

# SWOT ANALYSIS FOR ON-FARM DIRECT MARKETING OPERATIONS



Resources for:  
Agricultural Service Providers  
and Farmer Self-Assessment



While on-farm direct marketing is a promising business opportunity for some agricultural producers, attracting hundreds or even thousands of people and creating tremendous income potential, is not feasible for every farming operation. Several factors should be carefully considered before incorporating an on-farm direct marketing venture or when inviting visitors to a farm.

Each farming operation has its own unique circumstances, influencing a design for the best business model for potential success. Factors, such as, market potential, competition, regulatory influences, farm-management and several other aspects can all impact an operation's potential for success. Conducting a SWOT analysis of an operation, prior to implementing any changes, can help ensure the business model with the highest likelihood of success is incorporated.

On-farm direct marketing and agritourism are increasingly important strategies for farmers to expand farm income, especially when near large population areas. By opening farms to visitors for educational and recreational purposes, on-farm direct marketing and agritourism may also raises public awareness and appreciation of farming and agricultural issues. However, it is important to remember visitors are not accustomed to the farm environment and farming practices, so precautions must be taken to improve safety, especially in public areas of the farm.

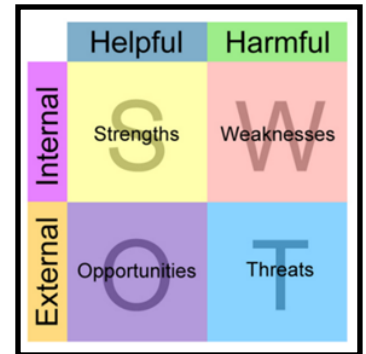
Farm-based safety risks can never be eliminated; however, they can be managed and reduced through a comprehensive approach to farm safety and risk management. As a farmer/business owner, you are responsible for the safety and welfare of individuals from the moment they walk onto your farm. Protecting your personal and business assets is therefore an essential risk management strategy. Furthermore, the legal concepts of landowner liability for on-farm direct marketing and agritourism activities are evolving.

**Anyone engaged in agritourism, or thinking of developing an agritourism enterprise, should therefore obtain advice from qualified legal council and insurance professionals.** Also, consider having others (e.g., your county agricultural agent, insurance provider, local emergency services professional, etc.) walk the farm with you, as part of your SWOT analysis, to lend an impartial eye and help identify potential hazards that may be present.

**\*Information included in this booklet is aimed at assisting agricultural service providers and farmers when making marketing, safety and risk management decisions for on-farm direct marketing operations.**



**SWOT analysis** is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective. Identification of SWOTs is essential since subsequent steps in the planning process to achieve an objective may be derived from the SWOTs. If the objective is determined not attainable, a different objective must be selected and the process repeated.



There are four components of conducting a SWOT analysis. The first two components of Strengths and Weaknesses address components of the farm business that the farmer or operator has control over changing and are listed as internal characteristics. With Opportunities and Threats, these are external, outside influences that are not necessarily controlled by the farmer or operator's actions. See explanations below:

**Strengths:** *Internal* characteristics of the business, or project team that give it an advantage over others. Pay close attention to strengths that can help the farming operation achieve goals and objectives (farmer capabilities, size of operation, products, marketing strategies, employees, etc.).

**Weaknesses:** *Internal* characteristics that place the team at a disadvantage relative to others, and should also be evaluated to improve, minimize or reduce weaknesses in the future (lacking equipment, safety precautions, cost of production, lack of business plan, inexperience, etc.).

**Opportunities:** *External* chances to improve performance (e.g. make greater profits) in the environment by taking advantage of factors in close proximity or related to the farm operation (partnerships with other businesses for mutual benefits, regional demographics, marketing trends, environment, economy, etc.).

**Threats:** *External* elements that could potentially cause negative impacts for the business or project. Keeping up to date on potential threats can help plan for changes that may occur to the farm business, but are not necessarily under the control of the farmer or business operator (regulations, liability, poor economy, weather, etc.)

Users of SWOT analysis need to ask and answer questions that generate meaningful and honest information for each category (Strengths, Weaknesses, Opportunities and Threats) in order to maximize the benefits of this evaluation and find their competitive advantage.





**Location** – Is the farm near major highways, schools, other businesses or population centers that encourage traffic and customers for the success of the operation?

**Overall Appearance** – Is this farm inviting and attractive? What type of clientele do you want to attract? Adults or families with young children? (cleanliness, activities, unique features, signage, quality, selection)

**Parking** – Is parking adequate for everyday customers? What about special events; are there alternative parking areas? Are parking areas clearly marked and safe for customers? Are entries and exits clearly marked? How does the farm streamline traffic flow to prevent accidents?

**Safety** – What are the safety risks and concerns on the farm? Do hayride wagons have, safety chains on the hitch, safe seating, sturdy steps with hand rails and safe sides for riders? Are there safety checks of equipment and activity areas and how often are they conducted? Are pesticide sheds locked and located away from customer access? Are walking and driving pathways clear and free of holes, tripping hazards, low wires or other obstacles? Are there attractive nuisances on the farm and are they fenced off or separated from public areas? (open ponds, farm equipment, machine shops, or other areas where visitors can be injured) Are employees properly trained in monitoring and maintaining safety of all areas? Do you have outside vendors and did they provide you with a certificate of insurance?

**Primary Products For Sale and Activities** – Are the farm products and activities attractive to customers and clearly marked with instructions? What makes the products/activities on this farm unique to attract new customers or encourage repeat customers? Are areas kept clean and safe? How are activities supervised?



**Decision Making** – How do you decide what products/events to add or remove? Who is in charge of what? What would you do differently?

**Employees** – How does the farmer interview, hire, train, monitor, pay, discipline and reward employees? Appearance of employees (wearing clean clothes and easily identified as someone to assist customers), Are there enough employees for each event? Where do you get additional employees for festivals? How do you keep in contact with employees during an event at the farm?

**Sanitary Facilities** – Are they adequate for number of visitors, clean, and handicap accessible? Wash Stations for petting zoo areas – Are there wash stations at proper locations (entrance and exits) around petting zoos? Are there signs instructing customers to wash their hands? Are areas stocked with soap, clean water, hand sanitizer, single-use towels, or air hand dryer?

**Signs and Promotion** – Are there clearly marked signs along the road and for parking, registration, pricing, activities, and restricted area signs? Are employees wearing clothing with farm logo? Do the containers/bags have the farm name and website? Are there “welcome” and “thank you” signs to help customers feel appreciated?

**Contact with Customers** – How do you connect with new and returning customers? Do you collect emails and information about customers for off-farm communications? How far do customers travel to come to the farm? What do your customers want?



**On-line presence and promotion** – Does the farm have a website or social media presence? Is the website user friendly? Is basic information like directions, hours of operation and products easily found? Is there a way to register or track visitors on a website to evaluate its value? Does the farm offer discount coupons or other enticements on the website or on social media posts?

# On-Farm Direct Marketing/Agritourism SWOT Assessment Pre-Survey

**Farm Name:** \_\_\_\_\_

**Farm Address:** \_\_\_\_\_

**Contact Person for Farm Assessment:** \_\_\_\_\_

**Business Phone:** \_\_\_\_\_ **Cell Phone:** \_\_\_\_\_

**Email:** \_\_\_\_\_ **Website:** \_\_\_\_\_

Thank you for your interest in conducting a SWOT assessment for your on-farm direct marketing operation. This assessment tool is designed to assist farmers, with on-farm direct marketing and/or agritourism operations, to look at components of the farm for planning purposes. The exercise is meant for agricultural service providers to conduct farm assessment with farmers or for farmers to conduct self-assessments.

The next four pages are a pre-visit survey that will greatly improve the efficiency of a first visit to your farm. Farmers should fill out this page and provide information on the next 4 pages, to the best of their ability, and return it prior to your scheduled visit date to an agricultural service provider who will conduct the assessment visit with the farmer.

During the visit, the farmer and agricultural service provider will tour the farm sites and public areas together to evaluate facilities, farm layout, parking areas, sales areas, activities areas and other aspects of the on-farm direct marketing operation. Notes must be taken to record any topics identified for later thought and to assist with plans for changes, if needed. Additionally, photo and/or video documentation during the site visit is highly encouraged and will assist in making recommendations and considerations for the future planning of improvements to the farm operation.

**Note:** *All information is to be kept confidential and used only with planning professionals who will assist with the farm improvements. For legal matters and insurance needs, please consult with an attorney and an insurance agent.*

**Strengths:** Internal characteristics of a farming operation which are under the direct control of the business owner/manager. For example: does the operation have strong production infrastructure, a quality reputation, a high traffic location or some other distinction that lends a competitive advantage to the operation?

**Example:** *Farm has been in business for 3 generations and is known to be the place for the best apples in the region.*

♦ S<sub>1</sub>

♦ S<sub>2</sub>

♦ S<sub>3</sub>

♦ S<sub>4</sub>

♦ S<sub>5</sub>

♦ S<sub>6</sub>

♦ S<sub>7</sub>

♦ S<sub>8</sub>

♦ Continue on additional pages if needed

**Weaknesses:** Internal characteristics of a farming operation which are under the direct control of the business owner/manager and should be corrected (if possible) to improve the chance for success. For example: does the operation have limited production experience, outdated equipment or facilities, financial limitations or some other concern that reduces the potential for success?

**Example:** *Farm management has little experience producing a specific crop.*

♦  $W_1$

♦  $W_2$

♦  $W_3$

♦  $W_4$

♦  $W_5$

♦  $W_6$

♦  $W_7$

♦  $W_8$

♦ Continue on additional pages if needed

**Opportunities:** External factors affecting a farming operation which are NOT under the direct control of the business owner/manager, but may be managed to increase an operation's potential for success.

**Example:** *The operation is located in an area with an increasing population, and a nearby competitor has recently closed, increasing the demand for a specific product or service?*

- ♦  $O_1$
- ♦  $O_2$
- ♦  $O_3$
- ♦  $O_4$
- ♦  $O_5$
- ♦  $O_6$
- ♦  $O_7$
- ♦  $O_8$
- ♦ Continue on additional pages if needed



**Threats:** External factors affecting a farming operation which are NOT under the direct control of the business owner/manager. For example, new regulations may impact an operation, completion may increase reducing potential market share, or weather events may negatively impact the profitability of a production system or service.

**Example:** *Many weekends of rain in September and October may severely impact the profitability of an agritourism operation that offers hayrides to pick-your-own pumpkin fields.*

♦  $T_1$

♦  $T_2$

♦  $T_3$

♦  $T_4$

♦  $T_5$

♦  $T_6$

♦  $T_7$

♦  $T_8$

♦ Use additional pages if needed

## **Resources for On-Farm Direct Marketing and Agritourism in NJ:**

- ♦ Rutgers Sustainable Agriculture Research and Education Webpage

<http://sare.rutgers.edu>

- ♦ Rutgers Agritourism Training Resources

<http://agritourism.rutgers.edu>

- ♦ Checklist tools for farmer self-assessment

*(Provided in Supplemental Materials Section of this Toolkit)*

<http://agritourism.rutgers.edu/training/supplemental.html>

- ♦ Agritourism Animal Safety Assessment Checklist
- ♦ Agritourism Emergency Response & Liability Assessment Checklist
- ♦ Agritourism Employee Assessment Checklist
- ♦ Agritourism Operation Food Safety Checklist
- ♦ Agritourism General Farm Safety Assessment Checklist
- ♦ Agritourism Marketing Assessment Checklist
- ♦ Agritourism Parking & Traffic Assessment Checklist

- ♦ SADC On-Farm Direct Marketing AMP for Right to Farm Protections:

<http://www.nj.gov/agriculture/sadc/rtfprogram/amps/adoptedamps/onfarmdirectmarketing.html>



# Supplemental Materials for Farmer Self-Assessment

The following documents were developed/collected to provide additional hands on resources for farmers .

- ♦ Agritourism Animal Safety Assessment Checklist
- ♦ Agritourism Emergency Response & Liability Assessment Checklist
  - ♦ Agritourism Employee Assessment Checklist
  - ♦ Agritourism Operation Food Safety Checklist
- ♦ Agritourism General Farm Safety Assessment Checklist
  - ♦ Agritourism Marketing Assessment Checklist
- ♦ Agritourism Parking & Traffic Assessment Checklist



## Agritourism Animal Safety Assessment

Has the farm operator...	Yes	No	Priority Ranking <sup>1</sup>	Comments
...clearly designated, separated & posted animal interaction areas from non-animal areas?				
...ensured animals are appropriately contained (e.g., pens, fencing, etc.)?				
...provided adequate care such as food, water and shelter during interaction with the public?				
...established a transition area that separates animal and non-animal areas?				
...selected animals that are the appropriate size and/or age for visitor interactions?				
...properly vaccinated animals and maintained appropriate records?				
...implemented appropriate biosecurity measures to ensure animal and visitor health?				
...developed a plan for daily manure management in animal interaction areas?				
... implemented procedures for screening animals (e.g., health, temperament, cleanliness) daily before allowing contact with visitors?				
... taken steps to minimize pests related to animal management?				
...developed procedures for guests to feed the animals (if allowed)?				
...posted adequate signage to delineate animal, transition, and non-animal areas?				
...posted rules for animal areas (e.g., regarding proper handling, feeding, etc.)?				
...displayed appropriate warnings to inform visitors of the potential hazards related to animal interaction (e.g., "animals may bite", "wash hands after touching animals", etc.)?				
...prohibited food/drink within animal areas (with appropriate signage)?				

<sup>1</sup>H = High Priority, M = Medium priority, L = Low priority



## Agritourism Animal Safety Assessment

Has the farm operator...	Yes	No	Priority Ranking <sup>1</sup>	Comments
...posted rules requiring supervision of children around animals?				
...appropriately staffed animal areas to manage visitor flow and visitor-animal interactions?				
...trained employees to assess animal behavior and to watch for stressed or agitated animals?				
...trained employees how to react to and move any animals that may present a potential danger to visitors?				
...trained employees regarding the rules and procedures for animal handling and related issues?				
...developed procedures and trained employees to maintain the cleanliness of animal areas (e.g., removal of fecal matter, sanitization of surfaces visitors will contact, etc.)?				
...placed trash receptacles in all areas related to animal interaction?				
...posted proper hand washing procedures at entrances and exits from animal handling areas?				
...provided and maintained stocked hand washing stations in animal handling and transition areas?				
...established an emergency response plan for animal related emergencies?				
...trained farm employees to implement emergency response procedures in the event of an emergency?				
<b>Other farm-specific considerations</b>				

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# Agritourism Emergency Response & Legal Liability Assessment Checklist

Emergency Response Does the farm operator...	Yes	No	Priority Ranking <sup>1</sup>	Comments
...maintain and train employees on emergency response procedures in case an accident does occur?				
...maintain current emergency contact information for all employees?				
...maintain a list of key business and emergency responder contacts?				
...have a farm map detailing important locations (e.g., locations of chemical storage, water access, etc.)?				
...arrange a walk-through of the agritourism operation with fire/EMS personnel?				
...have an incident response form to collect the appropriate information if an accident occurs?				
...have a record keeping system for accidents occurring on the farm?				
...maintain operational smoke detectors and fire extinguishers throughout operation?				
...have first aid kits in accessible locations?				
...have employees that are trained/certified to administer CPR and perform basic first aid?				
<b>Managing Legal Liability</b>				
<b>Has the farm operator...</b>				
...organized the agritourism enterprise under the appropriate legal structure (may require legal counsel)?				
...consulted with an attorney about protecting the operation from legal liability?				
...complied with applicable laws, regulations, codes, and permitting requirements?				
...developed release agreements or liability waivers for visitors?				

# Agritourism Emergency Response & Legal Liability Assessment Checklist

<b>Managing Legal Liability</b>	<b>Yes</b>	<b>No</b>	<b>Priority Ranking<sup>1</sup></b>	<b>Comments</b>
<b>Has the farm operator...</b>				
...posted rules and warning to mitigate against potential farm hazards?				
...documented the existing condition of the farm premises (e.g., photos, video)?				
...maintained a log of all farm inspections, employee training, and other actions to promote farm safety?				
...consulted with an insurance provider and obtained appropriate insurance coverage?				
...reviewed the extent of protections afforded to agritourism enterprises under applicable right to farm statutes/ordinances?				
...taken actions to minimize conflict with surrounding neighbors and "be a good neighbor"?				

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## Agritourism Employee Assessment Checklist

Has the farm operator...	Yes	No	Priority Ranking <sup>1</sup>	Comments
...assessed how many employees are needed for regular farm visitor traffic?				
...assessed how many employees are needed for special events?				
...evaluated if employees are competent in utilizing cash registers?				
...evaluated if employees are able to count back change to customers and not just rely on the cash register to determine change?				
...made sure employees know who in is charge/who is the manager?				
...informed employees on who to ask if they have questions regarding certain tasks?				
...made sure employees are easily recognized by customers via an employee uniform, nametag, etc?				
...trained employees to answer certain customer questions about products?				
...made sure employees are dressed neatly, cleanly and appropriately?				
...clearly communicated work schedules, start and end times of work day, and when breaks should be taken?				
...made sure workers are taking breaks required by law?				
...covered the policy on the use of cell phones, hand held video games, reading magazines, or other personal recreational uses during work?				
...covered the policy on personal visits during work time?				
...posted federal and state wage and hour laws pertaining to minimum wage and workers rights?				
...followed state pesticide laws pertaining to workers and US EPA Worker Protection Standards regulations and training for employees who work or may work in fields?				
...made sure workers are performing tasks that are allowed according to labor laws for their age?				
...made sure workers are being paid appropriately according to payroll laws for overtime?				

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## Agritourism Employee Assessment Checklist

Has the farm operator...	Yes	No	Priority Ranking <sup>1</sup>	Comments
...made sure if young workers are not working more than the maximum hours allowed by law?				
...acquired emergency contacts for each employee?				
...provided the employer's policy on substance abuse?				
...conducted criminal background checks for employees, especially those working with children?				
...provided each employee with a written job description?				
...provided the employee with the length of hire? (i.e. seasonal, part time, temporary, etc.)				
...given instructions on how and who to contact when calling out from work, or if going to be late to work?				
...provided a list of reasons for dismissal from the job? (being late, not showing up for work, poor work habits, inappropriate behavior, theft, etc.)				
...provided a schedule of when and how the employee's pay will be dispersed (weekly, bi-weekly, paper paycheck, direct deposit, etc.)				
...made sure employees who are under age are not operating machinery that is restricted for their age?				
...given details about any additional benefits provided by the employer to the employee.				
...evaluated employee customer service habits to see if they are appropriate?				

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## Agritourism Operation Food Safety Checklist

Good Agricultural Practices	Yes	No	N/A
All food service activities are in compliance with local and state department of health regulations and inspections.			
The farm has a farm food safety plan that accurately reflects the farm activities.			
All farm workers complete a farm food safety training program annually which includes information on cross-contamination potential on the farm and human health and hygiene. Records of who was trained, when they were trained and how they were trained are kept.			
Workers are trained to report if they are ill and know that they will be given alternate work away from harvestable product and sales areas when they are ill.			
Water on the farm is tested for generic E. coli . Well water is tested annually , surface water is tested three times a year (at the beginning of the season, mid-season and just prior to harvest) and if municipal water is used a copy of the water report from the municipality is on file.			
Signs are posted indicating to customers that fresh produce products should be thoroughly washed under cool running water prior to it's consumption.			
Crop production areas are separate from and not subject to run-off from dairy, livestock or poultry production.			
If and when raw animal manures are used on the farm they are incorporated two weeks prior to planting and at least 120 days prior to the harvest of crops.			
Measures are taken to reduce the opportunity for wild and domestic animals to enter crop areas.			
The pesticide storage area is away from public and production areas and is appropriately identified and secured.			
Harvest logs are kept and include harvest date, field, and harvest crew and correspond with sales records.			
If off farm products are sold at the farm records are kept and are traceable forward and backward one step.			
An appropriate number of restrooms are provided for employees and customers and are stocked with soap, potable water, single use paper towels, a trash receptacle and signage indicating proper hand washing techniques. Restrooms are cleaned on a scheduled basis and monitored regularly.			
Sales, storage packing and event buildings are maintained and inspected regularly and do not pose a risk of contamination of food products sold at the farm.			
Coolers are built out of easy to clean materials and temperatures are regularly monitored. Appropriate temperatures are maintained: Eggs 45° or below, hot foods 140° or above, cold foods 41° or below, frozen foods 0° or below. Condensation from the cooler is not permitted to pool on the floor or on product.			
Store displays are made out of non-porous materials that are easily cleanable. Wood materials are covered with plastic tablecloths. Display areas, product containers and coverings are cleaned at the end of each day.			
Produce is kept separate from other potentially hazardous foods (eggs, meats, etc.)			
Products and their storage/display containers are not stored or displayed directly on the floor of the sales area, storage area or cooler.			
Worker break areas (including smoking) are separate from sales and production areas. Workers do not eat, drink, smoke, defecate, or spit in areas around or near food products.			
A pest control program in in place for the sales and storage areas on the farm.			
Workers are trained to watch customers interactions with food products and are trained to discard product that may have become contaminated by a customer.			
Farm animals are excluded from contact with customers. When exclusion is impossible a properly stocked hand washing station is provided which includes signage on proper hand washing techniques.			

## Agritourism General Farm Safety Assessment Checklist

Does the farm operator...	Yes	No	Priority Ranking <sup>1</sup>	Comments
...implement regular farm walk-through and safety inspection procedures for areas accessible by the public?				
...maintain records of farm inspections and efforts taken to promote farm safety?				
...have a written farm safety plan that outlines safety rules and procedures to maintain a safe environment for employees and visitors?				
...designate areas that are off-limits to the public?				
...have a written “plan of operation” (e.g., nature of activity, potential safety risks, procedures for safe implementation, rules, etc.) for each agritourism attraction or activity being offered?				
...remove or properly secure “attractive nuisances” that could be dangerous to children?				
...set up barriers and post warning signs around any lagoons or irrigation ponds?				
...maintain an up-to-date list of contact information and emergency contacts for the farm owners and employees?				
...maintain operational smoke detectors and fire extinguishers throughout operation?				
...keep stocked first aid kits in an accessible location?				
...conduct regular or at least annual staff training on performance expectations, farm safety risks, safety plans, plans of operation for activities, and emergency response procedures?				
...ensure that farm employees are easily identifiable?				
...train employees to properly operate farm machinery (e.g., for hayrides)?				
...secure all pesticides and other farm chemicals and mark such areas as “restricted”?				

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Does the farm operator...	Yes	No	Priority Ranking <sup>1</sup>	Comments
...provide proper personal protective equipment necessary for agritourism activities?				
...provide multiple hand washing/hand sanitizing stations which are inspected regularly?				
...ensure that all public areas are well lighted if customers will be present at night?				
...ensure that buildings used for agritourism activities are in conformance with state and local codes?				
...clearly identify and maintain public restroom facilities?				
... make reasonable accommodations to make the farm accessible to visitors with special needs?				
...post signs warning of known farm dangers?				
...post rules and expectations for visitors of the farm (e.g., supervise children, no smoking, no consumption of alcohol, etc.)?				
...provide adequate parking and safe ingress/egress for vehicles?				
...ensure that parking areas are firm, adequately drained, level, free of obstructions/fire hazards, and mowed if necessary?				
...station employees to assist with directing traffic/safe and efficient movement of visitors within the farm?				
...assign employees to regularly check restricted area of the farm?				

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## Agritourism Marketing Assessment Checklist

Has the farm operator...	Yes	No	Priority Ranking <sup>1</sup>	Comments
...assessed the resources and amenities on the farm?				
...evaluated how well an agritourism enterprise fits with his/her lifestyle and personality?				
...carefully defined <u>all</u> activities, products, and services that will be provided to customers?				
...researched products, services and pricing offered by competitors?				
...determined how (if) he/she will differentiate the operation from competitors (what is the 'unique selling proposition')?				
...developed a pricing plan for each activity, product, and service?				
...set realistic and measurable marketing and business goals (e.g., an annual revenue goal)?				
...conducted break-even analysis to evaluate pricing/sales volumes required to cover costs?				
...analyzed business strengths, weaknesses, opportunities, and threats that will affect reaching stated goals (SWOT analysis)?				
...determined what he/she want to be "best known for" in the minds of customers?				
...determined which promotion and advertising strategies will be used (and budgeted accordingly)?				
...developed a farm website?				
...developed a social media plan for promotion and advertising?				
...allocated staff time to manage online and other "public relations"?				
...explored opportunities for cross promotions with other businesses?				
...trained employees on proper customer service?				

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## Agritourism Marketing Assessment Checklist

Has the farm operator...	Yes	No	Priority Ranking <sup>1</sup>	Comments
...instructed employees on how to respond to frequently asked questions (e.g., farm information, other local businesses, etc.)?				
...provided apparel that helps identify employees and brand the farm?				
...implemented procedures for keeping the farm safe, clean, and visually appealing?				
...considered how to best accommodate visitors with special needs (e.g., young children, persons with limited mobility, etc.)?				
...established a process for receiving and responding to customer feedback?				
...developed a written marketing plan for the agri-tourism operation that contains:				
<i>Enterprise mission statement and values?</i>				
<i>Description of target or niche markets?</i>				
<i>Description of service/products?</i>				
<i>Detailed plan of promotion strategies?</i>				
<i>Description of existing competition?</i>				
<i>Marketing budget?</i>				
<i>A SWOT analysis?</i>				
<i>Quantifiable goals?</i>				
<b>Other farm-specific considerations:</b>				

<sup>1</sup>H = High Priority, M = Medium priority, L = Low priority

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## Agritourism Parking and Traffic Assessment Checklist

	Yes	No	Priority Ranking <sup>1</sup>	Comments
Are parking area entrances and exits clearly marked?				
Is there separate ingress and egress for the parking area?				
Are the farm entrances and exits located in areas that provide adequate line of sight for oncoming traffic?				
Is the parking area large enough to accommodate anticipated numbers of visitors?				
Is there a contingency plan for overflow parking?				
Are local authorities contacted in advance of large events that may result in larger than normal traffic volume?				
Is the parking area designed to provide safe and convenient movement (of vehicles and pedestrians)?				
Is parking area(s) suitable for use in wet, muddy, or other inclement conditions?				
Is there adequate parking for large vehicles such as buses?				
Are parking areas allocated for visitors with special needs?				
Is the parking area well maintained, free of tripping hazards, combustible materials, and other obstructions?				
Is the parking area separated from other vehicle traffic (e.g., tractors, farm equipment etc.)?				
Is there adequate signage in the parking area to safely direct customers and traffic (e.g., speed limit signs, directional signs, etc.).				
Is there signage advising visitors to lock their cars and secure valuables, and that the farm is not responsible for items left in cars, etc.?				
Are parking area entrances and exits clearly marked?				

<sup>1</sup>H = High Priority, M = Medium priority, L = Low priority

## Agritourism Parking and Traffic Assessment Checklist

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Is the parking area separated from other vehicle traffic (e.g., tractors, farm equipment etc.)?				
Is there adequate signage in the parking area to safely direct customers and traffic (e.g., speed limit signs, directional signs, etc.).				
Is there signage advising visitors to lock their cars and secure valuables, and that the farm is not responsible for items left in cars, etc.?				
Is there capability to assist customers with stuck cars or dead batteries?				
Are employees assigned to direct traffic and to control crowd flow?				
Does the parking area have adequate lighting (if needed)?				

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## New Jersey Agricultural Experiment Station

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