Selling Turkey-by-the-Piece

in Portland, Oregon

November-December, 1950

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The Problem

The Western Region\(^1\) is a large surplus turkey-producing area. In 1950, production of turkeys in this region totaled slightly more than 230 million pounds, dressed weight. It is estimated that only about 42 per cent of the 1950 crop was consumed within the region. The remaining 58 per cent had to be shipped to markets outside the region. The majority of this turkey surplus was shipped to markets east of the Mississippi River, particularly along the Eastern Seaboard.

During the past two decades there has been a substantial increase in the production of turkeys in the three regions closest to the turkey markets of the western region. The North Atlantic, East North Central, and South Atlantic regions produced 17 per cent of the nation's turkeys in 1929. In 1950\(^2\) the percentage had increased to 30 per cent, accounting for almost one-third of the total turkey production in the United States. Production per capita (dressed weight) in these three regions was approximately one-half pound in 1929, compared with about two and a half pounds in 1950.\(^2\) On the basis of national per capita consumption data, these regions produced approximately 28 per cent of their requirements in 1929, and about 50 per cent in 1950.\(^2\) Thus, the western region is faced with a gradually shrinking market on the east coast for its turkeys. If it is to continue its present rate of production, this means that as time passes more and more western turkeys must be sold elsewhere.

Increasing the consumption of turkey at home may offset in part the situation described above. However, this raises another problem. How can turkey consumption at home be increased? A possible solution may be found in cutting up our large birds into halves, quarters, and pieces and offering them on a year-around basis. Consumers would then have the opportunity of buying and using turkey meat just as they do such staple meats as beef, pork, and chicken.

A 1948 study in Salem, Oregon, by the Oregon Agricultural Experiment Station, established the fact that a demand does exist for cut-up turkey, that is, for smaller portions than a whole bird. Consumers were found enthusiastic

\(^1\) Composed of the following states: Montana, Idaho, Wyoming, Colorado, New Mexico, Arizona, Utah, Nevada, Washington, Oregon, and California.

\(^2\) Based on preliminary 1950 production and consumption data. Source: Bureau of Agricultural Economics, U. S. Department of Agriculture.
about being able to buy small amounts of turkey at a time. Approximately 94 per cent of the consumers returning questionnaires during this study indicated they would buy turkey more often if they could get cut-up turkey the year around at prices comparable to other meats.

During the Salem study it was found also that retailer resistance was the principal obstacle to the marketing of large quantities of turkey in cut-up form. Much of the resistance stemmed from fear of losses on the less desirable cuts of the turkey, the backs, necks, and giblets. While this fear was actually justified in only a very few cases, it caused retailers to proceed with extreme caution. As a result, the number of birds cut up at any one time by the cooperating retailers was determined not on the number of pounds of breasts, legs, and thighs that could be sold during a particular period, but rather on the number of back, necks, and giblets that the retailer thought would sell. This tendency on the part of the retailers to cut only one or two turkeys at a time and wait until all the pieces were sold before cutting more resulted in a low volume of sales during the test period.

The investigators conducting this study came to the conclusion that in any future work on selling cut-up turkey, the problem of retailer resistance would have to be considered carefully.

In November, 1950, the Oregon Agricultural Experiment Station began a study in Portland on expanding sales of tom turkeys through retail outlets. The objective of this inquiry was to develop a method by which large quantities of Broad-Breasted Bronze tom turkeys could be moved into consumption readily through retail outlets in the form of pieces. It was recognized that such a program, to be successful, must make the handling of turkey pieces convenient, profitable, and attractive to retailers.

Wholesale-Supplier Procedure Developed

Arrangements were made for one or more suppliers to supply the retail stores with any of the turkey parts in any quantity they desired. Retailers who did not believe it feasible to cut up turkeys themselves could order the parts they could sell best in their store. It was believed that this procedure would be more attractive to retailers from a profit and convenience standpoint than if they had to cut up their own turkeys. The supplier had the responsibility of disposing of the less desirable pieces (backs, necks, and giblets) to stores in the lower income areas of the city where cheaper cuts of meat sell readily and to restaurants and hotels for soup stock.

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1 Questionnaires were given each purchaser of cut-up turkey to obtain data concerning the use and acceptance of the turkey as well as the family characteristics of the purchaser.

2 This study was undertaken at the request of the Pacific Dairy and Poultry Association and the Oregon Turkey Improvement Association.
Retailer Survey

A general plan of procedure for this project was developed in conferences with the Pacific Dairy and Poultry Association and the Oregon Turkey Improvement Association. The first step involved contacting 30 to 35 leading retailers in Portland to determine whether they would be interested in selling turkey-by-the-piece and, if so, whether they would prefer to cut up the turkeys themselves or buy the parts which would move most readily in their stores from a supplier. Such information was needed so that enough suppliers could be located to service all the stores desiring pre-cut turkey parts.

This survey revealed that 29 of the 31 independent retailers and chain store representatives contacted were interested in selling turkey-by-the-piece during the study period (November and December, 1950). Nine of these 29 retailers preferred to cut up the turkeys themselves, while 20 wanted to buy the parts from a supplier.

A definite program was outlined to the 29 retail firms on selling turkey pieces during the first week of November. This program was as follows:

If the stores would:

1. Display at least one turkey cut into pieces at all times (or an equivalent quantity of selected pieces),
2. Keep a record of all sales of turkey pieces (plus sales of halves and quarters, if any),
3. Keep a continuous supply of good quality turkeys on hand at all times for cutting into pieces;

Then:

1. The name of their establishment would be listed on an advertisement featuring turkey-by-the-piece, which would be carried once weekly in each of the two leading Portland newspapers.
2. They would be supplied with recipe booklets on preparing cut-up turkey to distribute to purchasers of turkey parts.

Of the 29 independent retailers and chain store firms contacted, who originally indicated an interest in this program, 16 agreed to carry turkey-by-the-piece. Since several were chains, these 16 controlled 36 individual stores. Of the original 36 stores, 34 continued in the program for the entire study period. The other two quit the study after the first 2 weeks since they found they could not adequately display another meat item. During the same 2-week period two other stores requested to be included in the program. An additional two stores came into the study at their own request about December 1, making a grand total of 38 stores. These 38 stores were controlled by 18 independent retailers and chain store firms.
Turkey Pieces Supplied to Stores

Two poultry agencies in Portland acted as wholesale suppliers of fresh turkey pieces to the retail stores desiring such service. At the beginning of the study 25 retail stores obtained fresh turkey pieces from the suppliers. Later in the study this number was increased to 28 stores. Immediately following the Thanksgiving and Christmas holidays, many of the stores buying turkey pieces from the suppliers discontinued their purchases for a short period and cut up some of their own surplus turkeys left over from the holidays. As one retailer remarked, "This program certainly helps us in buying turkeys for the holidays. Before this began, if we had some turkeys left, the best we could hope for was to break even on them. Now we can just cut up our left-overs and make a nice profit on them."

Advertising

The weekly advertising campaign carried in two Portland newspapers during this program was sponsored jointly by the Oregon Turkey Improvement Association and the Pacific Dairy and Poultry Association. In addition, all cooperating stores were asked to list turkey-by-the-piece in their own advertisements each week, which many did. Several of the retailers also featured turkey-by-the-piece in radio spot commercials.

Figure 1. Slightly more than three-fourths of the 38 stores displayed turkey pieces unpackaged. Note the turkey halves to the right of the picture.
Figure 2. Almost one-fourth of the stores displayed packaged turkey pieces. Pieces shown are (from left to right) turkey breasts, thighs, breasts, legs, and backs.

The two large Portland newspapers cooperated by running stories on turkey-by-the-piece on their homemaker and market pages. Several of the retailers mentioned that these stories definitely increased their sales of cut-up turkey. During the study $1,111 was spent for advertising. This amounted to about .9 of one cent per pound of turkey pieces sold.

Recipe Booklets

All stores cooperating on this study were kept supplied, in so far as possible, with recipe booklets on preparing turkey pieces, halves, and quarters. Approximately 13,000 copies of the booklet entitled "Turkey on the Table the Year Around" were supplied the 38 retailers during this study. At least another 10,000 and possibly as many as 15,000 would have been picked up by consumers from the meat counters if they had been available for distribution during the period. Many of the stores were without these booklets for approximately three weeks. In future studies of this type, adequate supplies of a complete recipe booklet should be on hand at the time the study begins.

Pricing Practices

The cooperating retailers were free to set any markup that they desired on the turkey pieces. This is the usual procedure with other meats, so the same system was followed with turkey pieces. While no attempt was made to determine the exact markup of each store, most of the stores realized at least the same markup as on other fresh meats. Many were able to realize a higher markup. One retailer mentioned that since he started selling piece turkey this was the first time in recent years that his store was able to realize a satisfactory profit on turkey. He stated that the margin of profit is so small during the holiday season that many retailers carry turkeys mainly for the convenience of their customers. He further stated that retailers are always interested in a profitable item and that piece turkey was one. For this reason he was interested in continuing to sell turkey-by-the-piece even after the study was over.

Cutting Procedure

No set method of cutting the turkeys was developed. Each retailer was provided with the handbook published by the National Turkey Federation entitled "Turkey's Going to Pieces" and encouraged to follow the system outlined in it. However, they were free to adjust the method of cutting to fit their trade. By the end of the study it was found that practically every retailer had modified, to some extent, the method outlined in the National Turkey Federation handbook.

Consumer Purchases of Turkey-by-the-Piece

Approximately 118,000 pounds of turkey pieces were sold in Portland during the 2-month study (Table 1).

<p>| Table 1. Quantity of Turkey Pieces Sold by Approximately 36 Stores |
|---|---|
| Portland, Oregon, November-December 1950 | |</p>
<table>
<thead>
<tr>
<th>Week</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 6-11</td>
<td>15,844</td>
</tr>
<tr>
<td>November 13-18</td>
<td>21,366</td>
</tr>
<tr>
<td>November 20-25 (Thanksgiving week)</td>
<td>34,455</td>
</tr>
<tr>
<td>November 27 to December 2</td>
<td>7,171</td>
</tr>
<tr>
<td>December 4-9</td>
<td>6,937</td>
</tr>
<tr>
<td>December 11-16</td>
<td>7,384</td>
</tr>
<tr>
<td>December 18-23 (Christmas week)</td>
<td>17,213</td>
</tr>
<tr>
<td>December 26-30</td>
<td>7,387</td>
</tr>
<tr>
<td>Grand total</td>
<td>117,757</td>
</tr>
</tbody>
</table>

The total poundage sold during the week preceding Christmas was only one half as great as Thanksgiving week. One of the reasons for this was the inability of the suppliers to adequately supply the retail stores. In addition,
a number of the retailers reported that the movement of hams during the Christmas season was usually great. The heavy movement of hams undoubtedly influence the sale of turkeys and turkey pieces.

In addition to the quantity of turkey pieces sold, approximately 16,000 pounds of turkey halves and about 7,000 pounds of turkey quarters were sold during the 2-month period. While the primary purpose of this work was to sell turkey in the form of pieces, the retail stores cooperating in this work reported that their sales of halves and quarters were many times greater than at any period in the past. It should be mentioned in this connection that the advertisement listing the stores featured turkey-by-the-piece only. Most of the store ads also featured just turkey-by-the-piece, with very little advertising given turkey halves and quarters.

The figures shown in Table 1 on sales of turkey pieces, halves, and quarters are not all inclusive for the Portland area, but show only the quantity sold by the stores cooperating in this program. It was learned after the study was over that several additional retail stores sold turkey-by-the-piece during December in response to requests from consumers. The two wholesale suppliers were contacted by at least eight retail stores in December who wanted to be supplied with turkey pieces. Inasmuch as the two suppliers were having difficulty keeping their present stores supplied, they were forced to turn away the additional business.

An attempt was made to determine the per cent increase in turkey piece sales over a comparable period in 1949. Only 4 of the 38 stores cooperating in this study sold turkey pieces in 1949. All 4 stores reported that their sales in 1950 were much greater than in 1949. Three of the four reported a 500 per cent increase in sales while the fourth stated that sales increased between 200 to 300 per cent. Undoubtedly much of this increase can be attributed to the cumulative effect of promoting sales of turkey by the piece.

Trade Acceptance

At the beginning of the study all of the retailers displayed a keen interest in turkey-by-the-piece. They attempted to keep an attractive display in their cases and "worked" the meat if it did not sell immediately. After a time, interest lagged on the part of a few of the retailers and this was reflected immediately in their display of turkey pieces. Turkey meat, like many other meats, requires attention if it does not sell within a few days after being placed in the display case. The alert retailer will move the pieces around, and wash the meat at least once daily in cold water to maintain its attractiveness. Furthermore, it helps if the pieces are covered at night first with paper and then with cracked ice.

The few retailers whose interest lagged after the first few weeks of the study did very little to maintain the attractiveness of the turkey pieces after they were placed in the display case. After a few days, the pieces were discolored in spots due to drying, which definitely reduced their attractiveness. The final effect of this was the loss of sales, since consumers were reluctant to buy such pieces.
Again in this study, as in the Salem study, the amount of display space given piece turkey in some of the stores was not adequate. Such a lack of space was a handicap, since a new product such as this must be displayed prominently if it is to sell.

The retailers displayed turkey pieces by two different methods. The first was the conventional method of cutting the turkey and displaying the pieces in a pan or on paper in the display case (Figure 1). The second method consisted of wrapping the pieces in transparent packaging materials and displaying them either in a service or self-service counter (Figure 2). About 9 stores followed the latter method.

After observing the two methods throughout the study, the prepackaging method appeared to have these advantages. The turkey pieces when packaged did not dry out as quickly, and the meat seemed to retain its natural color better. However, there was no general agreement among the retailers on the merits of prepackaging turkey pieces. It is recommended that additional research be conducted to determine which method will keep turkey pieces attractive the longest.

During the Salem study, it was found that certain retailers appealed to consumers on a price basis; that is, they sold cut-up turkey of a quality below that carried by the cooperating stores at considerably lower prices. This practice was not evident during the Portland study. The turkeys cut up were all good quality birds.

Wholesale-Supplier Procedure Shows Promise

The wholesale-supplier procedure devised for this study functioned very satisfactorily. The retailers who purchased pieces from a supplier were enthusiastic about this method of obtaining turkey pieces. Two retailers who decided to cut their own turkeys at the beginning of the study soon experienced difficulty selling the less desirable pieces. As a result their volume of sales was small. After some encouragement, they began buying from a supplier. This completely changed their outlook on turkey pieces and they soon indicated hearty approval of the wholesale-supplier method. Their volume of sales increased when they began buying from a supplier.

The retailers buying their pieces from the suppliers experienced some difficulty in obtaining an adequate supply of pieces during Thanksgiving week and the week immediately preceding Christmas. This situation was particularly bad at Christmas. These weeks have been found to be the best for selling turkey pieces. Naturally, the volume of sales by the stores was less than it would have been had they been able to obtain a constant supply. In any future work of this nature, adequate provisions should be made beforehand by the suppliers so that it will be possible to service the increased orders during both Thanksgiving and Christmas weeks. A program to sell turkey pieces will be effective only if retailers are assured a steady and dependable source of supply.

The results of this work indicate that with adequate promotion large quantities of tom turkeys can be moved into consumption through retail outlets in the form of pieces if the wholesale-supplier procedure is followed. Retailers state that in addition to sparing them the difficulties of moving the less desirable cuts, this procedure has an added advantage, namely, the economy derived
by cutting turkeys on a large scale in a central plant. For this latter reason alone, many retailers would prefer to buy their turkey pieces rather than have their own butchers do the cutting.

Retailers Plan to Continue Selling Turkey Pieces

At the close of this study, all cooperating retailers were asked to complete a special questionnaire. The purpose of this questionnaire was to obtain retailers' observations on merchandising turkey-by-the-piece. Fourteen of the 18 independent retailers or chain store representatives returned these questionnaires. The 14 questionnaires covered 34 of the 38 stores selling piece turkey.

In reply to the question "Do you plan to continue to sell turkey-by-the-piece after the study has been completed?" (January 1, 1951), all 14 indicated they planned to continue. Nine stated they intended to sell turkey pieces the year around (covering 27 stores), one plans to sell during the holiday season only, and four replied that they plan to sell for periods of 4 to 6 months, beginning with Labor Day and extending through March.

Thirteen of the retailers reported that the sale of turkey pieces did not interfere with the sale of other meats, while one reported that it did affect his sales somewhat.

Many of the retailers commented very favorably on this method of selling turkey. Their comments may be found in the appendix.

The retailers cooperating on this study were revisited in January 1951 and it was found that about one half of them were still selling turkey pieces. Three others stated that they were planning to start selling pieces again in February or March. They did not think January would be a good month for turkey so had discontinued stocking pieces temporarily.

A Program for Increasing Sales of Turkeys in Oregon

The results of the Salem and Portland cut-up turkey studies indicate that sales of tom turkeys can be increased in Oregon if the large birds are cut up and sold in pieces. If the turkey industry would make a concerted effort to sell the large toms in the form of pieces, it is conceivable that the per capita consumption of turkey in Oregon could be increased within the next several years. To accomplish this, a definite program must be established. This program should include:

- Launching intensive educational campaigns at least five times each year in all heavily populated sections of the state. These campaigns should start approximately 4 weeks before major holidays, reaching a

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1 Provided that consumer purchasing power remains high and the established normal relationship between turkey prices and the prices of other meats at retail would be maintained throughout the period.
climax a few days before each holiday. It is believed that educational campaigns before each of the following holidays would produce very good results.

1. Easter
2. Memorial Day or July 4th
3. Labor Day
4. Thanksgiving
5. Christmas and New Year's (program should begin approximately 2 weeks before Christmas and extend through New Year's).

During the first few years it is believed that promotion of this product should be tied in with holidays. Holiday educational programs seem to achieve wider usage of a product than programs conducted during periods in which no holiday occurs.

After a few years of promoting turkey-by-the-piece in this fashion, it should be established to the point where it is a retail meat item that will sell in satisfactory volume the year around.

- Developing an adequate budget to support the five yearly campaigns. Each intensive educational campaign will require considerable funds. An annual budget of $7,500 should be established as the minimum for conducting the five yearly campaigns. This budget should be maintained throughout the 5-year period so that the public will become very familiar with turkey-by-the-piece. It does not include funds for purchasing or printing recipe booklets. While the budget may appear large to some, a reasonable approach to this educational work is that the initial expenses will be recovered over a period of years and not immediately.

- Supplied retailers with recipe booklets on preparing turkey pieces. A large quantity (30,000 to 50,000 copies) of the best recipe booklets available for preparing turkey pieces should be obtained prior to each campaign. Having a large number on hand will lessen the chances of exhausting the supply in the midst of a campaign.

- Arranging for a wholesale supplier to supply the retail stores with turkey pieces. Many retailers are willing to sell turkey pieces if they can buy them from a wholesaler. Results of the Portland and Salem studies indicate that to achieve a large volume of sales, a wholesale supplier of turkey pieces is an essential part of a cut-up turkey program. Retailers are less reluctant to enter into a program of this nature if they know they can buy only the parts they want and not have to cut up an entire turkey and attempt to dispose of it.

- Having a supervisor for each campaign. It is essential that someone be placed in active charge of each program to contact retail stores, make all the necessary arrangements, and in general supervise the entire program. The retailers will not organize themselves, arrange for a supplier and for all the other details since they are much too busy with their own business and also because they feel that organizing such a program
is the task of the turkey industry. The turkey industry has more at stake than a retailer who sells many items. Therefore, it is logical to expect turkey growers to organize and supervise the campaigns.

The supervisor should work very closely with the stores during the campaigns, aiding them with any problems that might develop. Retailers will be more willing to enter into these educational campaigns if they know there is someone available to help them in the event they have difficulty.

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**TURKEY**

**BY THE PIECE**

**BUY ONLY THE PIECES YOU WANT**

Delicious—Easy to Prepare

AVAILABLE AT THESE PORTLAND STORES:

- American Fish & Poultry Mkt. (In Farmer's Co-op Market)
- C and C Market
- Ceba Super Market
- Columbia Food Stores
- Dieringer Bros.
- Economy Grocery & Mkt.
- All Fred Meyer Stores
- Grand Fish Co. (In Grand Central Market)
- New "Holgate Farms"
- Tone Market
- All Kienow's Food Stores
- Laurel Farm Store
  (At 6505 N. E. Killingsworth)
- Moreland Meat Market
- Schumacher's Market
  (In Grand Central Market)
- Singer's Super Market
- Virginia Linn
  (In Farmer's Co-op Market)
- Wil-O-Del Poultry Stores
- Zenner's Meats

**FREE RECIPE BOOKLETS**

Watch this space for additional dealers.

Sponsored by Oregon Turkey Improvement Association

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Figure 3. The Type of Newspaper Advertisement Used During Study.
Conclusions

Sales of large Broad-Breasted Bronze tom turkeys can be increased materially in Oregon if:

- An effort is made to cut them up and sell them to consumers in the form of pieces. From all indications it is believed that a large, undeveloped market for turkey exists in this state. In order to tap it, however, turkey must be made available in consumer-size units.

- An intensive promotional program is established by the Oregon turkey industry to promote cut-up turkey. This program should be continued for at least 5 years so that families will establish the habit of using turkey just as they do pork, beef, and chicken.

- The wholesale-supplier procedure tested in this study is followed. This plan involves having a wholesaler supply the retailers with turkey pieces. The results of this study indicate that with adequate promotion, large quantities of tom turkeys can be moved into consumption through retail outlets in the form of pieces if this procedure is followed.

Summary

- A program for selling turkey-by-the-piece in Portland during November and December, 1950, resulted in sales of approximately 118,000 pounds of turkey pieces. This quantity was sold by an average of about 36 stores.

- A new technique was devised for this program to make the handling of turkey pieces convenient, profitable, and attractive to retailers. It consisted of arranging for a wholesale supplier to sell turkey pieces to retailers in any quantity desired. The retailers were free to purchase any parts they wished. This plan functioned satisfactorily and appears to have definite possibilities.

- The cooperating retailers were free to set any markup that they desired on the turkey pieces. Most of them realized at least the same markup on turkey pieces as on other fresh meats. There was no lowering of prices on the part of the retailers to encourage sales.

- An advertising campaign, sponsored jointly by the Oregon Turkey Improvement Association and the Pacific Dairy and Poultry Association, was conducted throughout the two-month study. This campaign consisted of weekly advertisements featuring turkey-by-the-piece in each of the two leading Portland newspapers.
Appendix

Of the 14 retailers returning questionnaires, only 9 commented on this method of selling turkey, in addition to answering the specific questions which were asked. Some of these comments follow:

"This has been a good plan for the small family, it enables them to have turkey...Half turkeys have become popular among our people in our market. We have been well pleased with the results and hope to continue for some time."

"With other meats quite high in price, there should be a favorable demand for turkey -- provided it is on a competitive basis. It will no doubt take some effort and advertising to get people used to using what has so long been more or less a holiday item..."

"In my opinion, cut-up turkey should sell readily in markets of considerable business volume. Also in self-service cases. If properly displayed with the literature you have provided, I see no reason why cut-up turkey should not win public approval."

"...Merchandising turkey-by-the-piece is not a new idea with us. We have been selling cut-up turkey for the past 10 years. We have built up a very large turkey business, selling turkeys the year around."

"I might add that if it were not for cut-up turkey, I question if we would have been able to merchandise fresh or frozen turkeys the year around. Selling cut-up turkey is not only a very profitable business but enables a butcher to keep his stock rotating."

"We believe that turkey-by-the-piece was a good promotion and that if followed up and handled properly can become profitable to both the turkey growers and the retail merchants. We feel that this promotion should be pushed by the entire industry at least three times a year, say about Easter, mid-summer, and during the entire Thanksgiving and Christmas holidays. This should establish the promotion so that in time it will be a permanent, year-around promotion. The program should be started with a dinner and kick-off meeting of all the growers, processors and retailers present in order to lay out a uniform program similar to last year. The program should include cooperative advertisements, retail advertisements, and radio and consumer news columns -- all timed to break at the same time. We feel sure the newspapers will cooperate in this if approached in time and that when they do, it is of great benefit to all concerned. We also believe that there should be someone to supervise the program.

"The cooperative advertisements and the turkey booklets were very beneficial. The information contained in the booklets helped tremendously to answer 'Mrs. Consumer's' questions as to how to prepare piece turkey. These can, no doubt, be improved and added to each year. We feel that in 1951, turkey-by-the-piece should
reach an all-time high in view of the high meat prices and possible meat ration-
ing. There is no doubt that all fish and poultry will play an important part in
the American diet during the emergency. We were well pleased with the turkey pro-
motion and have continued the sale of cut turkeys in all of our markets. We are
looking forward to doing a much better job in 1951."

"If turkey-by-the-piece is readily available from a processor we will con-
tinue to sell as long as a reasonable demand is present. There is need for more
promotion by the turkey grower to stimulate sales. This promotion should be con-
tinuous and thorough, with thought given as to the best method of advertising.

"From my own observations, a campaign to put over a promotion of a new
product such as this must also stimulate the retailers, as they may 'string along'
for a while but soon forget if not constantly reminded. I think the merchandising
idea is sound and can in time amount to considerable volume to retail stores if
the retailer continues to show interest and lots of work is done by the growers.
It is an idea that needs much work and I know from experience that the market
operator will not 'carry the ball.'"

"We feel that selling turkey-by-the-piece has a good start and could de-
velop into a good business for the retailer. The retailer should use caution
about the freshness and quality of the piece turkey he offers for sale. A small
amount of carelessness could ruin the sale and promotion of an asset to the retail
meat man.

"The booklet 'Turkey on the Table the Year Around' solves a lot of problems
for the retailer in selling the turkey pieces and we found the housewife more
than ever interested in cooking turkey by different methods."

"Our sale of turkey by the piece was of fairly satisfactory volume during
the month of December. We feel, however, that any slower movement would result
in left-over pieces which would be a problem. If the public would accept these
items in frozen condition so that we could eliminate the spoilage, we would have
it for sale the year around." (This retailer cut his own turkeys throughout the
study.)

"Turkey-by-the-piece is good merchandise but it needs more publicity and,
in my opinion, probably should be handled frozen in order to incur less loss.
It must be understood that mine is a small operation. Therefore, my total con-
sumer opportunity is not too great, but if it were in frozen form and packed as
chicken or rabbit, I believe it would move."