



Market Matters

February 2016
Volume 1 Issue 5

PA FARM, 4184 Dorney Park Rd., Allentown, PA 18104
www.pafarm.com bfm3@psu.edu 610-391-9840

The Manager as Goal Setter

"Farmers Market Management Skills" Desmond Jolly, UC Small Farm Center University of California Dept. of Agricultural and Resource Economics

INSIDE THIS ISSUE

1-2 The Manager as Goal Setter

1-3 Developing the Vision and Direction for Your Market



Every organization has goals that it is trying to achieve and every manager is responsible in some part for setting them. Well-defined goals are critical for providing direction and purpose to an organization. You cannot achieve something if you cannot see it, and goals are the lanterns lighting the way. They not only help you see where you are going; they help you measure how far you have come. Goals help clarify individuals' roles in an organization, identify tasks that need to be accomplished, and articulate the vision of the organization to others.

Setting Goals

Whether you are setting the goals for the entire organization or working with a diverse group of board and community members, setting goals is an important process in determining the future direction of your market. Following are some things to consider when setting goals.

Please see *Manager as Goal Setter* on page 2

Developing the Vision and Direction for Your Market

"Farmers Market Management Skills" Desmond Jolly, UC Small Farm Center University of California Dept. of Agricultural and Resource Economics

"it is critical always to keep the "big picture" in mind.

You need to be clear about the goals and objectives of your market so that you can articulate them to the people with whom you work. Even though you may have a hundred things on your to-do list each week, it is critical always to keep the "big picture" in mind. Take some time to reflect on these questions:

- How does this market fit into the community?
- What products and services does it provide?
- What role do I see it playing in the neighborhood now and into the future?
- How do the decisions I make affect the bigger picture?

Please see *Vision and Direction* on page 3

Manager as Goal Setter from page 1

Keep Your Goals Simple

Simple goals can be understood by everyone involved in the organization. They are clear and unambiguous. If the goal you have in mind takes more than one sentence to state, you probably are trying to describe multiple goals. If this is the case, break your idea into single, one-sentence goals. Goals should be specific statements about what you want to achieve. Following are examples of clear, well-defined goals:

- Increase the number of customers at the market by 10 percent by next year.
- Find two new sponsors for our market by Christmas.

Notice that these goals have specific timelines and numbers that can be measured. If your goals are too vague, you will have difficulty working toward them or knowing when they have been accomplished.

Limit the Number of Goals

Having too many goals is as bad as not having any. An extensive list of goals will only detract energy from the focus of making real progress in your organization. Pick two or three goals that have the greatest relevance to your organization and work on accomplishing those.

Take Small Steps to Reach Big Goals

It is important to break big goals into small steps. For example, you may want to reach the goal of increasing your number of customers by 10 percent in the next year. That may seem like an overwhelming task without a plan for how to get there. By breaking that goal down into smaller, more easily accomplished steps, however, you can begin to understand your progress toward the goal and know when you eventually will reach it.

Link Goals to the Roles and Responsibilities of Individuals

It does little good to define goals that no one has the time or resources to achieve. Make sure that the goals you set for your organization fit with the responsibilities of the people working with you. Otherwise, they soon are forgotten or pushed aside.

Revisit and Revise

Periodically look back to your goals and assess your progress toward achieving them. Goals should be flexible enough that you can modify them as situations and environments change. If the goals you first set do not address the reality of your market, do not be afraid to change them. They should help you, not hold you back.

Communicate Your Goals

Once you have identified your goals, everyone involved in your organization needs to be made aware of them. Communicating your goals will help get others to commit to them. Have one-on-one meetings with people to inform them of the significance of the goals. Get people excited about what you are trying to accomplish. If a goal requires a team effort, have a meeting with the entire team to plan and discuss the project. Well-defined, relevant goals help create a shared vision of the organization, so use them to your advantage. If your goals require work to be done by

“It does little good to define goals that no one has the time or resources to achieve.”



Vision and Direction from page 1

Know how to talk about your market. Be prepared for questions from a variety of different sources and have answers to them that will generate interest and excitement in what you are doing. Whether you are recruiting new vendors for the market or planning a promotional event with local talent, sharing your market's story will get people involved.

For instance, if a local reporter is interested in writing an article on your market, what would you say at the interview? "Well, we are a bunch of farmers out here selling our produce so come support us" does not convey the same message as "We are providing a valuable service to the community by bringing high quality, fresh produce straight from the farm to a friendly social environment in the center of your community." The way you represent the market to the public will have a big impact on how customers perceive it.

The vision that you carry will be the source of energy and enthusiasm from which everyone involved in your market will draw. People will be looking to you for direction; if you are not motivated to make the market the best that it can be, they likely will not be either.



Manager as Goal Setter from page 2

others, assign specific projects with clearly understood timelines. Explaining the overall vision of the project will help get people committed to it. By outlining specific tasks, you help others understand 12 Farmers Market Management Skills their roles in making the vision happen in a way that is manageable. Make sure that people are clear about what their responsibilities are before sending them off to do the job. Finally, in subsequent days or weeks, monitor their progress. Provide positive feedback as well as constructive criticism when you can to encourage continued performance on the project.

2016 Farmers Market Managers Conferences

East – March 1 – At the Chester county Economic Development Council. Registration and conference information can be found here: <http://extension.psu.edu/business/farm/events/farmers-market-managers-conference-2016east>

Central – March 10 – At the Old Gregg School Community Center in Spring Mills. Information can be found here: <http://extension.psu.edu/business/farm/events/farmers-market-managers-conference-2016-central>

West – March 16 – at SRU Sustainable Enterprise Accelerator in Slippery Rock. Registration and conference information can be found here: <http://extension.psu.edu/business/farm/events/farmers-market-managers-conference-2016-west>



PA FARM

4184 Dorney Park Rd.
Suite 104
Allentown, PA 18104

Phone:
610-391-9840

E-mail:
Bfm3@psu.edu