

How I Did It: Cultivating The Next Generation

Stephen Kennicott &
Paige Kennicott Jacques

Kennicott Kuts

GROWING SINCE 1836





Amasa Kennicott

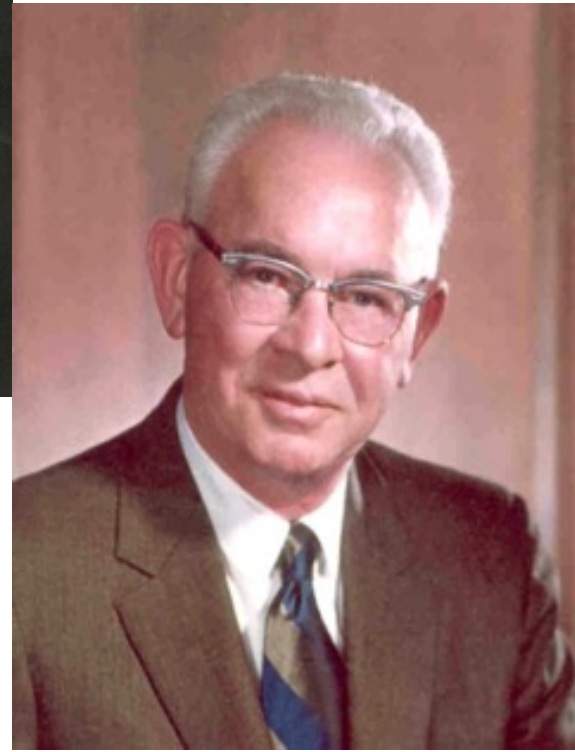


Harrison 'Master' Kennicott II



John A. Kennicott

Harrison 'Tat' Kennicott





Harrison 'Red' Kennicott III

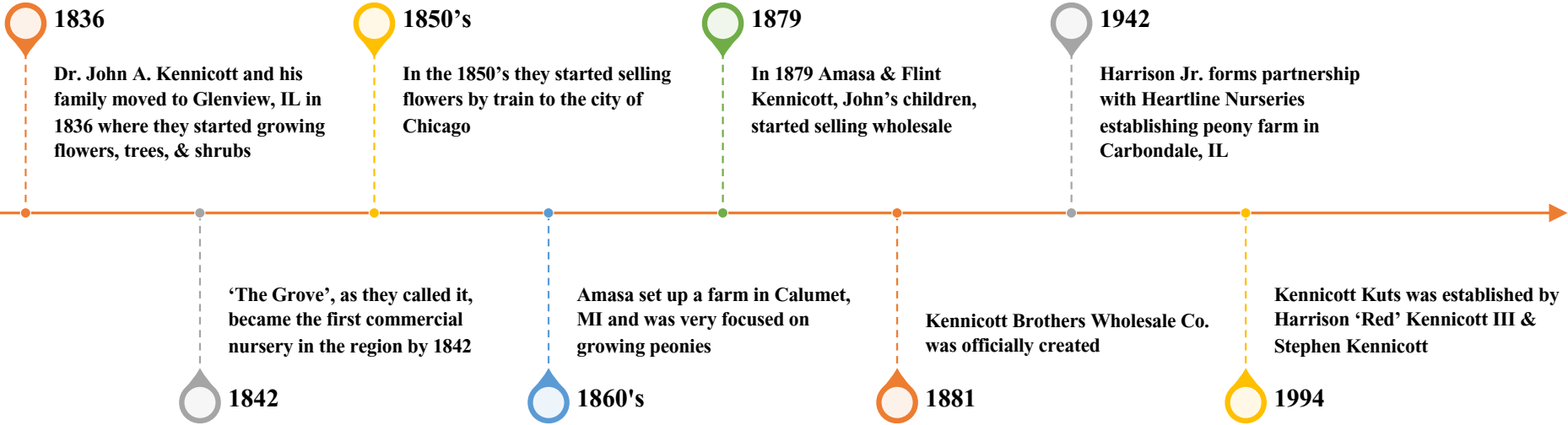


Stephen Kennicott



Paige Kennicott Jacques

Brief History



Uniting Generations

- Currently 3 generations are apart of Kennicott Kuts: Red, Steve, and Paige
- Our Strategy:
 - Continue to bring in the younger generation
 - Fresh insight
 - New trends, viewpoints, knowledge of industry & customers
 - Communication & Transition
 - Forecast & project where the industry is headed
 - What we need to change: growing, selling, marketing, etc.

Responsibilities of each generation

- Older generation
 - Cannot be complacent to old strategies and ways of doing things
 - Educate younger generation on the past
- Younger generation
 - Understand how the industry has evolved over time
 - Push back to resistance from older generation
 - Many of the things they thought would never happen did and will continue

Kennicott Kuts Challenges

1) Evolving with the wholesale market

- Relationship changed between Kennicott Brothers & Kennicott Kuts
 - Changed from consignment to a regular vendor
- Competitors (Dutch, Chile, New Zealand, Northern United States, online companies)

2) Seasonal field grown flower grower

- All field grown cut flowers—No greenhouses
- We are built for wholesale growing
 - Not large enough to do all regions for national grocery stores on our own
 - Not built for farmer's markets

Kennicott Kuts Challenges Cont.

3) Logistics & transportation

- Farms located in remote areas
- Need to figure out how to get to Miami cost efficiently
 - Grow other products during same time to distribute shipping cost

4) Skilled Labor

- Skilled proficient labor is hard to find—H2A program has been the best solution at our Arkansas partnership farm
- Need to expand this program throughout our other farms which will help with some of the other challenges
 - This is a large financial commitment: housing, transportation, government contracts

Opportunities

- Online fulfillment direct from farm
 - For online companies, our own retail customers, etc
- Building relationship with new Kennicott Brothers Stores
 - More selling regions, mass market customers, etc

Opportunities Cont.

- Moving more product out of Miami
 - More proficient growing & labor would allow us to grow product and ship more product to Miami—distributing shipping costs among products
 - Key is also to find the right products & line up timing
- Focus more on Locally Grown
 - Smaller supermarkets in the area
 - Farmer's markets through new farm managers

