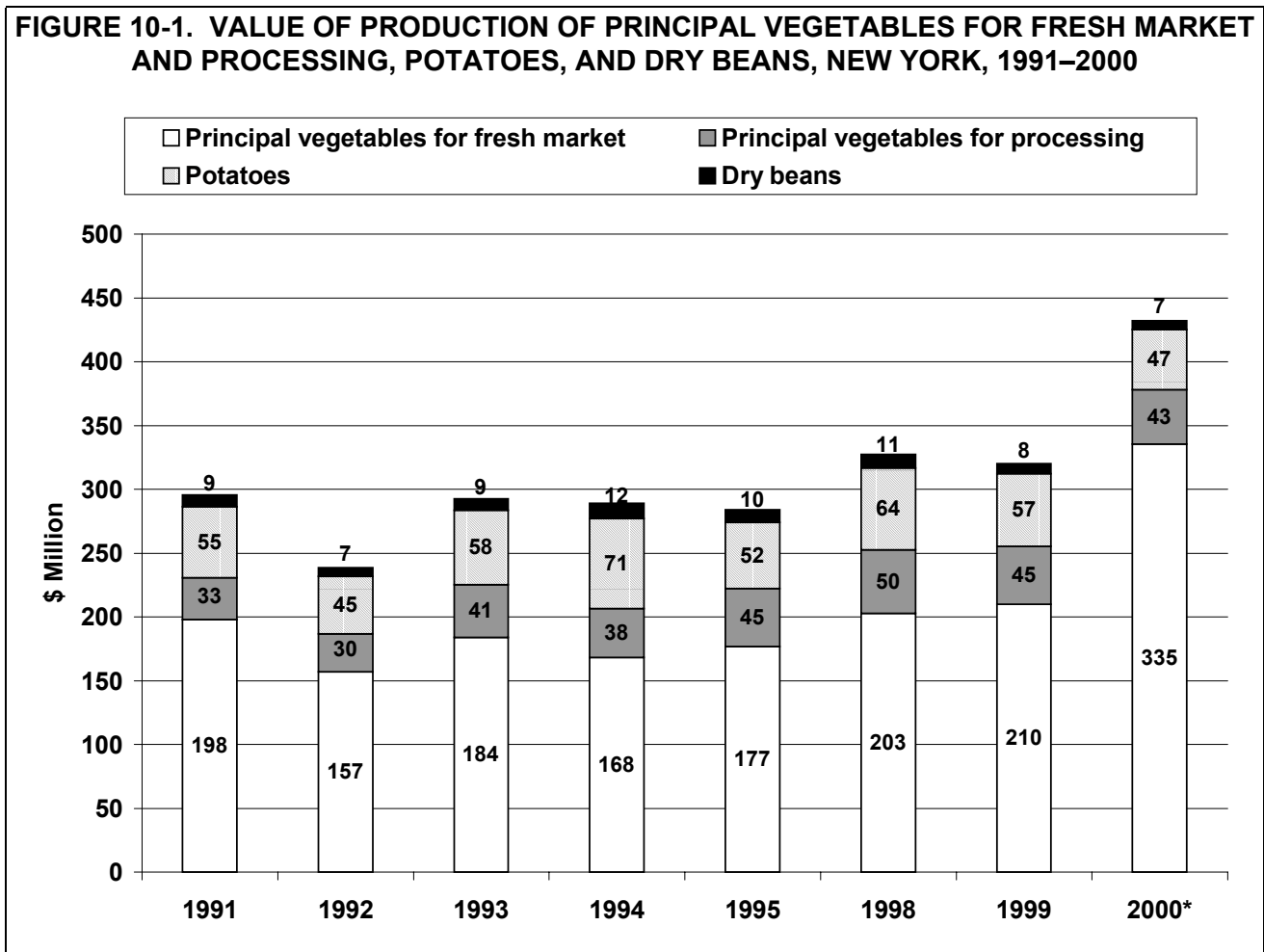


Chapter 10. Vegetables

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The value of all New York vegetable production in 2000 totaled \$378 million (Figure 10-1). New York ranked fifth in the nation for the value of principal fresh market vegetables and seventh for the value of principal processed vegetables in 2000. Six crops were added to New York Agricultural Statistics Service's fresh market vegetable program this year: bell peppers, eggplant, escarole/endive, pumpkins, spinach, and squash. Carrots and lettuce were dropped from the program. As a result, the estimated value of New York's principal fresh market vegetables totaled \$335 million in 2000, a 59.5 percent increase from 1999. The 2000 New York processed vegetable program dropped carrots, while all other crops remained the same, and the principal processing vegetable value totaled \$42.6 million in 2000, a 4 percent decrease from 1999.

FIGURE 10-1. VALUE OF PRODUCTION OF PRINCIPAL VEGETABLES FOR FRESH MARKET AND PROCESSING, POTATOES, AND DRY BEANS, NEW YORK, 1991-2000



* Six crops were added to New York's fresh market vegetable program in 2000: bell peppers, eggplant, escarole/endive, pumpkins, spinach and squash; carrots and lettuce were dropped from the program. Carrots were dropped from the 2000 New York processed vegetable program, while all other crops remained the same.

Source: New York Agricultural Statistics, 2000-2001.

Cabbage, sweet corn, snap beans, potatoes, and onions are the top five vegetable crops produced in New York (Table 10-1). The value of cabbage production reached \$90.8 million in 2000 and exceeded sweet corn (\$68 million) to become the number one vegetable crop in New York for the first time in three years. The value of snap beans was \$48.8 million in 2000 and ranked third among New York vegetable crops, risen from fifth in 1999. The value of potatoes and onions fell to the fourth and fifth rankings in 2000, compared to second and fourth in 1999, respectively. Table 10-2 shows that all major fresh market vegetables in New York realized higher value per acre in 2000, compared to 1999. Tomatoes generated the highest per acre value (\$10,224/acre) in 2000, followed by bell peppers (\$9,194/acre). Value per acre for processing vegetables, potatoes and dry beans had less than 5 percent difference between 1999 and 2000 except for green peas (a 39 percent decrease).

TABLE 10-1. NEW YORK VEGETABLE CROPS WITH THE HIGHEST PRODUCTION VALUE IN 2000

1999 Ranking	Crop	2000 Ranking	2000 Value of Production (\$ million)
3	Cabbage ¹	1	90.8
1	Sweet Corn ¹	2	68.0
5	Snap Beans ¹	3	48.8
2	Potatoes	4	47.4
4	Onions	5	47.4
8	Tomatoes	6	30.7
N/A	Pumpkins ²	7	26.3
6	Cucumbers	8	20.3
N/A	Squash ²	9	17.2
N/A	Bell Peppers ²	10	7.1

¹ Processed and fresh market combined

² New in 2000

TABLE 10-2. VALUE PER ACRE OF PRODUCTION FOR SELECTED VEGETABLE CROPS IN NEW YORK, 1998-2000

	1998	1999	2000	Change 1999-2000
		\$/acre		%
Vegetables for Fresh Market				
Cabbage	3,570.1	4,602.6	6,721.9	46%
Sweet Corn	1,629.0	1,548.8	2,052.4	33%
Snap Beans	3,140.9	3,250.5	4,149.6	28%
Onions	4,155.8	3,013.2	3,852.4	28%
Cucumbers	3,860.0	4,680.0	5,333.9	14%
Tomatoes	4,060.0	3,973.2	10,224.0	157%
Pumpkins			4,620.0	N/A
Squash			5,213.9	N/A
Bell Peppers			9,193.5	N/A
Vegetables for Processing				
Sweet Corn	395.4	389.7	400.0	3%
Snap Beans	652.1	654.4	650.4	-1%
Green Peas	726.0	668.7	410.6	-39%
Cabbage for Kraut	956.0	1,392.1	1,451.4	4%
Potatoes	2,372.1	2,237.6	2,226.1	-1%
Dry Beans	359.3	266.0	277.6	4%

Source: New York Agricultural Statistics, 2000-2001.

Tables 10-3 to 10-5 show production values, production levels, and average farm prices for major vegetable crops produced in New York from 1998 to 2000 and compare them to U.S. production. Table 10-6 presents production areas and average yields for major vegetable crops produced in New York from 1998 - 2000.

Fresh Vegetables

The 2000 value of fresh market vegetable production in New York was about 6 percent of U.S. total, increased from 3 percent in 1999. The largest percentage increases in production value between 1999 and 2000 occurred in tomatoes (149 percent), followed by snap beans (59 percent) and cabbage (56 percent). The value of fresh market vegetable production in the U.S. in 2000 also increased 16% from 1999 and totaled \$4.7 billion. Among fresh market vegetables produced in the U.S., cabbage, bell peppers, and tomatoes had the highest percentage increase between 1999 and 2000. While the 2000 value of U.S. snap bean production decreased 4 percent from 1999, the value of snap bean production in New York increased 59 percent from 1999 to 2000.

Fresh-market vegetable and melon area for harvest in summer (largely July-September) of 2001 is estimated to rise 2 percent in the U.S. from a year ago. New York is the second leading summer-season producer for fresh market vegetables with 11 percent of production acreage and is expected to harvest 5 percent more area in 2001 than a year ago. This reflects both stronger growers' prices since last summer and a recovery from reduced summer area for crops such as sweet corn, which was hindered by the cool, wet weather last spring and had a 18 percent reduction in production and harvested area in 2000 compared to 1999.

However, the hot, dry weather in the 2001 growing season has damaged unirrigated crops and reduced yields in New York, Michigan, and Pennsylvania. In New York, the lack of widespread rainfall has led to acreage losses and reduced yields on crops such as sweet corn and onions. Shipping-point prices for fresh-market vegetables have generally been higher than a year ago in the first and second quarters of 2001. However, due to higher acreage of summer vegetables planted this year and slower economic growth than a year ago, New York's 2001 growing season have shown signs of restraining demand and lower summer-season fresh-market vegetable prices in addition to the general seasonal decline in shipping-point prices in peak summer supply season (starting late June and July).

After several years of low prices, this past winter, shipping point prices of onions were 126 percent above the lows of a year before. These higher prices reflected a small crop last fall, good storability and quality of the fall crop, strong domestic and export demand, and fewer imports from foreign suppliers such as Mexico and Peru. As a result, although the production volume of onions was lower in the U.S. in 2000, it generated higher values. New York enjoyed both higher production and prices in 2000. National production of storage onions for 2001 is estimated down 8 percent from 2000, and New York storage onion production for 2001 is estimated 14 percent less than 2000 due to lower yields. Lower volume and higher quality could bring in higher prices for growers again this year.

Processed Vegetables

The production of New York processing vegetables was valued at about 3 percent of U.S. total, same as in 1999 (Table 10-2). Among the top four processing vegetables in New York, snap beans and cabbage for kraut had an increase in production value in 2000, compared to 1999, and sweet corn and green peas had a reduction in production value during the same period. The reduction of production value was from reduced

**TABLE 10-3. VALUE OF PRODUCTION, SELECTED VEGETABLE CROPS
NEW YORK AND UNITED STATES, 1998-2000**

	<u>New York</u>				<u>United States</u>				NY as % of U.S. 2000 %
	1998	1999	2000	% Change 1999-2000	1998	1999	2000	% Change 1999-2000	
	---(\$ million)---			%	---(\$ million)---			%	
Vegetables for Fresh Market									
Cabbage	43.2	55.7	86.7	56%	303.7	240.9	332.4	38%	26%
Sweet Corn	47.6	52.2	56.4	8%	452.4	443.3	474.0	7%	12%
Onions	51.9	38.0	47.4	25%	838.4	635.1	732.3	15%	6%
Snap Beans	16.6	19.8	31.5	59%	238.9	260.9	251.4	-4%	13%
Tomatoes	13.4	12.3	30.7	149%	1,149.7	951.0	1,160.1	22%	3%
Pumpkins			26.3	N/A			101.6	N/A	26%
Cucumbers	14.7	16.8	20.3	20%	225.6	216.7	234.5	8%	9%
Squash			17.2	N/A			207.7	N/A	8%
Bell Peppers			7.1	N/A	506.6	483.8	614.4	27%	1%
<i>Total Principal Fresh Market Vegetables¹</i>	202.8	209.9	335.4	60%	5,053.3	4,742.6	5,487.0	16%	6%
Vegetables for Processing									
Snap Beans	13.6	13.8	17.2	25%	125.4	134.5	142.5	6%	12%
Sweet Corn	15.5	12.7	11.6	-8%	238.7	234.4	231.6	-1%	5%
Green Peas	12.7	10.0	6.7	-33%	136.6	126.9	131.7	4%	5%
Cabbage for Kraut	2.9	3.3	4.1	22%	7.7	7.8	9.9	27%	41%
<i>Total Principal Processing Vegetables¹</i>	49.8	45.3	42.6	-6%	1,395.3	1,680.1	1,453.0	-14%	3%
Fall Potatoes	64.0	57.1	47.4	-17%	2,011.0	1,994.0	2,064.6	4%	2%
Dry Beans	10.8	8.0	6.8	-15%	189.8	215.0	209.0	-3%	3%

¹ Totals include additional principal crops not listed.

Source: ERS, USDA, *Vegetable Specialties – Situation and Outlook Yearbook, July 2001*.
New York Agricultural Statistics, 2000-2001.

yield (-11 percent) due to adverse weather conditions in spring 2000 for sweet corn and lower prices (-35 percent) for green peas.

Processors of five major vegetables (tomatoes, sweet corn snap beans, green peas, and cucumbers for pickles) contracted for 1.23 million acres in the U.S. in 2001, down 10 percent from a year ago. Most of the decline came from canning vegetables (down 13 percent) as processors responded to high inventories and weak wholesale prices. New York processing acreage increased in 2001, but yields are down due to the near-drought conditions this summer. Wholesale prices for canned vegetables are expected to increase in the coming year as production is curtailed and stock levels are reduced. Higher cold storage costs caused by rising utility rates may also be reflected in commodity pricing.

Potatoes

The 2000 value of potato production in New York was \$47.4 million, 17 percent lower than in 1999. The reduction in production value is mainly from a decrease in acreage. The first estimate of 2001 fall-season potato planted acreage in the U.S. indicates a 10 percent reduction. Area for harvest is down in most of the leading states except for New York (up 9%) and Pennsylvania (up 4%). The acreage reduction in 2001 is largely due to weak grower prices in 2000, which are the result of record-high potato production last year – a combination of larger harvested area and record-high yields. Lower supply and high quality products have moved prices above year-earlier levels this year. Even with increased acreage, production of fall potatoes in New York for 2001 is estimated at 5.94 million hundredweight (cwt.), down fractionally from a year ago due to lower yields.

**TABLE 10-4. PRODUCTION OF SELECTED VEGETABLE CROPS
NEW YORK AND UNITED STATES, 1998-2000**

	<u>New York</u>				<u>United States</u>				NY as % of U.S. 2000
	1998	1999	2000	% Change 1999-2000	1998	1999	2000	% Change 1999-2000	
<u>Vegetables for Fresh Market</u>	---(Million cwt)---				---(Million cwt)---				%
Sweet Corn	2.6	3.2	2.6	-19%	26.3	25.8	25.9	1%	10%
Cabbage	4.6	5.0	5.7	14%	23.9	21.8	26.4	21%	21%
Onions	3.8	3.5	4.7	34%	67.3	73.6	71.6	-3%	7%
Snap Beans	0.3	0.4	0.5	25%	4.9	5.6	5.9	5%	9%
Cucumbers	0.8	0.6	0.8	33%	11.3	11.9	11.5	-3%	7%
Tomatoes	0.5	0.4	0.5	25%	32.6	36.7	37.0	1%	1%
Pumpkins			1.1	N/A			8.95	N/A	12%
Squash			0.7	N/A			8.69	N/A	8%
Bell Peppers			0.2	N/A	14.6	15.6	19.5	25%	1%
<i>Total Principal Fresh Market Vegetables¹</i>	13.1	13.6	17.2	27%	271.4	291.7	289.0	-1%	6%
<u>Vegetables for Processing</u>	---(1,000 tons)---				---(1,000 tons)---				
Sweet Corn	219.5	179.4	154.7	-14%	3,255.6	3,297.4	3,155.5	-4%	5%
Snap Beans	76.9	72.5	89.3	23%	731.0	778.4	833.5	7%	11%
Green Peas	38.5	31.7	32.8	3%	483.9	461.6	530.1	15%	6%
Cabbage for Kraut	61.8	68.2	76.1	12%	172.6	177.9	208.3	17%	37%
<i>Total Principal Processing Vegetables¹</i>	459.8	420.8	389.3	-7%	15,178.8	18,711.3	16,651.4	-11%	2%
Fall Potatoes	---(1,000 cwt)---				---(1,000 cwt)---				
	7290	6758	5964	-12%	432.7	429.8	470.5	8%	1%
Dry Beans	426	414	358	-14%	30.4	33.1	26.4	-20%	1%

¹ Totals include additional principal crops not listed.

Source: ERS, USDA, *Vegetable Specialties – Situation and Outlook Yearbook, July 2001*.
New York Agricultural Statistics, 2000-2001.

TABLE 10-5. AVERAGE FARM PRICES OF MAJOR VEGETABLE CROPS NEW YORK AND UNITED STATES, 1998-2000								
	New York				United States			
	1998	1999	2000	% Change 1999-2000	1998	1999	2000	% Change 1999-2000
Vegetables for Fresh Market	---(\$/cwt)---				---(\$/cwt)---			
				%				%
Sweet Corn	18.1	16.3	21.6	33%	17.7	17.2	17.2	0%
Cabbage	10.3	12.6	17.5	39%	12.7	11.0	12.6	14%
Onion	16.3	12.2	13.5	11%	12.6	13.8	9.8	-29%
Snap Beans	50.6	53.3	61.0	14%	48.9	46.5	42.7	-8%
Cucumbers	19.3	26.0	25.4	-2%	20.0	18.2	20.4	12%
Tomatoes	29.0	34.5	56.8	65%	35.2	25.9	31.4	21%
Pumpkins			23.1	N/A			11.4	N/A
Squash			23.7	N/A			23.9	N/A
Bell Peppers			43.7	N/A	34.8	31.1	31.5	1%
Vegetables for Processing	---(\$/ton)---				---(\$/ton)---			
				%				%
Sweet Corn	70.6	70.6	75.0	6%	73.3	71.1	73.4	3%
Snap Beans	176.0	190.0	193.0	2%	171.5	172.8	171.0	-1%
Green Peas	330.0	314.0	204.0	-35%	282.3	275.0	248.5	-10%
Cabbage for Kraut	46.4	49.0	53.4	9%	44.7	43.7	47.4	8%
	---(\$/cwt)---				---(\$/cwt)---			
				%				%
Potatoes	9.4	9.0	8.9	-1%	5.2	5.1	5.3	4%
Dry Bean	25.3	19.4	19.0	-2%	19.0	16.4	15.3	-7%

Source: ERS, USDA, *Vegetable Specialties – Situation and Outlook Yearbook*, July 2001.
New York Agricultural Statistics, 2000-2001.

Dry Beans

Dry bean production continued to decrease in New York as well as U.S. as a whole. Growers reacted to large stock levels, slow exports, and low prices by reducing production area. In 2001, dry bean production in the U.S. is predicted to be 19.4 million cwt, a 27 percent reduction from a year before. The reduced production was the result of low prices causing growers to cut acreage, and low yields due to a severe Midwestern drought. As a result of the short crop, dry bean prices are rising rapidly and can be expected to continue rising through mid-2002. With improved grower prices during the 2001/2002 marketing year, area planted to dry beans is expected to increase 25 to 30 percent in the spring of 2002. Despite the continued strength of the U.S. dollar in the first half of 2001, the volume of dry bean exports rose 18 percent from a year ago. Large increases were observed for navy, Great Northern, and pinto beans. Among the major export markets, sales increased to the United Kingdom, France, and Mexico, but declined to Japan and Canada.

TABLE 10-6. HARVESTED ACRES AND AVERAGE YIELD OF SELECTED VEGETABLE CROPS IN NEW YORK, 1998-2000

	<u>Harvested Acres</u>				<u>Average Yield</u>			
	1998	1999	2000	% Change 1999-2000	1998	1999	2000	% Change 1999-2000
<u>Vegetables for Fresh Market</u>	---(1,000 acres)---				---(cwt/acre)---			
				%				%
Sweet Corn	29.2	33.7	27.5	-18%	90.0	95.0	95.0	0%
Cabbage	12.1	12.1	12.9	7%	380.0	410.0	440.0	7%
OnionS	12.5	12.6	12.3	-2%	300.0	280.0	380.0	36%
Snap Beans	5.3	6.1	7.6	25%	62.0	61.0	68.0	11%
Cucumbers	3.8	3.6	3.8	6%	200.0	180.0	210.0	17%
Tomatoes	3.3	3.1	3.0	-3%	140.0	115.0	180.0	57%
Pumpkins			5.7	N/A			200.0	N/A
Squash			3.3	N/A			220.0	N/A
Bell Peppers			0.8	N/A			210.0	N/A
<i>Total Principal Fresh Market Vegetables¹</i>	<i>68.7</i>	<i>73.6</i>	<i>79.2</i>	<i>8%</i>				
<u>Vegetables for Processing</u>	---(1,000 acres)---				---(Tons/acre)---			
				%				%
Sweet Corn	39.2	32.5	29.0	-11%	5.6	5.5	5.3	-3%
Snap Beans	20.8	21.1	26.5	26%	3.7	3.4	3.4	-1%
Green Peas	17.5	14.9	16.3	9%	2.2	2.1	2.0	-6%
Cabbage for Kraut	3.0	2.4	2.8	17%	20.6	28.4	27.2	-4%
<i>Total Principal Processing Vegetables¹</i>	<i>84.9</i>	<i>75.7</i>	<i>77.6</i>	<i>3%</i>				
	---(1,000 acres)---				---(cwt/acre)---			
				%				%
Fall Potatoes	27.0	25.5	21.3	-16%	270.0	265.0	280.0	6%
Dry Beans	30.0	30.2	24.5	-19%	14.2	13.7	14.6	7%

¹ Totals include additional principal crops not listed.

Source: New York Agricultural Statistics, 2000-2001.

Consumption

In 2000, per capita use of all vegetables and melons totaled 464 pounds, a 2 percent increase from a year earlier. Much of the gain stems from increased use of potatoes (up 6 percent). Increases were also noted for vegetables for canning and sweet potatoes. Per capita use of fresh-market vegetables in 2000 was up 3 percent from 1999, mainly due to inclusion of several additional crops previously unreported by USDA. For a comparable set of crops, per capita use of fresh-market vegetables in 2000 was unchanged from a year earlier. Significant increases were experienced in fresh cabbage, romaine/leaf lettuce and bell peppers, and melons, broccoli, and tomatoes had lower per capita consumption in 2000.

After declining in 1999, the index of retail prices for fresh market vegetables (including potatoes) rose 5 percent in 2000. With transportation and energy costs also continuing to rise this spring, retail prices for fresh-market vegetables averaged 9 percent above a year earlier during the first 6 months of 2001. Average retail prices for frozen vegetables increased 5 percent during the same period, largely reflecting increased marketing costs, while prices for canned vegetables rose 2 percent. The Consumer Price Index (CPI) for all food is forecast up 3.2 percent in 2001, following smaller increases of 2.1 percent in 1999 and

2.3 percent in 2000. With the higher retail prices in 2001, per capita vegetable and melon consumption is projected to decline 2 percent from the 2000 record high. Reductions are expected to occur across all major categories, including fresh-market, canning, freezing, potatoes, and pulses.

Industry Situation and Outlook

In 2000, USDA Economic Research Service estimated the average input costs for vegetable and melon growers increased between 3 and 4 percent. Among individual items, the largest increase was in fuel and power, which rose 29 percent from a year earlier. Items with significant increases in 2000 include petroleum products (gasoline, diesel) (100 percent), paper products (7 to 9 percent), short-term interest rates (11 percent), property taxes and insurance (6 percent), and advertising (2 percent). Despite rising energy prices, the cost of transportation services averaged about the same as a year earlier. In 2001, prices paid by vegetable and melon growers for production inputs are projected to rise 5 to 7 percent from 2000. Farm wages, which rose nearly 4 percent in 2000, are expected to rise 5 to 7 percent in 2001, partly reflecting the continuing difficulty in attracting skilled labor.

Despite the increase in input costs, domestic production of vegetables and melons is forecast to increase an average of about 3 percent annually during the next decade. All major categories are expected to register gains. Potatoes will remain the largest vegetable crop production in the U.S., accounting for over one-third of total vegetable tonnage and 17 percent of the total forecast farm value of vegetables in 2011. The largest average annual percentage growth for the decade is expected to occur in pulses, due primarily to an anticipated recovery in dry bean production in 2002 and 2003 after a very small crop in 2001. After the initial period, the growth is expected to settle to an average annual increase of about 2 percent through 2011. Growth in processing vegetable production may occur in much the same way. Production of vegetables for fresh market is forecast to increase at a relatively steady pace of about 2 percent annually through 2011.

	1996	2001	2006*
Average Produce Department Size	3,462 ft ²	4,070 ft ²	4,368 ft ²
Average Produce Department Share of Total Store Profits	14.6%	15.9%	18.7%
Retail Store SKUs (Store Keeping Units)	430	574	664
Percent of Produce Purchase from the Top 10 Suppliers	61.0%	68.2%	71.6%
Percent of Produce Purchased through "Spot Buying"	10.6%	9.5%	9.0%

* Prediction by produce department executives

Source: 2001 Produce Management Associate FreshTrack Study, Food Industry Management Program, Dept. of Applied Economics and Management, Cornell University.

U.S. consumer confidence has waned, and labor demand has slackened due to slower economic growth in 2001. In spite of the softening economy, some retail marketers, i.e. Wal-Mart and Home Depot, reported increased third quarter profits in 2001. According to the 2001 FreshTrack study – Supply Chain Management in the Produce Industry – conducted by the Food Industry Management Program at Cornell University, grocery retailers continue to expand their produce departments in both size and number of items carried (Table 10-7). Today's supermarket produce department is more diverse and exciting than ever before with the addition of ethnic and organic produce along with many new varieties, year-round availability, prepared and precut products, and private label produce.

At this age of retail consolidation, while a handshake still seals some deals, the buying process is at the center of changing and technological transformation, which is propelling many changes in produce buying and selling practices. The 2001 FreshTrack study showed that produce buying offices have been “consolidated” in an effort to streamline produce operations. Retail supermarket firms employed fewer produce buyers in 2001 than just 2 years ago. Category management continues to grow in importance within the produce departments. More than half (58.5 percent) of supermarket chains in the 2001 FreshTrack study reported having produce category managers. Concentration of produce buying continues to strengthen. Supermarket retailers are placing more of their produce business with their top 10 suppliers. At the same time, the “opportunity” or “spot” buy is on the decline. Moreover, a growing trend within retail buying offices today is the development of formal guidelines to measure supplier performance. In 3 to 5 years, 70 percent of all retail firms surveyed in the 2001 FreshTrack study anticipate establishing and enforcing performance guidelines with produce suppliers.

With many aggressive changes occurring in the retail sector, growers and shippers are changing their selling paradigm as well. Today, it is often not clear to a grower or shipper whether the decision maker is at the local field buying office, the divisional operating company, or the headquarters; nonetheless, progressive produce sellers will not hesitate to make sales calls at every level in a buying organization to strike a deal. However, price alone is no longer sufficient to guarantee a transaction. An increasing number of produce suppliers are developing various forms of seller-buyer partnerships to improve coordination and provide retailers information and tools to differentiate themselves from their competitors on the strength and uniqueness of their produce departments. Some grower/shippers are taking the approach of providing retailers information and education about the growing, shipping and packing business.

While the pace of consolidation at the retail supermarket level seems to have slowed in the past year, the perception of greater retail market power has prompted a similar trend at the grocery supplier level. Similarly, produce suppliers feel the pressure to consolidate or form strategic alliances, as a mechanism to come closer to the scale of their new customers. The 2001 FreshTrack showed that the objectives of growers and shippers pursuing these alliances include the ability to supply more product on a year-round basis, joint purchasing opportunities, logistic advantages, better access to more advanced management information systems, technical support resources, and also to make use of their sales and marketing talents. It is anticipated that perhaps because of the strong independent nature of family-owned businesses, horizontal and vertical strategic alliances and joint ventures are more likely than ownership consolidation or vertical integration.

Issues related to food safety, profitability, and quality are the top concerns for both retail produce executives and grower/shippers. The way grower/shippers and retailers manage the produce supply chain will continue to change as retailers are asking grower/shippers to take on or share more tasks than ever before. Responsibility for many functions within the supply chain will continue to be shifted backward in the channel from retailers to grower/shippers. The fundamental strategies for both produce retailers and grower/shippers are reinforcing the importance of marketing basics and customer orientation and staying flexible and responsive to customer needs.