One particular distributor interviewed suggested that pricing of specialty and seasonal produce is largely a function of supply—assuming the demand is high for them already. Having a produce early in the season will command higher prices. For example, amaranth from California is abundant by June/July. He would be able to sell it at almost double the price if amaranth is available in May. While this may be hard to achieve by New England farmers, due to unfavorable growing conditions, having locally grown products that do not have to be trucked in from the West Coast can potentially make the products available at least one or two weeks ahead of competition.

While all retailers and distributors interviewed expressed interest in locally grown products, price remains one major deciding factor. For the distributor interviewed, replacing or augmenting an existing supplier from the West Coast would still require that the price of the local products be competitive. Considering that the freight cost from the West Coast can be as much as \$5 per box (20-25 lbs. of green produce), a local product may still enjoy some inherent price advantage.

A particular distributor who has a history of helping or investing in farmers to produce specific products for new markets he has identified, also provided detailed suggestions regarding some of the target products in order to maximize their value:

- White (African or Indian) eggplants need to be of the smaller varieties (about the size of a racquet ball) in order to command the highest price.
- Amaranth of the red variety is favored in the market.
- Asian long bean is highly valued, selling for \$200 per box.

The focus group with farmers' market managers indicated that their consumers would not pay more for ethnic crops and that those who cook more in the home would be willing to pay a little more. However, after further discussion, participants agreed that consumers would be willing to pay a little more if there were education on the benefits. There was also mention of "time costs" (i.e., Cape Verdeans willing to drive to harvest corn outside of Boston).

**TABLE 3 Pricing Analysis for Target Ethnic Produce**

(price per pound unless otherwise indicated)

<b>Produce</b>	<b>Retail: Small Mkt</b>	<b>Retail: Med. to Lge. Super-Market</b>	<b>Wholesale Price at Distributors</b>	<b>Comments</b>
African Eggplant	\$6 ea.	N/A	N/A	Imported. White kind; smaller the better.
Amaranth	\$2.99-3.99	\$1.99 bunch	\$15/case+\$5 freight (cost)	Red, not green; 25-lb case.
Mustard Green	\$2.99	\$1.39-1.99	\$0.80	
Fava Bean	\$4.99/14oz (f)	\$.99 (d) (\$2.80)	N/A	Found dried or frozen. (Fresh at Vancouver farmers market)
Sweet Potato	\$1.29*-2.99**	\$.89-1.69 \$1.29* \$1.49**	N/A	Batata, *Japanese, **Purple
Sweet Potato Greens	\$5.99/120g (d) \$2.99 (f)	(\$2.39)	N/A	(Fresh In Vancouver Chinese market)
Culantro		\$1.49 Bunch	\$30/case; \$18 cost.	Each 10-lb case contains 40 bunches
Jute Mallow/Molokhia Egyptian Spinach	\$2.00/14oz (f)	N/A	N/A	Frozen only
Purslane	N/A	N/A	N/A	Some demand from restaurants
Pericon/Mexican Mint	N/A	N/A	N/A	N/A
Buauzontle	N/A	N/A	N/A	N/A

(f) = frozen (d) = dried

## ENTRY TO THE BOSTON MARKET

### *Logistics is a barrier for many distributors*

In our interviews, distributors were asked specifically about their experiences and opinions sourcing from Maine. The following comments were collected:

- For comparable distance, the New Jersey area provides a wider selection of products and makes for more efficient freighting.
- Maine's shorter growing season means that the distributor would still have to have southern sources.
- At least one distributor would be open to marketing Maine products if they are delivered to the terminal in Boston.
- The most-frequently cited Maine produce was Backyard Farm's tomato. Most distributors and major supermarkets in Massachusetts deal with Backyard Farm in some way, and the volume seems to be increasing still.
- One distributor has experimented with back-hauling after delivery to Portland, ME, area restaurants. It arranged for some local producers to meet up with its emptied trucks at a predetermined time after they had completed delivery. But after a number of missed connections, the experiment was terminated.
- Maine products may also compete more favorably with West Coast counterparts due to lower transportation cost and duration. One distributor cited high spoilage for green vegetables specifically (up to 30 percent) as a reason to source locally.

### *Where consumers shop*

The stores where consumers mentioned shopping for culturally appropriate foods included: Chinese supermarkets (5), Haymarket (3), Baby Nat's (4), America's Food Basket, farmers' markets (6), Shaw's (Star Market), Stop and Shop, Price Rite, Daily Table, Trader Joe's (sometimes), Whole Foods (sometimes), and Save-a-Lot (last resort), Tropical Foods, and Super 88 (Chinese supermarket).

Farmers' market managers perceived their shoppers to be getting ethnic produce and other agricultural goods at stores, including: Market Basket, Save-a-Lot, Baby Nat's, America's Food Basket, Stop and Shop, Daily Table, bodegas, Chinese supermarkets, and to a smaller extent, farmers' markets.

The following retail stores ranked high with both focus groups for shopping for ethnic produce in the Boston market:

- Chinese supermarkets
- America's Food Basket
- Baby Nat's Fruitland
- Daily Table
- Save-A-Lot Food Stores
- Stop and Shop Supermarket

### ***Distributors demonstrated active interest in ethnic produce***

Interviews with distributors clearly established that many are interested in locally grown ethnic produce. More importantly, some have shown great willingness to collaborate and assist in accessing the Boston market.

For example, Red Tomato was involved in a pilot project with The University of Massachusetts at Amherst in 2009. The project first called the produce “ethnic crops” and then changed it to be “world crops.” The main crops involved were as follows:

- Chipilin, a leafy green of Central America and Southern Mexico;
- Abobora, a winter squash developed Japan and introduced to Brazil;
- Taioba, leafy green, originally from South America with Africa as its largest producer.

These growers, both organic and conventional, were located in northern and western Massachusetts. Sample distribution included two hundred cases per week of chipilin at \$20 per case and Taioba was \$24 per case. Chipilin had a market and was sold in Boston area, Chelsea, Somerville and Watertown. Red Tomato found that chipilin was marketed differently at retailers and locations. For example, it was available in bags, in water, and sometimes bundled.

Seeing the crop identification charts sparked recognition of crops like amaranth, and Red Tomato was fascinated by the cultural crossover of the produce. As a distributor who wants to serve customers of diverse cultures, Red Tomato is interested in revisiting ethnic crop sourcing and being introduced to new and expanding sources.

Another major distributor of international produce, the Boston Produce Center, has actively engaged and invested in farming operation in Amherst, MA, to produce specific Thai eggplants for distribution. It has also advised another farmer to produce Chinese long beans, which became a financial success for the farmer. The product manager at Boston Produce Center is willing to advise on crop planning and selection of plant variety in order to maximize crop value.

# RECOMMENDATIONS

## KEY BUSINESS OPPORTUNITIES

Through focus groups and retailer and distributor interviews, information was gathered that revealed the following recommendations:

### ***Top crops to pursue***

Focus on culantro, as it is consistently presented as the #1 selling ethnic crop. Fava bean, as it is currently sold canned and fresh, would be preferred for opening the door to new sourcing and new product. Scotch Bonnet pepper and *ajices dulces*, a sweet, flavorful Spanish pepper that is the base of the ubiquitous *sofrito* sauce used by Hispanics in the Caribbean to make staple dishes such as soups, stews, and seasoned rice were also mentioned in both focus groups.

### ***Collaborate with distributors***

Most of the distributors interviewed are willing to try out produce from Maine if pricing, logistics, and quality meet their requirements. Distributors and retailers both want to “get right” the crop and the variety that aligns with a community’s culture and values. One distributor [internally: Alpha Foods] has worked with and invested in farmers directly to produce high-value ethnic crops (e.g., long beans, Thai eggplant). This distributor is willing to advise CEI affiliate farmers in crop planning and market at least some of the target products, including amaranth (red), culantro, African eggplant (white), sweet potatoes (purple), and mustard greens.

Distributors interviewed have engaged and would welcome working with higher-education agricultural institutions (e.g. the UMass-Amherst Extension School) and CEI farmers to develop the right crop for the Boston market.

### ***Collaborate with retailers***

Retailers are driven by what customers demand, but also what distributors offer. Some retailers particularly voiced their appreciation of close relationships with the distributor’s account executive(s), who would alert them to new products and good pricing. Although trusted relationships with distributors have been as long as twenty years, in one case, there is an expressed openness to new sourcing for crops not as readily available, such as culantro.

One retailer [internally: Tropical Foods] has experience working directly with growers in Massachusetts to produce amaranth (callaloo) for Caribbean customers. Visoth Kim, affectionately known as “Mr. Kim,” managed a small farm in Dracut, MA, and was the principle supplier of most Asian crops at the Lowell and Lawrence Farmers’ markets. Since his passing, Mr. Kim has been this retailer's last supplier of amaranth, which is considered the number-one seasonal crop among retailers, suggesting that there is opportunity.

Small-to-medium-size retailers in this market want to serve the communities in which they are located, providing culturally desired produce at a price point that is fair and affordable for the consumer. They are willing to pilot any ethnic produce, as well as use surveys to capture and analyze customer crop preference.

### ***Collaborate with partners in logistics***

As transportation logistics remains a hurdle for Maine products, CEI needs to organize farmers and develop an efficient system to aggregate products to a central intermediate distribution point. Options for transportation to the Boston market may include working with distributors (e.g. Baldor Foods) that specialize in serving the booming restaurant industry in Portland, ME, and arrange for back-hauling. Mobile communication technology may be used to enable timely and efficient transfer.

Large Maine producers such as Backyard Farm may be another potential partner, as they have existing, and likely expanding, transportation infrastructure in place to reach Boston distributors. There is also Crown o' Maine, which delivers its produce to retailers in the Boston area such as City Feed and Supply (Jamaica Plain), Boston Organics (Charlestown), Dave's Fresh Pasta (Somerville), and Something GUD (Somerville).

## **KEY PROGRAMMATIC OPPORTUNITIES**

Focus groups, retailer and distributor interviews, and information gathered revealed the following recommendations:

### ***Create marketing and consumer educational materials***

A key programmatic opportunity includes the creation of marketing and consumer educational materials. Recipe cards or a seasonal ethnic produce calendar are two possible options. A "Seasonal Choi Guide" (*Choi* being Chinese for green leaf vegetable) was produced in Vancouver by the Farmers Market Association that could serve as a model for marketing ethnic produce in the Boston market area. Most importantly, materials such as this can be used to educate consumers about seasonality and the timing of a crop's harvest. Increased awareness of and connection to this type of information will maximize the value of the crop and its demand will be more aligned with crop availability.

The following materials are attached for reference:

- Seasonal Choi Guide from Vancouver, British Columbia that is distributed weekly at farmers' market
- Tropical Foods distributes a weekly "flyer" of products and sales, including a highlight of a cultural crop for purchase. This retailer makes efforts to provide such produce, making it affordable, even at a loss to its own profits.

## KEY RESEARCH OPPORTUNITIES

Through focus groups, retailer and distributor interviews and investigators' knowledge, information was gathered that revealed the following list of recommendations:

- **Conduct the price analysis** during the height of the growing season where more local produce is available in the market. The research was conducted in April and May, which is not the growing season for our regional farmers.
- **Conduct research with ethnic restaurants** to determine their purchasing of ethnic produce: where they buy; when they buy; how often and what amounts they are willing to pay for products.
- **Explore the opportunities in mainstream restaurant purchasing** as owners are willing to source regionally. For example, Mei Mei Street Kitchen and Restaurant in Boston is committed to sustainable local sourcing and has extended its local food purchasing and sourcing to include regional sourcing from Vermont for cold-press canola oil and fruits and vegetables from the Northeast. As a Sustainable Business Network of Massachusetts (SBN) member, Mei Mei represents this statewide network of food businesses and restaurants.
- **Explore more insights from Latino and African** populations through specific consumer focus groups targeted to these populations.
- **Examine the market for pepper greens**, a natural by-product of pepper growing, popular among Chinese and Southeast-Asian communities.
- **Explore the opportunities in institutional purchasing** (schools, universities, colleges, hospitals, et al) as the current focus on local procurement and culturally appropriate crop sourcing has become a higher priority with policymakers, consumer advocates, and organizations like Farm to Institution New England (FINE). FINE could serve as a potential partner in identifying and supporting entry into an institution.

# APPENDICES

APPENDIX A	Ethnic Crops Identification Images
APPENDIX B	Research Sites and Map
APPENDIX C	Focus Group Facilitator Guide and Questions
APPENDIX D	Focus Group Summaries and link to Audio Files
APPENDIX E	Interview Questions
APPENDIX F	Interview Summary Report
APPENDIX G	Pricing Raw Data
APPENDIX H	Tropical Foods International Flyer
APPENDIX I	Choi Guide

# APPENDIX A: Ethnic Crop Identification Images

Link to PDF [HERE](#)



FIGURE A1: African Eggplant, Scarlet Eggplant, Ethiopian Eggplant, Garden Egg, Gilo



FIGURE A2: Amaranth, Bhaji, Callaloo, Bonongwe, Mchicha, Shoko



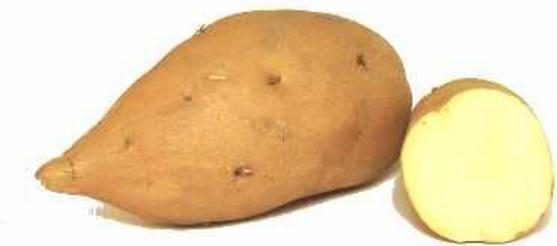
FIGURE A3: Molokhia, Jute Mallow, Nalta Jute, Tossa Jute, Jew's Mallow, Lalu, Egyptian Spinach



**FIGURE A4: Mustard Greens, Indian Mustard, Chinese Mustard**



**FIGURE A5: Broad Bean, Fava Bean, Faba Bean, Field Bean, Bell Bean**



**FIGURE A6: White Sweet Potatoes**



**FIGURE A7: Purple Sweet Potatoes, Okinawan Potato, Purple Yam, Hawaiian Sweet Potatoes**



**FIGURE A8: Sweet Potato Greens**



**FIGURE A9: Culantro, Shado Beni, Recao, Cilantro Mexicano**



**FIGURE A10: Pericon, Sweetscented Marigold, Mexican Mint Marigold, Yerbaniz, Hierbanís**



**FIGURE A11: Verdolaga, Purslane, Mexican Parsley**



**FIGURE A12: Buauzontle, Huauzontle**

## APPENDIX B: Research Sites and Map

1. Albert's Organics, Inc., 71 Stow Drive, Chesterfield, NH 03443 (by phone only)
2. Alphas Produce Company, 87-89 New England Produce Center, Chelsea, MA
3. America's Food Basket, 929 Cummins Highway, Boston (Mattapan), MA
4. Baldor Foods, 215 Williams Street, Chelsea, MA
5. Hannaford Supermarkets, 145 Pleasant Hill Road, Scarborough, ME (by e-mail only)
6. Harvest Co-op Market, 3815 Washington Street, Boston (Jamaica Plain), MA
7. Haymarket, 96 Blackstone Street, Boston, MA
8. H Mart, 581 Massachusetts Avenue, Cambridge, MA
9. Kaba African Market, 29 Roxbury Street, Boston (Roxbury), MA
10. Market Basket, 170 Everett Avenue, Chelsea, MA
11. Market Basket, 400 Somerville Avenue, Somerville, MA
12. Red Tomato, 76 Everett Skinner Road, Plainville, MA
13. Stop & Shop Supermarket, 301 Centre Street, Boston (Jamaica Plain), MA
14. Hong Kong Supermarket, 1095 Commonwealth Avenue, Boston (Allston/Brighton), MA
15. Super 88 Market, 188 Commercial Street, Malden, MA
16. Tropical Foods International, 459 Melnea Cass Boulevard, Boston (Roxbury), MA
17. Turkuaz Market, 16 Brighton Avenue, Boston (Allston), MA

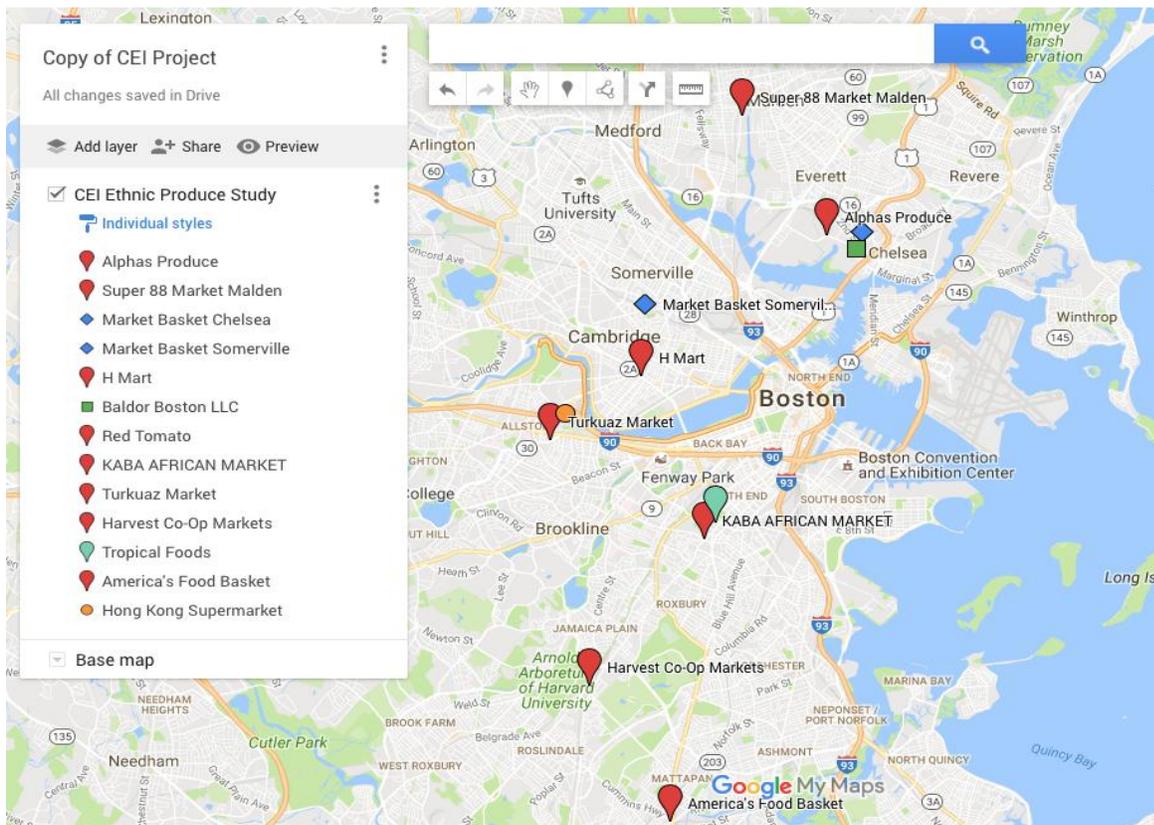


FIGURE B1: Map of CEI Ethnic Produce Study, showing locations of research sites

# APPENDIX C: Focus Group Facilitator Guide and Questions

## FOCUS GROUP #1: FARMERS MARKET MANAGERS

### *Introduction*

Good evening and welcome. Thank you for agreeing to participate in this focus group and taking the time to share your important opinions. I'm Nicola Williams and Alison Brown (depending on who is facilitating), and I am helping out with a project being held by the Coastal Enterprise, Inc., which focuses on economic development for farmers in Maine. We will be using your input to help shape market research for bringing ethnic crops to Boston and the surrounding areas. As farmers' market managers within the Boston and Cambridge communities, your opinions are valuable and are much needed to learn more about the needs of the community.

For today's focus group, there are no right or wrong answers. We expect that you might have differing points of view, so please feel free to share yours, even if it's different from what others have said. It is very important, however, that you respect what other group members are saying, even if you disagree.

We have a notetaker, so that we catch all of your comments. Any reports about this group will not identify who you are. All of your comments are confidential both to us and with each other. Also, please only speak one at a time so that we can get what everyone is saying on the tape. We're interested in hearing from each of you. To make sure of this, if you're talking a lot, I may ask you to give others a chance, so that everyone's opinion is heard. If you aren't saying much, I may call on you. We just want to make sure that we hear from all of you.

Feel free to get up and go to the bathroom, which is located \_\_\_\_\_. But please make sure that you leave or get up one at a time. Even if you don't have anything to say, it is important to be present and listen to others since that might spark some of your opinions. After the focus group, we have a light dinner.

### *Current Offerings*

The first section will focus on different fresh ethnic foods that are currently offered in your community and at your market. In this context, we are focused mainly on fruit, vegetables, grains, starches, herbs, and, to a small extent, fish, poultry, meat, etc.

1. Discuss access to ethnic crops for your community you serve.
2. Discuss access to ethnic crops at your market.
3. Discuss your interest in providing ethnic crops to shoppers at your markets.

### ***Community Needs***

This section will focus on the interest of fresh ethnic foods that are currently not offered in your community. In this context, we are focused mainly on fruit, vegetables, grains, starches, herbs, and, to a small extent fish, poultry, meat, etc.

1. Discuss your shoppers' interest in purchasing ethnic crops.
2. What foods have your shoppers asked for that you don't sell?
  - a. Specifically, what crops?
3. Do you think your consumers will pay more, less, or the same for these ethnic crops?

### ***Distribution***

This final section will focus on the procurement and distribution of produce and agricultural products for your farmers market. Again, we are focused mainly on fruit, vegetables, grains, starches, herbs, and to a small extent fish, poultry, meat, etc.

1. What have your shoppers asked for that you can't find?
2. Why do you think you can't find these crops/foods?
3. Where do you think your shoppers are getting ethnic produce and other agriculture products?
  - a. Probe for a specific store
4. What are the barriers, if at all, with selling ethnic produce?
5. Do you currently have vendors that sell ethnic crops?
  - a. What is your experience?
6. What is your satisfaction level of the number and variety of vendors that sell ethnic crops?
  - a. Do you think these vendors are adequately serving the community needs?
7. What do you think are the challenges?
8. Who do you think is responsible for making ethnic crops available to the community?

### ***Identification of Crops (Last 15 minutes)***

1. Have pictures of each crop up with the respective names underneath the photo.
2. Give each farmers market manager two stickers for each picture.
3. Instruct managers to place the green sticker on the pictures of ethnic crops that they are familiar with and the other color sticker on the crop that is offered at their farmers' market.

## **FOCUS GROUP # 2: CONSUMERS**

### ***Introduction***

Good evening and welcome. Thank you for agreeing to participate in this focus group and taking the time to share your important opinions. I'm Nicola Williams and Alison Brown (depending on who is facilitating), and I am helping out with a project being held by the Coastal Enterprise, Inc., which focuses on economic development for farmers in Maine. We will be using your input to help shape market research for bringing ethnic crops to Boston and

surrounding areas. As members of the community, your opinions are valuable and are much needed to learn more about the needs of the community.

For today's focus group, there are no right or wrong answers. We expect that you might have differing points of view, so please feel free to share yours, even if it's different from what others have said. It is very important, however, that you respect what other group members are saying, even if you disagree.

We have a notetaker so that we catch all of your comments. Any reports about this group will not identify who you are. All of your comments are confidential both to us and with each other. Also, please only speak one at a time so that we can get what everyone is saying on the tape. We're interested in hearing from each of you. To make sure of this, if you're talking a lot, I may ask you to give others a chance so that everyone's opinion is heard. If you aren't saying much, I may call on you. We just want to make sure that we hear from all of you.

Feel free to get up and go to the bathroom, which is located on the first floor. But please make sure that you leave or get up one at a time. Even if you don't have anything to say, it is important to be present and listen to others since that might spark some of your opinions. After the focus group, we have a light dinner.

### ***Current Offerings***

This section will focus on different culturally appropriate fresh foods that are currently offered in your community. Food in this context includes fruit, vegetables, grains, starches, herbs, fish, poultry, meat, etc. Culturally appropriate means that those foods are often used in your home country's cooking or your culture's cuisine.

1. What culturally appropriate foods are currently available where you shop?
  - a. Probe for fruit, vegetables, starches, and grains.
  - b. How often do you shop for these culturally appropriate foods?
  - c. How much do you buy of these culturally appropriate foods?
2. What ethnic crops are currently offered at your market?
  - a. What are prices like for these ethnic crops?
    - i. Reasonable?
  - b. Are these ethnic crops generally affordable?
3. What price are you willing to pay for ethnic crops?
  - a. Probe for more, less, the same

### ***Community Needs***

This section will focus on different fresh foods that are *not* currently offered in your community. Again, food in this context includes fruit, vegetables, grains, starches, herbs, fish, poultry, meat, etc.

1. What foods in your culture are not available where you shop?
  - a. Prompt for farmers' markets, bodegas, etc.

- b. Provide examples that are culturally appropriate (pumpkin and squash, callaloo amaranth, sorrel (Roselle), fava beans.
2. What foods in your culture are not available in the farmers' market specifically?

***Distribution***

This section will focus on *where* you get your fresh foods.

1. Where are you buying your culturally appropriate fruit, vegetable, grains, and other agricultural foods?
  - a. Probe for fruit, vegetable

***Identification of Crops Activity (15 minutes)***

Place pictures of each crop (11 total) with the different names placed underneath

Give each participant two stickers (green and another color), and instruct them to place the green sticker next to the most familiar name and another color for the name that they are generally familiar with.

1. Are there crops that are missing from these images?

For each of the top five kinds of produce presented above, ask the question below.

1. What would you be willing to pay for \_\_\_\_\_ crop?

# Appendix D: Focus Group Summaries and Links to Audio Files

## CONSUMER FOCUS GROUP SUMMARY



**Audio File:** [Consumer Focus Group](#)

### ***Overall Summary***

Consumers agreed that some culturally appropriate foods were found at locations where they commonly shopped. However, quality, convenience, and prices were noted concerns. There was also consensus that consumers shopped at many locations (grocery stores, farmers' markets) to source their ethnically appropriate foods. While ethnic foods were available, there was discussion of foods that are commonly unavailable and therefore in demand.

### ***Participant Overview***

- Ten participants (2 males, 8 females)
- Countries represented: St. Thomas, Haiti, Honduras, Germany, Nigeria, Jamaica, USA (African American), Trinidadian, St. Kitts, Puerto Rico, and Dominican Republic.

### ***Current Offerings Summary***

Consumer noted availability of ethnic crops at a variety of stores and markets but commented on the poor quality offered in many locations.

### ***Discussion Questions***

#### **What culturally appropriate foods are currently available where you shop?**

Consumers mentioned limited availability for ethnic crops at supermarkets such as Stop and Shop and Price Rite (i.e., plantains, cassava), but issues relating to the quality of produce available arose during discussion. Consumers commented that they shop at many stores to find the ethnic crops that they need. Shaw's, for example, was noted for its better quality but higher price. Consumers did not mention specific culturally appropriate foods, however.

#### **How often do you shop for these culturally appropriate foods?**

A majority of participants (8) shop for culturally appropriate produce on a weekly basis. Another participant indicated shopping every two weeks due to barriers of cost and time.

#### **What ethnic crops are currently offered at your market?**

Consumers focused on where ethnic crops were purchased instead of the actual ethnic crops.

### **What are prices like for these ethnic crops?**

Prices for ethnic crops at certain stores were noted as being expensive (i.e., Whole Foods). Consumers noted Market Basket and Stop and Shop as the leaders for affordability and quality. One participant indicated being a member of a Food Co-op, however then commented that the prices are high.

### **What price are you willing to pay for ethnic crops?**

Responses were mixed on the price point that the consumers would be willing to pay. As much as 60 to 70 percent of the group would pay a little more for culturally appropriate foods. Others indicated that the Bounty Bucks program helps them afford ethnic foods at the farmers' market.

## **COMMUNITY NEEDS SUMMARY**

### ***Overall Summary***

Consumers noted numerous crops that are not available at common shopping locations, suggesting a large demand for ethnic crops.

### ***Discussion Questions***

#### **What foods in your culture are not available where you shop?**

Foods that consumers mentioned that are not available where they shop include: tree, oblong seed "Donks", barbatoes, sugarcane, savory (Germany), dried herbs, berries, passion fruit, "Cashimon", golden apple, soursop, kohlrabi, yellow waxy beans, roti, pumpkin (Trinidadian style, calabaza), joumou (pumpkin, Haitian), and beans in the pod (fresh pinto beans, marbled multicolored beans).

#### **What foods in your culture are not available in the farmers' market specifically?**

Question not asked.

### ***Distribution Summary***

Consumers commonly shopped at numerous locations to purchase culturally appropriate foods. Factors contributing to this include time, quality, cost, and convenience.

### ***Discussion Questions***

#### **Where are you buying your culturally appropriate fruit, vegetable, grains and other agricultural foods?**

The stores where consumers mentioned shopping for culturally appropriate foods included: Chinese supermarkets (5), Haymarket (3), Baby Nat's (4), American Food Basket, farmers' markets (6), Shaw's, Stop and Shop, Price Rite, Star Market, Daily Table, Trader Joe's (sometimes), Whole Foods (sometimes), and Save-a-Lot (last resort), Tropical Foods, and Super 88.

#### **What is not available? What would you like to see more of?**

Consumers indicated wanting to see more fresh herbs (thyme, parsley, basil, scallion, garlic, ginger, cilantro), hot peppers (Haitian piklese, Scotch Bonnet). They also wanted to see more

Spanish sweet peppers, eggplant (purple, Italian), yellow wax beans, gooseberries, fruit (strawberries, many varieties of cherries), beans (pigeon peas, cowpeas), and grains (cornmeal, barleys, oats).

**Additional Questions Added**

**How often do you cook cultural and ethnic dishes?**

Four participants indicated cooking ethnic foods once a week, one person indicated cooking ethnic foods daily, two people indicated two to three times per week, and two indicated cooking ethnic dishes a couple time a month or for special occasions.

**Where do you get your food for special occasions?**

Consumers go to similar locations to purchase foods for special occasions, but indicated having to go in advance to purchase certain foods since certain foods sell out quickly (i.e., salted cod to prepare *bacalhau*). Consumers (7) also commonly noted an interest in cooking ethnic cuisines from other cultures outside of their own and look to online sources and cooking shows for creative ideas.

**Identification of Ethnic Crops Activity**



Link to crop photos: [Photos](#)

Numbers denote # of respondents who are familiar with the pictured product as named

Garden Egg: 1 African Eggplant: 0 Scarlet eggplant: 0 Ethiopian Eggplant: 0 Gilo: 0	Broad bean: 0 Fava bean: 6 Faba bean: 0 Field bean: 1 Bell bean: 1	Cilantro Mexicano: 5 Culantro: 4 Recao: 2 Sado Beni: 1 Mexican Parsley: 0
Amaranth: 2 Callaloo: 8	White sweet potato: 3 Batata: 1	Pericon: 0 Sweet scented marigold: 1 Mexican mint marigo: 0 Yerbaniz: 0 Hierbanis: 0
Lalu: 1 Molokhia: 0 Jute mallow: 0 Nalta jute: 0 Tossa jute: 0 Jew's mallow: 0 Egyptian spinach: 0	Purple yam: 3 Okinawan potato: 1 Purple sweet potatoes: 3 Hawaiian sweet potato: 0	Purslane: 3 Verdolaga: 0
Mustard greens: 8 Indian mustard: 0 Chinese mustard: 1	Sweet potato greens: 6	Buauzontle: 0 Huauzontle: 0

## FARMERS' MARKET MANAGER FOCUS GROUP SUMMARY



**Audio File:** [Farmers' Market Manager Focus Group](#)

### ***Overall Summary***

Farmers' market managers agreed that ethnic crops were found at their farmers' markets, but there was consensus made on better understanding the needs of the community. Also noted was the importance of educating farmers on what ethnic crops can be grown in New England, considering the different growing conditions of the countries from which many of Boston immigrant groups derive.

Overall, the farmers' market managers consented that there is a strong interest and greater demand for ethnic crops at their markets and that more ethnic crops should be grown and sold to meet this demand. While ethnic crops are currently sold at their markets, the farmers' market managers agreed that more ethnic crops should be distributed, if weather conditions are permissible for growing these crops in New England.

### ***Participant Overview***

Seven participants from communities throughout Boston (3 men and 4 women)

- Mattapan Square Farmers' Market
- Somerville Farmers' Markets
- Bowdoin Geneva Farmers' Market
- Ashmont/Peabody Farmers' Market
- Ethiopian community-based agency

### ***Current Offerings: Summary***

Farmers' market managers agreed that ethnic crops were found at their farmers' markets, but there was consensus made on understanding the needs of the community and the need to educate farmers on what ethnic crops can be grown in New England considering the different growing conditions of the countries from which many of Boston immigrant groups derive.

### ***Discussion Topics***

#### **Discuss access to ethnic crops for your community you serve**

Access to ethnic crops varied by market and depended on the demographic within the respective community. It was noted that Puerto Rican crops, for example, are relatively easy to find, with the exception of a sweet pepper used in making meat, poultry, and fish seasoning. Language and providing ethnically appropriate crop names was also noted as important to ensure access, as well as knowing the variety that is widely consumed by the target population (i.e., an unfamiliar variety of corn was offered for Cape Verdeans, and the crop didn't sell well).

### **Discuss access to ethnic crops at your market**

There was agreement on the need for clarification of access in this context, given that other barriers play a role in getting consumers to the market (i.e., personal finances and knowledge of farmers' markets). Participants mentioned the need for farmers to be more educated on what ethnic crops can be grown here in New England. Another participant indicated that vendors strive to be neutral in product offerings in order to attract a broad audience, thereby limiting ethnic crops sold. This introduced the need for cooking demonstrations and tastings at farmers' markets.

### **Discuss your interest in providing ethnic crops to shoppers at your markets**

Participants agreed that their interest depends on the needs and demographic makeup of the community ("The market does not belong to us, it belongs to the community.") The importance of using the farmers' market as an opportunity for cultural sharing (i.e. sharing recipes) was also emphasized ("Farmers market is the nexus where cook and farmer are able to converge.")

### ***Community Needs: Summary***

Overall, the Farmers' Market Managers agreed that there is a strong interest and demand for ethnic crops at their markets and that more ethnic crops should be grown and sold to meet this demand.

### ***Discussion Topics***

#### **Discuss your shoppers' interest in purchasing ethnic crops**

The group agreed that there is a strong interest in ethnic crops in their target communities.

#### **What foods have your shoppers asked for that you don't sell?**

Crops that are in demand at the farmers' market include: callaloo, pumpkin (calabaza), ajices dulces, small hot peppers, basil, sage, peppermint, collard greens, a variety of sweet corn (the type that Cape Verdeans like that is not too sweet), beets, scotch bonnet peppers, squash, spinach, parsley, purslane, cranberry beans, pinto beans, and scallions.

Farmers' market managers also noted the greater demand for herbs than what is currently offered.

#### **Do you think your consumers will pay more, less, or the same for these ethnic crops?**

Initially, farmers' market managers indicated that their consumers would not pay more for ethnic crops and that those who cook more in the home would be willing to pay a little more. However, after further discussion, participants agreed that consumers would be willing to pay a little more if they were educated on the benefits. There was also mention of "time costs" (i.e., Cape Verdeans willing to drive to harvest corn outside of Boston).

### ***Distribution: Summary***

While ethnic crops are currently sold at their markets, the farmers' market managers agreed that more ethnic crops should be distributed, if weather conditions are permissible for growth in New England.

### ***Discussion Questions***

#### **What have your shoppers asked for that you can't find?**

Farmers' market managers indicated that people want certain fruits that cannot be grown locally. One participant also commented on the limited supply of halal foods. Ethnic fish were also noted as foods that cannot be locally sourced.

#### **Why do you think you can't find these crops/foods?**

Common barriers for finding certain crops included seasonality and growing conditions in New England. In addition, the farmers' market managers noted the lack of awareness of the market needs as a limitation. Lastly, some participants felt that consumers may be intimidated about asking for what they want at the market.

#### **Where do you think your shoppers are getting ethnic produce and other agriculture products?**

Farmers markets' perceived their shoppers to be getting ethnic produce and other agricultural goods at stores including: Market Basket, Save-A-Lot, Baby Nats, America's Food Basket, Stop and Shop, Daily Table, bodegas, Chinese supermarkets, and, to a smaller extent, farmers' markets.

#### **What are the barriers, if at all, with selling ethnic produce?**

Noted barriers for selling ethnic crops included: price point and affordability for target customers, advertised names of ethnic crops (language barriers), and lack of knowledge about farmers' markets in the community due to limited marketing and advertising. Additional barriers include feasibility of growing in New England.

#### **Do you currently have vendors that sell ethnic crops?**

Farmers' market managers indicated that current vendors sell ethnic crops and that those vendors would be happy to sell ethnic crops because they sell well.

#### **What is your satisfaction level of the number and variety of vendors that sell ethnic crops?**

Farmers' market managers would like to see more ethnic crops grown and a greater variety of specific crops. Discussion arose about better assessing market needs and appealing to ethnic groups in the community. Consumers specifically ask for more hot peppers (Scotch Bonnet). Squashes, purslane, and spinach often sell out.

#### **What do you think are the challenges?**

Seasonality of crops was a noted challenge, as well as marketing of the farmers' market.

#### **Who do you think is responsible for making ethnic crops available to the community?**

Farmers' market managers agreed that they are responsible for making the ethnic crops available to their consumers.

### Identification of Ethnic Crops Activity



Link to crop photos: [https://www.](https://www.dropbox.com/s/u14esv91gj1wwwl/Ethnic%20Crop%20Images%20%282%29.pdf?dl=0)

[dropbox.com/s/u14esv91gj1wwwl/Ethnic%20Crop%20Images%20%282%29.pdf?dl=0](https://www.dropbox.com/s/u14esv91gj1wwwl/Ethnic%20Crop%20Images%20%282%29.pdf?dl=0)

Numbers denote # of respondents who are familiar with the pictured product as named

African Eggplant: 3 Scarlet eggplant: 1 Ethiopian Eggplant: 0 Garden Egg: 0 Gilo: 0	Broad bean: 4 Fava bean: 4 Faba bean: 1 Field bean: 0 Bell bean: 0	Culantro: 2 Sado Beni: 0 Recao: 0 Cilantro Mexicano: 2
Amaranth: 2 Callaloo: 4	White sweet potato: 6 Batata: 3	Pericon: 0 Sweet scented marigold: 1 Mexican mint marigo: 1 Yerbaniz: 0 Hierbanis: 0
Molokhia: 0 Jute mallow: 0 Nalta jute: 0 Tossa jute: 0 Jew's mallow: 0 Lalu: 2 Egyptian spinach: 1	Purple sweet potatoes: 6 Okinawan potato: 0 Purple yam: 3 Hawaiian sweet potato: 1	Verdolaga: 3 Purslane: 4 Mexican Parsley: 0
Mustard greens: 5 Indian mustard: 1 Chinese mustard: 4	Sweet potato greens: 5	Buauzontle: 0 Huauzontle: 0

# APPENDIX E: Interview Questions

## INTERVIEW QUESTIONS FOR RETAILERS

### *Introduction*

We are working with Coastal Enterprises of Maine on a project to help farmers identify some new crops to grow that will serve the Boston market. We are conducting a market assessment on ethnic crops and hope you can share your experience as a retailer with ethnic produce. This interview should take 30-45 minutes of your time. This research will be valuable in building the capacity of regional farmers.

### *Current Offerings*

The first set of questions focus on different fresh ethnic foods that are currently offered in your community and at your retail site. In this context, we are focused mainly on fruit, vegetables, grains, starches, herbs.

1. What is the size of your retail outlet (# of stores, volume of sales—however they measure their size?)
2. Do you currently offer ethnic or culturally connected fruits and vegetables in your store? (Yes/No) Show photos.
  - a. If “Yes,” share what kinds (probe for identification of the top 3-5; use CHOW report as resource, as well as photo as well as photos of ethnic crops.)
  - b. How many of these fruits and vegetables are local (from New England)? (Yes/No and the percentage.)
  - c. Do you know where the ethnic produce is coming from other than the wholesaler? (Seek specific examples, if available.)
  - d. Are there specific stores/locations that carry/sell the most ethnic produce?
3. Can you tell me how you come to carry the top 3/the most recently added ethnic produce?
4. Can you tell me the volume and frequency of order within its category for your top 3 ethnic produce? (pallets/2 weeks, boxes/week, etc.)
5. Can you tell me how those kinds of ethnic produce sell (money, sales, unsold/spoilage, percentage)?
6. Do you run any special promotions for those ethnic produce?
  - A. If “Yes”, how effective? (Seek specific examples)
  - B. If “No”, what would make you consider running promotions? (Seek specific examples)
7. What do you see as the consumer price elasticities for those produce? (Reference CHOW report data to prompt the response.)

### ***Community Needs/Demographics***

This section will focus on the interest of fresh ethnic foods that are currently not offered in your retail outlet. In this context, we are focused mainly on fruit, vegetables, grains, starches, herbs, and, to a small extent, fish, poultry, meat, etc.

8. What ethnic or specific demographic groups do you serve (in what particular locations)?
  - a. African American/Black
  - b. Caribbean/Islanders
  - c. Asian (South, Southeast, Chinese, Korean, etc.)
  - d. South/Central American
9. Do you find there is a need for ethnic produce by your customers? (Yes/No)
10. Do you feel that you are adequately serving your ethnic customers? (Yes/No)
11. What foods have your shoppers asked for that you don't sell? Be specific.
12. Do you think your customers will pay more (more than what?), less, or the same for these specialized ethnic crops?
  - a. More
  - b. Less
  - c. Don't know

### ***Distribution***

This section will focus on the procurement and distribution of produce and agricultural products for your retail. Again, we are focused mainly on fruit, vegetables.

13. Why do you think you can't find these [ethnic crops previously discussed] crops/foods? (If applicable)
  - a. Lack of availability of locally grown products
  - b. Don't know where to find them
  - c. Too expensive
  - d. No reliable distribution
  - e. Lack of quality
  - f. Not sure about demand
  - g. Lack of shelf space
14. Where do you think your shoppers are getting ethnic produce and other agriculture products?
15. How do you currently get ethnic produce? (Ask for specific name and contact.)
  - a. Direct
  - b. Distributor
  - c. Food Hub
  - d. Other (be specific)
16. Do you currently have multiple distributor/s that you source ethnic crops from? (find out how many)? (Yes/No)
  - a. If "Yes":
    - i. How many distributors do you use?
    - ii. How often do you purchase these products?
17. Do you currently source produce from Maine?
  - a. If "Yes", from whom? How?

- i. What are the expectations of this channel? (packaging, timing, price?)
  - ii. What are YOUR expectations (or wish) for getting Maine produce into the Boston market?
- e. If “no,” why not?
18. What is your satisfaction level with the number and variety of vendors that sell ethnic crops from your supplier?
- a. Very
  - b. Neutral
  - c. Unsatisfied

If unsatisfied, what are some of the reasons?

***Future Plans***

19. If you don’t currently offer local ethnic produce, do you have plans to do so in the future? (Yes/No)
- a. If “Yes”:
    - i. Within 6 months
    - ii. Within a year
    - iii. Within 2 years
    - iv. Within 3-5 years
  - b. If “No”: Why not?

***Thank you for your time!***

**INTERVIEW QUESTIONS FOR DISTRIBUTORS AND WHOLESALERS**

We are working with Coastal Enterprises of Maine on a project to help farmers identify some new crops to grow that will serve the Boston market. We conducting a market assessment on ethnic crops and hope you can share your experience as a retailer with ethnic produce. This interview should take thirty to forty-five minutes of your time. This research will be valuable in building the capacity of regional farmers.

***Procurement***

This section will focus on the procurement of produce and agricultural products for your retail. We are focused mainly on fruit, vegetables.

1. Do you currently source for ethnic produce? (Yes/No).
  - a. If “No”, go to **Future Plans** section
  - b. If “Yes”, how many major sources of ethnic produces do you have?
2. How do you currently get ethnic produce? (probe for names and percentages of each)
  - a. Direct from the farmer (names/percentages?)
  - b. Food Hub (names/percentages?)
  - c. Other (be specific) (names/percentages?)
3. Where does the ethnic produce come from and estimate of percentage from each state:
  - a. MA

- b. VT
- c. RI
- d. CT
- e. ME
- f. NH
- g. Other (be specific)

A. How do you get ethnic produce from Maine to Boston? (Name specific channels)

B. How does getting any produce from Maine rank compared to the other states you get any produce from in terms of convenience, timeliness, availability, quality?

- 4. For your top three to five kinds of ethnic produce, what are the sales volume, spoilage, and prices?
- 5. What can you tell me about the most recent addition to your list of available ethnic produce?
- 6. What percentage of your ethnic produce is local?
- 7. What are some of your requirements for distribution of some of these ethnic produce?

#### **Availability**

- 8. What are you looking for that you can't find? Be specific
- 9. Why do you think you can't find these crops/foods? (If applicable)
  - a. Lack of availability of locally grown products
  - b. Don't know where to find them
  - c. Too expensive
  - d. No reliable distribution
  - e. Lack of quality

#### **Quality**

- 10. What is your satisfaction level with the number and variety of vendors that sell ethnic crops from your supplier?
  - a. Very
  - b. Neutral
  - c. Unsatisfied

#### **Pricing**

- 11. What do you think is the price elasticity from your producers and customers?
  - A. Do you think the markup is more than, the same, or less-than traditional produce?

#### **Future Plans**

- 12. If you don't currently offer local ethnic produce, do you have plans to do so in the future? (Yes/No)
  - a. If "Yes":
    - i. Within 6 months
    - ii. Within a year
    - iii. Within 2 years

iv. Within 3-5 years

b. If “no”: Why not?

13. If there is demand from your customers of ethnic products, would you consider sourcing them?

a. If “Yes”:

i. What is your primary source of information regarding sources of ethnic products? (tradeshows, local food markets, farmers, online ordering system, etc.)

ii. How much information/data would you need?

iii. What would the producers need to do to gain entry into your distribution system?

b. If “no”, how much demand would have to be demonstrated before you would consider?

### ***Comments***

***Thank you for your time.***

# APPENDIX F: Interview Summary Report

## Interview for The Ethnic Crops Research

INTERVIEWEE: General Manager  
Harvest Co-op  
3815 Washington Street, Boston, MA  
CATEGORY: Retailer  
DATE: 5/26/2019  
LOCATION: On site

### Current Offerings

*The first set of questions focus on different fresh ethnic foods that are currently offered in your community and at your retail site. In this context, we are focused mainly on fruit, vegetables, grains, starches, herbs.*

1) *What is the size of your retail outlet (# of stores, volume of sales – however they measure their size)?*

Harvest Co-Op has two stores, one in Central Square (Cambridge), and the interview location in Jamaica Plain. The JP store is larger. (Responses based on JP store unless otherwise stated). Current produce sales are about \$1,200/weekday for organics, \$1,500 for conventional. Weekend sales can be double.

2) *Do you currently offer ethnic or culturally connected fruits and vegetables in your store? (Yes/No)- Show photos.*

No. Only produce that can be considered ethnic are Bok Choy and Baby Bok Choy. There are also Plantain and Sweet Potato. What Harvest highlights is Buy Local (Boston area, and New England). Produce in that category include tomatoes, garlic, and lettuces.

a. *If Yes, share what kinds (probe for identification of the top 3-5; use CHOW report as resource, as well as photo as well as photos of ethnic crops.*

b. *How many of these fruits and vegetables are local (from New England)? (Yes/No; and the %)*

NONE. But for general produce, during summer months, about 1/3 would be “Local”

c. *Do you know where the ethnic produce is coming from other than the wholesaler? (Seek specific examples, if available)*

NO, except the hyper-local produce (e.g. beets, tomatoes, onions)

d. *Are there specific stores/locations that carry/sell the most ethnic produce?*

NO

3) *Can you tell me how you come to carry the top 3/the most recently added ethnic produce?*  
Bok Choy is actually mainstream now; it keeps well and has good shelf life

4) *Can you tell me the volume and frequency of order within its category for your top 3 ethnic produce (pallets/2 weeks, boxes/week, etc.)?*

Angelo orders every other day to keep produce fresh with only about 1 to 1-1/2 day inventory kept. Baby Bok Choy: ½ case per order, more for weekend; totals about 3 cases (30 lbs) per week. Regular Bok Choy: 2 cases per week.

5) *Can you tell me how those ethnic produce sell? (\$ sales; unsold/spoilage %)*  
Mostly sell out.

6) *Do you run any special promotions for those ethnic produce?*

A. *If "Yes", how effective? (Seek specific examples)*

B. *If "No", what would make you consider running promotions? (Seek specific)*

Depends on supplier discounts and promotions. Biweekly flyer/sale program. Staff will also monitor incoming pricing daily and adjust price every week.

7) *What do you see as the consumer price elasticity for those produce? (Reference CHOW report data to prompt the response?)*

Typical of price discount about \$0.50/lb.

### **Community Needs/Demographics**

*This section will focus on the interest of fresh ethnic foods that are currently not offered in your retail outlet. In this context, we are focused mainly on fruit, vegetables, grains, starches, herbs, and to a small extent fish, poultry, meat, etc.*

8) *What ethnic or specific demographic groups do you serve (in what particular locations)?*

a. *African American/Black*

b. *Caribbean/Islanders*

c. *Asian (South, Southeast, Chinese, Korean, etc.)*

d. *South/Central American*

There is a good mix of Latinos (concentration in Roslindale mentioned). Cannot tell the percentage. (Suggest checking membership data)

9) *Do you find there is a need for ethnic produce by your customers? (Yes/No)*

There has been some requests for special items, such as more root vegetables for juicing (e.g. beets); but not ethnic produce. Customers do ask for more Local products.

10) *Do you feel that you are adequately serving your ethnic customers? (Yes/No)*

YES

11) *What foods have your shoppers asked for that you don't sell? Be specific*

Nothing specific

12) *Do you think your customers will pay more [more than what?], less, or the same for these specialized ethnic crops?*

a. *More*

b. *Less*

c. *Don't know*

If organic, customers will pay 10-20% more.

### **Distribution**

*This section will focus on the procurement and distribution of produce and agricultural products for your retail. Again, we are focused mainly on fruit, vegetables.*

13) *Why do you think you can't find these [ethnic crops previously discussed] crops/foods? (If applicable)*

a. *Lack of availability of locally grown products*

b. *Don't know where to find them*

c. *Too expensive*

d. *No reliable distribution*

- e. **Lack of quality**
- f. *Not sure about demand*
- g. *Lack of shelf space*

Mustard Green has been identified, through review of CEI crop images, as something Harvest used to offer, but stopped about 18 months ago. The issue was with a sudden decline in quality. Produce would come (through [Distributor]) yellowed and wilted.

14) *Where do you think your shoppers are getting ethnic produce and other agriculture products?*

15) *How do you currently get ethnic produce? (ask for specific name and contact)*

- a. *Direct*
- b. **Distributor**
- c. *Food Hub*
- d. *Other (be specific)*

Distributor used: Baldor (conventional), and Albert's (VT, organics). Contacts were given. They also source locally and directly with farmers (e.g. Allendale Farm, Fire Fly Farm)

16) *Do you currently have multiple distributor/s that you source ethnic crops from? (find out how many)? (Yes/No) NO*

a. *If yes:*

- i. *How many distributors do you use?*
- ii. *How often do you purchase these products?*

17) *Do you currently source produce from Maine?*

A. *If "Yes", from whom? How? NOT SURE*

- i. *What are the expectations of this channel? (packaging, timing, price?)*
- ii. *What are YOUR expectations (or wish) for getting Maine produce into the Boston market?*

Freshness

B. *If "No", why not?*

Mainly what Albert's and Baldor have to offer.

18) *What is your satisfaction level with the number and variety of vendors that sell ethnic crops from your supplier?*

- a. *Very*
- b. **Neutral**
- c. *Unsatisfied*

*If unsatisfied, what are some of the reasons?*

Albert's actually is more pro-active in offering new products and information. For example, sales person would suggest products for holidays. Baldor are less active in engaging Harvest to explore new products. Sometimes, one particular account executive would provide seasonal information (e.g. about stone fruit quality).

### **Future Plans**

19) *If you don't currently offer local ethnic produce, do you have plans to do so in the future? (Yes/No) YES, always willing to try; always willing to "bring a case in and see how it sells".*

a. *If yes:*

- i. **Within 6 months**
- ii. *Within a year*
- iii. *Within 2 years*
- iv. *Within 3-5 years*

b. *No*

**Comments**

Store conducts seasonal planning 4 times a year. Angelo also checks out other stores (near his home) to get business intelligence in terms of what may be available from the wholesalers (e.g. Stop & Shop's organic department). Harvest used to carry Mustard Green from Albert's (organic). They were selling well until one day, the quality of the product decreased and never returned to previous level (e.g. leaves would be yellow along the edges or wilted). Albert's never provide any explanation or alternatives. So Harvest stopped carrying Mustard Green about 9 months ago. Angelo was excited to see CEI may offer Mustard Green. Contacts in Albert's and Baldor are provided.

	Bok Choy/Baby Bok Choy	Sweet Potato/Yam (3 kinds)	Mustard Green (discontinued)
Retail Price	\$3.39/\$5.99 per pound		
How/why did you start ordering the product? (Target market, introduced by wholesaler, etc)	Bok Choy is pretty mainstream now and keeps well on shelf		
Source(s)	Albert's	Albert's/Baldor	Albert's
Order Volume and Frequency	2-3 cases /week	2-3 cases per week conventional (Baldor); 3 cases per week organic (Albert's). Stock up more for Membership Appreciation Day,	½ case per week
Sales(\$)/ Spoilage (%)	Sells out	Little throw-away	Sold well
Any Promotions?		Yes; member appreciation day special 10% discount.	
Other Comments?	Crispiness and freshness are keys		Quality and good shelf presentation are keys

## Interview for The Ethnic Crops Research

INTERVIEWEE:       Manager  
                          Baldor Foods  
                          215 Williams Street, Chelsea, MA  
CATEGORY:         Distributor  
DATE:                6/2/2016  
LOCATION:

### **Procurement**

*This section will focus on the procurement of produce and agricultural products for your retail. We are focused mainly on fruit, vegetables.*

- 1) *Do you currently source for ethnic produce? (Yes/No).*
  - A. *If No, go to **Future Plans** section*

**Practically no, because Baldor deals with 90% food service, only 10% retailers, the volume of ethnic produce (or even exotics) is very low. Some Thai restaurants may order some ethnic produce.**
  
- 2) *How do you currently get ethnic produce? (probe for names and percentages of each)*
  - a. *Direct from the farmer (names/percentages?)*

**Small amount of local hot peppers, purslane; (Evie's Farm, RI)**
  - b. *Food Hub (names/percentages?)*
  - c. *Other (be specific) (names/percentages?)*

**Sun-Sun Market (Chinatown)**
  
- 3) *Where does the ethnic produce come from and estimate of percentage from each state*
  - a. *MA*
  - b. *VT*
  - c. **RI – (Evie's Farm; herbs)**
  - d. *CT*
  - e. **ME – Backyard Farm tomatoes**
  - f. *NH*
  - g. *Other (be specific):* **Mostly in NJ area (cilantro, beansprouts) due to longer growing season, consistency and ease of transportation.**

**Sun-Sun may get produce from FL.**
  - A. *How do you get ethnic produce from Maine to Boston? (Name specific channels)*

**Tried coordinating haul-back after delivery to Portland ME area but difficulty with scheduling and missed connections eventually killed the arrangement.**
  
  - B. *How does getting any produce from Maine rank, compared to the other states you get any produce from, in terms of convenience, timeliness, availability, quality?*

**It is harder to get to ME sometimes, beyond Portland, than to NY/NJ. Short growing season makes it less feasible.**
  
- 4) *For your top 3-5 ethnic produce, what are the sales volumes, spoilage, prices?*
  
- 5) *What can you tell me about the most recent addition to your list of available ethnic produce?*

6) What percentage of your ethnic produce is local?

**Not much. Mostly from west (CA)**

7) What are some of your requirements for distribution of some of these ethnic produce?

**Biggest barrier for small producers trying to work with Baldor is the safety and tracking requirements of Baldor. They either do not have the time and resources to comply, or cannot meet the requirements.**

### **Availability**

8) What are you looking for that you can't find? Be specific

None

9) Why do you think you can't find these crops/foods? (If applicable)

- a. Lack of availability of locally grown products
- b. Don't know where to find them
- c. Too expensive
- d. No reliable distribution
- e. Lack of quality

### **Quality**

10) What is your satisfaction level with the number and variety of vendors that sell ethnic crops from your supplier?

- a. Very
- b. Neutral**
- c. Unsatisfied

### **Pricing**

11) What do you think is the price elasticity from your producers and customers?

A. Do you think the mark-up is more-than, same, or less-than traditional produce?

### **Future Plans**

12) If you don't currently offer local ethnic produce, do you have plans to do so in the future? (Yes/No)

A. If YES:

- i. Within 6 months
- ii. Within a year
- iii. Within 2 years
- iv. Within 3-5 years

B. If NO: Why now?

**NO, unless there are items requested by many food services (restaurants), it is not feasible for Baldor to inventory low-demand items, creating whole traceability trail, and engage in marketing of them.**

13) If there is demand from your customers of ethnic products, would you consider sourcing them?

**YES**

A. What is your primary source of information regarding sources of ethnic products? (tradeshows, local food markets, farmers, *on-line ordering system*, etc)

**First question would go to Eva's Farm in RI, or other trusted producers. Having a easily accessible reference source (e.g. on-line listing of different produce items and their availability) would be helpful.**

B. How much information/data would you need

C. What would the producers *need to* do to gain entry into your distribution system  
**Willingness to and commitment in complying with stringent food safety standards.**

*If NO, how much demand would have to be demonstrated before you would*

**Comments:**

**Suggested contacts are:**

**Lun Fat**

**Alphas Foods (87-89 New England Produce Center 884-5921)**

## Interview Questions for The Ethnic Crops Research

INTERVIEWEE: Accounts Manager  
Albert's Organics, Inc. (Albert's New England)  
71 Stowe Drive, Chesterfield, NH

CATEGORY: Distributor

DATE: 6/3/2016

LOCATION: By phone

### **Procurement**

*This section will focus on the procurement of produce and agricultural products for your retail. We are focused mainly on fruit, vegetables.*

- 1) *Do you currently source for ethnic produce? (Yes/No).*
  - A. *If No, go to **Future Plans** section*
  - B. *If Yes, how many major sources of ethnic produces do you have?*  
Limited. hicama, sweet potatoes, young coconuts.
  
- 2) *How do you currently get ethnic produce? (probe for names and percentages of each)*
  - a. *Direct from the farmer (names/percentages?)*
  - b. *Food Hub (names/percentages?)*
  - c. *Other (be specific) (names/percentages?)*
  
- 3) *Where does the ethnic produce come from and estimate of percentage from each state?*
  - a. *MA: Sweet potatoes*
  - b. *VT: Sweet potatoes*
  - c. *RI*
  - d. *CT*
  - e. *ME*
  - f. *NH*
  - g. *Other (be specific): California (Mustard Green)*
    - A. *How do you get ethnic produce from Maine to Boston? (Name specific channels)*  
Producer delivery to southern NH; will back-haul pick-up from MA farms.
  
    - B. *How does getting any produce from Maine rank, compared to the other states you get any produce from, in terms of convenience, timeliness, availability, quality?*  
If mustard green can be available from ME, rather than CA, it would allow for better and timelier responses to market demand, and would assure freshness and quality.
  
- 4) *For your top 3-5 ethnic produce, what are the sales volumes, spoilage, prices?*  
Mustard green, 5 cases per week. Not a big seller.
  
- 5) *What can you tell me about the most recent addition to your list of available ethnic produce?*
  
- 6) *What percentage of your ethnic produce is local?*
  
- 7) *What are some of your requirements for distribution of some of these ethnic produce?*  
Certified organic

### **Availability**

8) *What are you looking for that you can't find? Be specific*

Haven't seen too much unusual requests. Retailers have to drive the supply; not likely to experiment unilaterally. Customers are usually Co-ops. Dealing with them directly may avoid organic certification requirements.

9) *Why do you think you can't find these crops/foods? (If applicable)*

- a. *Lack of availability of locally grown products*
- b. *Don't know where to find them*
- c. *Too expensive*
- d. *No reliable distribution*
- e. *Lack of quality*

### **Quality**

10) *What is your satisfaction level with the number and variety of vendors that sell ethnic crops from your supplier?*

- a. *Very*
- b. **Neutral**
- c. *Unsatisfied*

### **Pricing**

11) *What do you think is the price elasticity from your producers and customers?*

- A. *Do you think the mark-up is more-than, same, or less-than traditional produce?*

### **Future Plans**

12) *If you don't currently offer local ethnic produce, do you have plans to do so in the future? (Yes/No) IF demand warrants*

- A. *If YES:*
  - i. *Within 6 months*
  - ii. *Within a year*
  - iii. *Within 2 years*
  - iv. *Within 3-5 years*

- B. *If NO: Why now?*

13) *If there is demand from your customers of ethnic products, would you consider sourcing them? YES*

*If YES*

A. *What is your primary source of information regarding sources of ethnic products? (tradeshows, local food markets, farmers, on-line ordering system, etc.)*

B. *How much information/data would you need?*

C. *What would the producers need to do to gain entry into your distribution system?*

*If NO, how much demand would have to be demonstrated before you would consider? Consistency more than anything.*

### **Comments**

Interviewee grew up on a farm in Brattleboro, VT. She has seen Japanese farmers growing and selling Mizuna greens at local farmers market. Whether they have the capacity to scale and supply distributors, or, even more unlikely, get organic certification to supply to Albert's is questionable. They can better contact co-ops and specialty stores directly to gain market access.

As organics purveyor, they don't focus so much on "ethnic market"; but if demand is there consistently, they will address it.

Further referral to Albert's produce buyer was given.

## Interview for The Ethnic Crops Research

INTERVIEWEE: Produce Manager  
Market Basket  
160 Everett Avenue, Chelsea, MA  
CATEGORY: Retailer  
DATE: June 16, 2016  
LOCATION: On site

### **Current Offerings**

The first set of questions focus on different fresh ethnic foods that are currently offered in your community and at your retail site. In this context, we are focused mainly on fruit, vegetables, grains, starches, herbs.

1) What is the size of your retail outlet (# of stores, volume of sales – however they measure their size)?

Chelsea Market Basket is one of the largest MB anywhere

2) Do you currently offer ethnic or culturally connected fruits and vegetables in your store? (Yes/No)- Show photos.

a. If yes, share what kinds (probe for identification of the top 3-5; use CHOW report as resource, as well as photo as well as photos of ethnic crops.

b. How many of these fruits and vegetables are local (from New England)? (Yes/No; and the %)

c. Do you know where the ethnic produce is coming from other than the wholesaler? (Seek specific examples, if available)

d. Are there specific stores/locations that carry/sell the most ethnic produce?

3) Can you tell me how you come to carry the top 3/the most recently added ethnic produce?

**Top selling “ethnic produce” are, in decreasing order: Ripe Plantain, Yucca, Green Plantain, Chayote.**

4) Can you tell me the volume and frequency of order within its category for your top 3 ethnic produce (Pallets/2 weeks, boxes/week, etc.)?

**For Yucca, it can be 10 boxes daily. For Culantro, 3 boxes a day. For mustard green, about 1 per day (10 per week, as weekend sales can double).**

5) Can you tell me how those ethnic produce sell? (\$ sales; unsold/spoilage %)

**All sells out more or less, except for spoilage (e.g. Yucca get bruised)**

6) Do you run any special promotions for those ethnic produce?

A. If “Yes”, how effective? (Seek specific examples)

B. If “No”, what would make you consider running promotions? (Seek specific examples)

**Sometimes based on cost; typically in-store only (as not all MB has the items).**

7) What do you see as the consumer price elasticities for those produce? (Reference CHOW report data to prompt the response?)

**Not sure**

### **Community Needs/Demographics**

This section will focus on the interest of fresh ethnic foods that are currently not offered in your retail outlet. In this context, we are focused mainly on fruit, vegetables, grains, starches, herbs, and to a small extent fish, poultry, meat, etc.

8) What ethnic or specific demographic groups do you serve (in what particular locations)?

- a. African American/Black
- b. **Caribbean/Islanders**
- c. **Asian (South, Southeast, Chinese, Korean, etc.)**
- d. **South/Central American**

9) Do you find there is a need for ethnic produce by your customers? (Yes/No)  
YES.

10) Do you feel that you are adequately serving your ethnic customers? (Yes/No)  
YES,

11) What foods have your shoppers asked for that you don't sell? Be specific  
**Sour Sop (cost is an issue)**

12) Do you think your customers will pay more [more than what?], less, or the same for these specialized ethnic crops?

- a. **More**
- b. Less
- c. Don't know

### ***Distribution***

This section will focus on the procurement and distribution of produce and agricultural products for your retail. Again, we are focused mainly on fruit, vegetables.

13) Why do you think you can't find these [ethnic crops previously discussed] crops/foods? (If applicable)

- a. Lack of availability of locally grown products
- b. Don't know where to find them
- c. **Too expensive (for Sour Sop)**
- d. No reliable distribution
- e. Lack of quality
- f. Not sure about demand
- g. Lack of shelf space

14) Where do you think your shoppers are getting ethnic produce and other agriculture products?

15) How do you currently get ethnic produce (ask for specific name and contact)?

- a. **Direct [producers truck to Andover distribution center]**
- b. **Distributor [get some items directly from NE Produce Center; e.g. Culantro from Alphas]; mustard green comes from NJ**
- c. Food Hub
- d. Other (be specific)

16) Do you currently have multiple distributor/s that you source ethnic crops from (find out how many)? (Yes/No)

- A. If yes:
  - i. How many distributors do you use?

ii. How often do you purchase these products?  
**Alphas at the New England Produce Center**

17) Do you currently source produce from Maine?

A. If "Yes", from whom? How?

**YES. Backyard Farm Tomatoes**

- i. What are the expectations of this channel (packaging, timing, price)?
- ii. What are YOUR expectations (or wish) for getting Maine produce into the Boston market?

**Truck down to Andover Distribution Center. MB has a store in Biddeford ME; some back-hauling is possible.**

B. If "No", why not?

**Now is NJ produce season.**

18) What is your satisfaction level with the number and variety of vendors that sell ethnic crops from your supplier?

- a. Very
- b. Neutral**
- c. Unsatisfied

If unsatisfied, what are some of the reasons?

***Future Plans***

19) If you don't currently offer local ethnic produce, do you have plans to do so in the future? (Yes/No)

a. **YES If item can be sourced locally, all the better. Willing to try anything that's good and has customer demand.**

- i. Within 6 months
- ii. Within a year
- iii. Within 2 years
- iv. Within 3-5 years

b. No

***Comments***

***Interviewee provided the referral of Mike McGuire, MB Andover warehouse distribution center, executive in charge of product area.***

	Produce 1 Mustard Green	Produce 2 Culantro	Produce 3 Yuca
How/why did you start ordering the product? (Target market, introduced by wholesaler, etc)	They sell well		
Source(s)	NJ, CA, distributors	Direct from wholesaler in the Boston Produce Terminal (Alphas)	
Order Volume and Frequency	10 boxes per week	3 boxes per day	6-8 boxes per weekday
Sales(\$)/ Spoilage (%)			
Any Promotions?	No	No	Yes

## Interview for The Ethnic Crops Research

INTERVIEWEE: International Food Manager  
Alphas Produce  
87 New England Produce Center, Chelsea, MA  
CATEGORY: Distributor  
DATE: 6/17/16  
LOCATION: On site

### **Procurement**

Alphas provides all Asian/ethnic produce to Market Baskets (incl. Culantro); it is also mentioned by Baldor as a go-to for ethnic produce.

- 1) Do you currently source for ethnic produce? (Yes/No).
    - A. If No, go to **Future Plans** section
    - B. If **YES**, how many major sources of ethnic produces do you have?  
CA, imported (Mexico, DR), Hawaii (Basil), Asian greens, red amaranth, eggplants (India, Thai)
  - 2) How do you currently get ethnic produce (probe for names and percentages of each)?
    - a. Direct from the farmer (names/percentages?) **CA (RT88, Be-On)**
    - b. Food Hub (names/percentages?)
    - c. Other (be specific) (names/percentages?)
  - 3) Where does the ethnic produce come from and estimate of percentage from each state:  
**NJ, CA, FL, Quebec**
    - A. How do you get ethnic produce from Maine to Boston? (Name specific channels)  
**NONE**
    - B. How does getting any produce from Maine rank, compared to the other states you get any produce from, in terms of convenience, timeliness, availability, quality?  
**From CA, freight can range from \$4000 per trip in summer, to \$10000 in winter. They get delivery twice every week (full container tractor-trailer)**
  - 4) For your top 3-5 ethnic produce, what are the sales volume, spoilage, prices?  
**See Tabulation**
  - 5) What can you tell me about the most recent addition to your list of available ethnic produce?
  - 6) What percentage of your ethnic produce is local?  
**0%-5%**
  - 7) What are some of your requirements for distribution of some of these ethnic produce?  
**Delivery to Chelsea**
- Availability**
- 8) What are you looking for that you can't find? Be specific  
**Small White Eggplant! (about 1-in diameter)**
  - 9) Why do you think you can't find these crops/foods? (If applicable)
    - a. Lack of availability of locally grown products

- b. **Don't know where to find them (once paid Amherst farmer \$50,000 to grow them; but ended up too big – wrong variety)**

**[Was this done with UM-ext?]**

- c. Too expensive
- d. No reliable distribution
- e. Lack of quality

### **Quality**

10) What is your satisfaction level with the number and variety of vendors that sell ethnic crops from your supplier?

- a. Very
- b. Neutral
- c. Unsatisfied

### **Pricing**

11) What do you think is the price elasticity from your producers and customers?

A. Do you think the mark-up is more-than, same, or less-than traditional produce? **Still have to be price competitive than import or West-Coast**

### **Future Plans**

12) If you don't currently offer local ethnic produce, do you have plans to do so in the future? (Yes/No)

- A. If YES
- B. If NO: Why now?

13) If there is demand from your customers of ethnic products, would you consider sourcing them?

If **YES**

- A. What is your primary source of information regarding sources of ethnic products (tradeshows, local food markets, farmers, online ordering system, etc.)?
- B. How much information/data would you need?
- C. What would the producers need to do to gain entry into your distribution system?

### **PRICE COMPETITIVE**

### **Comments**

**Desirable crops are:**

**Amaranth - red referred**

**Sweet Potato – purple or white (Japanese)**

**Eggplant – India or Thai (small, 1-inch diameter)**

**Long Bean - \$200/box. A Vietnamese farmer makes a fortune off just growing long bean**

**Interviewee is willing to help optimize crop, maximize price by planting early.**

	<b>Produce 1</b> <b>Culantro</b>	<b>Produce 2</b> <b>Amarinth (Red)</b>	<b>Produce 3</b> <b>Eggplants</b>	<b>Produce 4</b> <b>Mustard Green</b>
Source(s)	Costa Rica	CA, FL	CA	NJ
Order Volume and Frequency		2 Truck-loads Weekly from CA		
Sales(\$) / Spoilage (%)	\$18/box (10lbs, 40 bunches) [Wholesale price: \$30/box; MB retail: \$ /bunch)	Best price in April/May. \$15/25-lb box + \$5 trucking benchmark	Appearance important to markets; have to pick the best	High spoilage (sometimes 1/3)
Any Promotions?			Food services will take "less perfect" at discount	If quality not good, reduce to \$5/box
Other Comments?			India, Thai best.	

## Interview for The Ethnic Crops Research

INTERVIEWEE: Founder  
Red Tomato  
76 Everett Skinner Road, Plainville, MA  
CATEGORY: Distributor  
DATE: 5/24/2016  
LOCATION: A neighborhood coffee shop

### **Procurement**

This section will focus on the procurement of produce and agricultural products for your retail. We are focused mainly on fruit, vegetables.

- 1) Do you currently source for ethnic produce? (Yes/No).

*Not currently, yet did in 2009 during a pilot project with UMass Extension, Amherst. The project first called the produce, "ethnic crops," then changed to "world crops". Main three crops involved were chipilin, abobora, and taioba, and sources/growers were as follows:*

- *Chipilin, leafy green of Central America and Southern Mexico was sourced from Pleasant Valley Gardens and UMass Extension*
- *Abobora, a winter squash developed in Japan and introduced to Brazil, was sourced from Pioneer Valley Growers Association and Atlas Farms*
- *Taioba, leafy green originally from South America with Africa as its largest producer was sourced from UMass Extension*

*Other produce in less quantity included:*

- *Okra, originally of tropical Africa, was sourced from Pleasant Valley Farm Garden, Atlas Farms, and UMass extension*
- *Maxixe, cucumber-like vegetable that originated in Africa and is popular in Northeastern Brazil was sourced from Atlas Farms, Pleasant Valley Garden, Pioneer Valley Growers Association, and UMass Extension*

A. If No, go to *Future Plans* section

*Very much interested in doing so again.*

B. If Yes, how many major sources of ethnic produces do you have?

- 2) How do you currently get ethnic produce? (Probe for names and percentages of each.)

a. Direct from the farmer (names/percentages)?

- *Atlas Farms, South Deerfield (Organic)*
- *Pioneer Valley Growers Association, South Deerfield (Conventional)*
- *Pleasant Valley Garden, Methuen (Conventional)*
- *UMass Extension, Amherst (Conventional)*

b. Food Hub (names/percentages?)

c. Other (be specific) (names/percentages?)

- 3) Where does the ethnic produce come from and estimate of percentage from each state?

- a. *MA 100%*
- b. *VT*
- c. *RI*
- d. *CT*
- e. *ME*
- f. *NH*

g. Other (be specific)

A. How do you get ethnic produce from Maine to Boston? (Name specific channels)  
NA

B. How does getting any produce from Maine rank, compared to the other states you get any produce from, in terms of convenience, timeliness, availability, quality?  
NA- has not sourced yet has a relationship with food hub, Northern Girl and Crown O'Maine of Miranda and Leah Cook in ME. Currently distributing in Boston

4) For your top 3-5 ethnic produce, what are the sales volume, spoilage, and prices?

*Sample distribution included 200 cases per week of Chipilin sold at \$20 per case. Taioba was \$24 per case; Maxixe was \$30 per case; Abobora was \$22 per case.*

*Where did crops sell in 2009?*

- *Conventional Okra and Chipilin at Market Basket (Boston area)*
- *Conventional Chipilin and Maxixe at Russo's (Watertown)*
- *Conventional Chipilin at Seabra (Somerville)*
- *Conventional Chipilin at Compare Supermarket (Chelsea)*
- *Conventional Chipilin at Yell-o Glow (Chelsea)*

*Found that Chipilin, like other produce, is marketed differently at different store. For example, it was available in bags, water, and bundled. Needed to become more familiar with how Chipilin should be handled to best develop the appropriate packaging.*

*Thought that for Chipilin, other potential outlets could be Whole Foods and Lowell Bros. and Bailey, Inc. (Chelsea)*

5) What can you tell me about the most recent addition to your list of available ethnic produce?  
NA

6) What percentage of your ethnic produce is local?  
100% (MA)

7) What are some of your requirements for distribution of some of these ethnic produce?

### **Availability**

8) What are you looking for that you can't find? Be specific  
NA

9) Why do you think you can't find these crops/foods? (If applicable)

- a. Lack of availability of locally grown products
- b. Don't know where to find them
- c. Too expensive
- d. No reliable distribution
- e. Lack of quality

NA

### **Quality**

10) What is your satisfaction level with the number and variety of vendors that sell ethnic crops from your supplier?

- a. Very
- b. Neutral
- c. Unsatisfied
- NA

**Pricing**

- 11) What do you think is the price elasticity from your producers and customers?  
 A. Do you think the mark-up is more-than, same, or less-than traditional produce?

**Future Plans**

- 12) If you don't currently offer local ethnic produce, do you have plans to do so in the future?  
 (Yes/No)

- A. If YES:
- i. Within 6 months
  - ii. Within a year
  - iii. Within 2 years
  - iv. Within 3-5 years

*After this conversation, RT is interested in revisiting ethnic crops sourcing distribution. It found that it was a valuable venture, and it wants to invest more time to it in order to better understand the market and further confirm that it is viable and profitable.*

- B. If NO: Why now?

- 13) If there is demand from your customers of ethnic products, would you consider sourcing them?

If YES:

- A. What is your primary source of information regarding sources of ethnic products (tradeshows, local food markets, farmers, on-line ordering system, etc.)?

*Others in agriculture and farming business as well as R&D at agriculture higher education institutions. Customers themselves and past sources of crops would be a viable and reliable source. Interested in being introduced to new and expanding sources and trying it again!*

- B. How much information/data would you need?

*Knowing what produce is in current demand, and at what volume, would be important for business planning. Want to learn more about marketing and demand of these products. Really wants to get the "crop" right and the "variety" right that matches a community's culture.*

- C. What would the producers need to do to gain entry into your distribution system?

If NO, how much demand would have to be demonstrated before you would consider?

*Not able to say at this time. Willing to work with a team to make the connection and explore the possibilities.*

**Comments**

NA

## Interview for the Ethnic Crops Research

INTERVIEWEE: Co-owner  
Tropical Foods International  
2101 Washington Street, Roxbury, MA  
CATEGORY: Retailer  
DATE: 6/14/2016  
LOCATION: on site

### **Current Offerings**

The first set of questions focus on different fresh ethnic foods that are currently offered in your community and at your retail site. In this context, we are focused mainly on fruit, vegetables, grains, starches, herbs.

1) What is the size of your retail outlet (# of stores, volume of sales – however they measure their size)?

*One store with \$20 million in sales/year*

2) Do you currently offer ethnic or culturally connected fruits and vegetables in your store? (Yes/No)- Show photos.

a. If Yes, share what kinds (probe for identification of the top 3-5; use CHOW report as resource, as well as photo as well as photos of ethnic crops.

#### Vegetables

- #1 *Culantro and cilantro for years (shipped, yet locally sourced from Flats Mentor Farms in the summer) (No price given)*
- #2 *Sweet Potato, priced at \$.89/lb.*
- #3 *Mustard greens, priced at \$1.39/lb. shipped [actually cost \$.80/lb.]*

#### *Others:*

- *Fava (Only Canned)*
- *Molokhia (Only frozen) (African)*
- *Jute leaves (Only Frozen) (African) shipped*

*Number one specialty seasonal item is Amaranth, priced at \$2.99-3.99/lb. "Customers line up for it..."; loss supplier in Lowell who was Mr. Kim (passed away).*

#### Fruits

- *Mango (Haiti, Mexico, Florida and Costa Rica)*
- *Avocado (Hass from Mexico; Florida from July-Dec.)*
- *Papaya*
- *Guava*
- *Starfruit (became "over-popular")*

b. How many of these fruits and vegetables are local (from New England)? (Yes/No; and the percentage)

*90% of vegetables are shipped from out of NE; even more for fruits*

c. Do you know where the ethnic produce is coming from other than the wholesaler?  
(Seek specific examples, if available)

*Approximately 80% sourced:*

- *J.W. Lopes, Chelsea, MA*
- *C&S Wholesale Grocers, VT*

*These are 20-year relationships*

d. Are there specific stores/locations that carry/sell the most ethnic produce?  
NA

3) Can you tell me how you come to carry the top 3/the most recently added ethnic produce?  
*Customer demand, what they wanted, what they were buying. With the store's expansion, customer base increased by 35%.*

4) Can you tell me the volume and frequency of order within its category for your top 3 ethnic produce (pallets/2 weeks, boxes/week, etc.)?

*Per week:*

- *15 cases Sweet potatoes*
- *10-15 cases/week Culantro*
- *5 cases Mustard green*
- *30 cases Amaranth*

5) Can you tell me how those ethnic produce sell? (\$ sales; unsold/spoilage %)  
NA

6) Do you run any special promotions for those ethnic produce?  
A. If "Yes", how effective? (Seek specific examples)

*Most sales are driven by wholesalers cost and based upon what is abundant and what is available. For example:*

- *Watermelon, \$3.99 elsewhere \$4.99*
- *Corn 3/\$1 elsewhere 2/\$1*

*Weekly flyers usually have one ethnic produce item. Wholesalers do not reduce price of ethnic produce. To run this sale, Tropical Foods takes an intentional loss to offer this reduced price. When coconuts are sold special cost of \$.99, Tropical Foods is not gaining a profit, yet is making product as accessible as possible for the customer understanding "price matters".*

B. If "No", what would make you consider running promotions? (Seek specific examples)

7) What do you see as the consumer price elasticities for those produce? (Reference CHOW report data to prompt the response?)

*Ronn listens to his customers. He hears when price isn't right. For example, garlic was high and Stop and Shop was able to lower the price while Tropical Foods was charging \$1.5 more. He had to respond!*

### **Community Needs/Demographics**

This section will focus on the interest of fresh ethnic foods that are currently not offered in your retail outlet. In this context, we are focused mainly on fruit, vegetables, grains, starches, herbs, and to a small extent fish, poultry, meat, etc.

- 8) What ethnic or specific demographic groups do you serve (in what particular locations)?
- African American/Black*
  - Caribbean/Islanders*
  - South/Central American*
  - Haitian*
  - Dominican Republic*
- 9) Do you find there is a need for ethnic produce by your customers? (Yes/No)  
*Yes, Tropical Foods led the industry by being the 1<sup>st</sup> to have plantains and continues to meet that need.*
- 10) Do you feel that you are adequately serving your ethnic customers? (Yes/No)  
*Yes.*
- 11) What foods have your shoppers asked for that you don't sell? Be specific  
*NA*
- 12) Do you think your customers will pay more [more than what?], less, or the same for these specialized ethnic crops?
- More*
  - Less*
  - Don't know*

*No, at Tropical Foods customers seem to know and compare pricing...again "price matters".*

### ***Distribution***

This section will focus on the procurement and distribution of produce and agricultural products for your retail. Again, we are focused mainly on fruit and vegetables.

- 13) Why do you think you can't find these [ethnic crops previously discussed] crops/foods (If applicable)?
- Lack of availability of locally grown products*
  - Don't know where to find them*
  - Too expensive*
  - No reliable distribution*
  - Lack of quality*
  - Not sure about demand*
  - Lack of shelf space*
- NA*
- 14) Where do you think your shoppers are getting ethnic produce and other agriculture products?
- They come to Tropical Foods.*
- 15) How do you currently get ethnic produce? (ask for specific name and contact)
- Direct*
  - Distributor (Noted earlier)**
  - Food Hub*

d. Other (be specific)

16) Do you currently have multiple distributor/s that you source ethnic crops from? (find out how many)? (Yes/No)

a. If yes:

- i. How many distributors do you use? *Two*
- ii. How often do you purchase these products?  
*Five deliveries/week/distributor*

17) Do you currently source produce from Maine?

A. If "Yes", from whom? How?

- iii. What are the expectations of this channel (packaging, timing, price)?
- iv. What are YOUR expectations (or wish) for getting Maine produce into the Boston market?

B. If "No", why not?

*Needs are currently met by both distributors, Lopes and C&S*

18) What is your satisfaction level with the number and variety of vendors that sell ethnic crops from your supplier?

- a. **Very**
- b. Neutral
- c. Unsatisfied

If unsatisfied, what are some of the reasons?

***Future Plans***

19) If you don't currently offer local ethnic produce, do you have plans to do so in the future? (Yes/No)

a. If yes:

- i. Within 6 months
- ii. Within a year
- iii. Within 2 years
- iv. Within 3-5 years

b. No

*NA*

***Comments:***

*The interviewee is interested in doing a survey to capture customers request of additional ethnic produce and expressed interest in sourcing Garden egg (white African) locally*

## APPENDIX G: Pricing Raw Data

<b>Store Visited</b>	<b>Address</b>	<b>Ethnic Crops Found</b>
Tropical Foods International	450 Melnea Cass Boulevard, Roxbury, MA 02119	Some
America's Food Basket	926 Cummins Highway, Mattapan, MA 02126	Some
KaKaba African Market	29 Roxbury Street, Roxbury, MA 02121	Some
Stop and Shop,	301 Centre Street, Jamaica Plain, MA 02130	None
Turkuaz	16 Brighton Avenue, Allston, MA 02134	Some
Market Basket,	400 Somerville Avenue, Somerville, MA 02143	Some
<b>Chinese Supermarkets</b>		
H Mart	581 Massachusetts Avenue, Cambridge, MA 02139	None
NY Mart Supermarket	102 Washington Street Boston, MA 02118	Some
Super 88	1095 Commonwealth Avenue Boston, MA 02215	None
Haymarket	96 Blackstone Street, Boston, MA 02109	Some
<b>Other</b>		
Haymarket	96 Blackstone Street, Boston, MA 02109	Some

Link to Pricing [Raw Data](#)

# APPENDIX H: Sample Tropical Foods International Flyer



**WEEKLY SPECIALS!**

Hablamos Español

**GROCERY SAVINGS!**

**2 FOR 4 SALE!**

The premier supermarket for Spanish, African American, West Indian, & African cuisine.

<p><b>Seafood</b></p> <p>4.50 C/Pkgs BEST YET RAW SHRIMP</p> <p><b>2/\$19</b></p> <p>Conch Meat Available!</p>	<p><b>HAWAIIAN PUNCH DRINKS</b> Asst. Var. Cullen Btl.</p> <p><b>POP-TARTS</b> Asst. Var. 14 oz. Pkgs.</p> <p><b>PREGO PASTA SAUCE</b> Asst. Var. 24 oz. Ubr.</p> <p><b>POLANER SPREADS</b> Asst. Var. 10 oz. Ubr.</p>	<p><b>CAPRI SUN DRINKS</b> Asst. Var. 60 oz. Box</p> <p><b>RUFFLES POTATO CHIPS</b> Asst. Var. 8-9 oz. Bnkg.</p>	<p><b>BEST YET COFFEE</b> Asst. Var. 12 oz. Bnkg.</p> <p><b>POLAND SPRING SPRING WATER</b> Asst. Var. 24 Pack</p>
<p><b>DUNCAN HINES BOWTIE MIX</b></p> <p><b>2/\$3</b></p> <p>18.3 oz. Box</p>	<p><b>PREPARED FOODS</b></p> <p><b>PREPREGO</b></p> <p><b>POP-TARTS</b></p> <p><b>HAWAIIAN PUNCH</b></p>	<p><b>2/\$5</b></p>	<p><b>\$3.99</b></p>
<p><b>KNORR PASTA OR RICE SIDES</b></p> <p><b>10/\$10</b></p> <p>4-5.5 oz. PKGS.</p>			

FIGURE H1: Sample flyer from Tropical Foods International, Roxbury, MA (page 1)

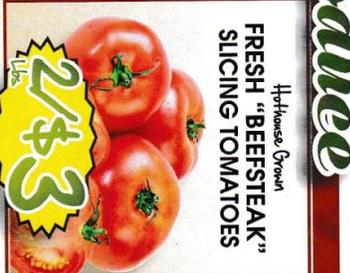
			
 <p><b>\$2.99</b> Lb.</p>	 <p><b>\$3.99</b> Lb.</p>	 <p><b>\$4.99</b> Lb.</p>	 <p><b>\$2.99</b> Lb.</p>
			
 <p><b>2/\$6</b> 48 oz. Cnt.</p>	 <p><b>2/\$5</b> 1.9-1.4 oz. Pkg.</p>	 <p>California SWEET, RED, RIPE STRAWBERRIES <b>2/\$4</b> 11Lb. Pkg.</p>	 <p>Sweet &amp; Juicy EXTRA LARGE CANTALOUPE <b>2/\$4</b></p>
 <p>Cocunut or Honey Green Tea POM DRINKS <b>2/\$4</b></p>	 <p>BATAIA <b>\$1.29</b> Lb.</p>	 <p>California • Fresh ICEBERG LETTUCE <b>\$1.29</b> EA</p>	 <p>Hothouse Grown FRESH "BEEFSTEAK" SLICING TOMATOES <b>2/\$3</b> Lb.</p>
 <p>Imported • Sweet &amp; Delicious TROPICAL MANGOS <b>99¢</b> EA</p>	 <p>Fresh • Sweet RED RASPBERRIES OR BLACKBERRIES <b>2/\$5</b> 6 Oz. Pkg.</p>	 <p>12 Ct. BEETS FR. BUNCH <b>\$1.99</b> EA</p>	 <p>KALE <b>99¢</b> Lb.</p>
 <p>Store Baked FRENCH BREAD, PAN SOBAO, SWEET BREAD OR PAN AGUA WATER BREAD <i>Your Choice</i> <b>\$1.99</b> 16 oz. Loaf</p>	 <p>California • Fresh ICEBERG LETTUCE <b>\$1.29</b> EA</p>	 <p>BATAIA <b>\$1.29</b> Lb.</p>	 <p>Georgia • Fresh JUMBO "SUPER SWEET" VIDALIA ONIONS <b>59¢</b> Lb.</p>

FIGURE H2: Sample flyer from Tropical Foods International, Roxbury, MA (page 2)

# APPENDIX I: SEASONAL CHOI GUIDE



FIGURE I1: "Seasonal Choi Guide" from Vancouver, British Columbia, Canada

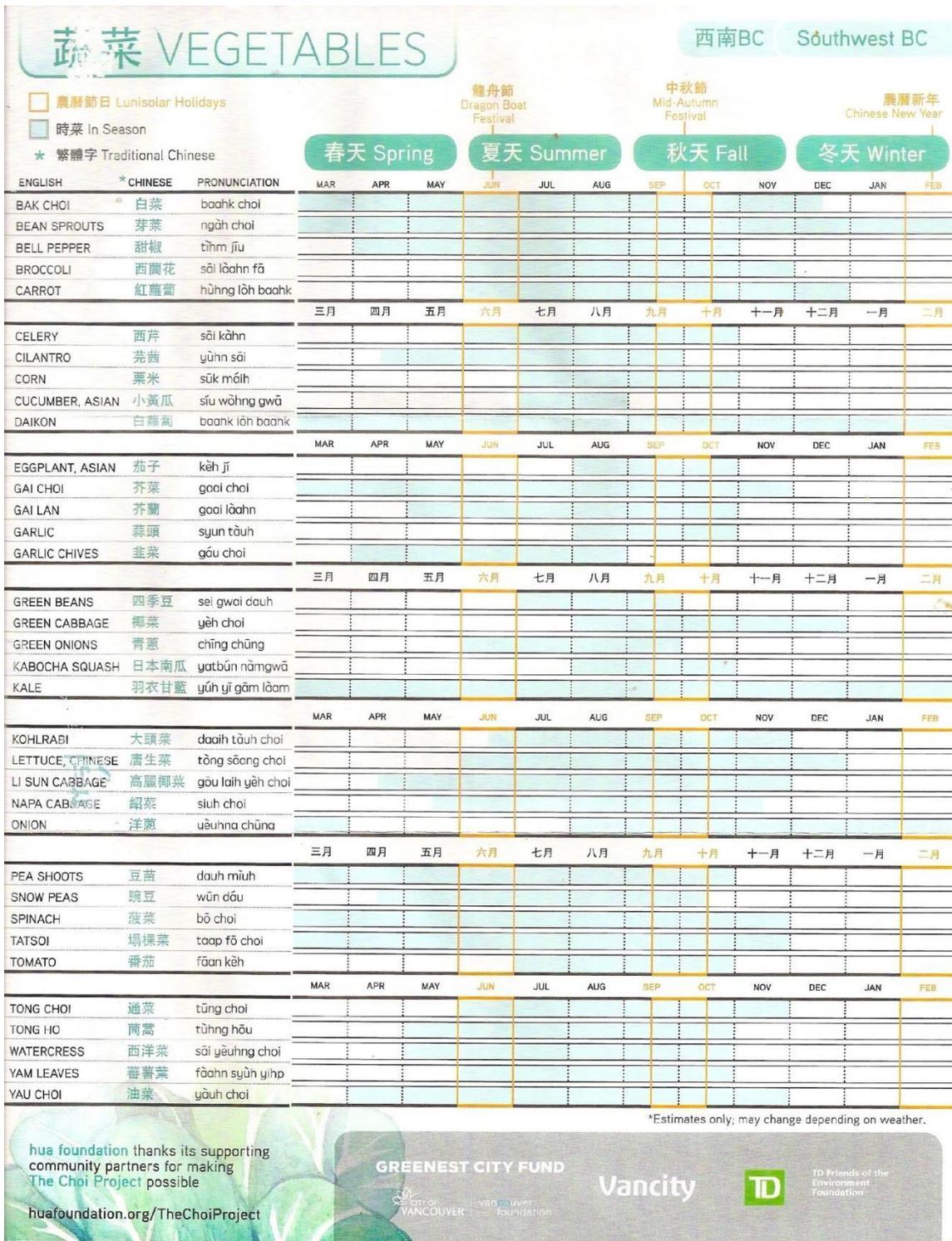


FIGURE I2: Back side of “Choi Guide” from Vancouver, British Columbia, Canada