



Growing for You. Growing for Your
Market

Scott Thellman
2017 Great Plains Growers Conference

About Me

- First generation farmer
- Owner of Juniper Hill Farms
- 2014 graduate of ISU
 - Agricultural Business
 - Agronomy
 - Agricultural Entrepreneurship
- Agricultural entrepreneur
- Interests in post harvest handling, marketing, storage, and distribution of local and regional foods.



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Background

- Raised in Lawrence, Kansas.
- Moved with family to rural Douglas County, Kansas in 1999.
- Became interested in agriculture as a kid.
- Began working at different agricultural operations in my area as a teenager
 - Sweet corn, vegetables, cattle, row crop



Background

- Decided I wanted to do something for myself.
- Purchased some old hay equipment with savings from summer jobs.
- Baled 20 acres of hay in 2006, and sold it quickly.
- Saw my opportunity to enter into farming!



Background

- Expanded hay operations throughout high school.
- Graduated high school in 2009, and produced 10,000 small square bales that summer.
- Entered into vegetable operations in 2010 with the construction of our first high tunnel.
- Started schooling at Iowa State in the fall of 2010.



Background

- Constructed second high tunnel in 2011, and grew on one acre.
 - Primarily marketed crops at farmers market's.
- Expanded to two acres of vegetables in 2012, and focused on direct sale to grocers and restaurants.
- Partial USDA Organic Certification of farm in 2012.
- Increased hay production to 500 acres.



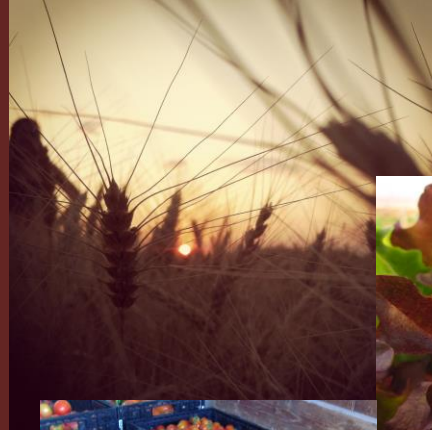
Today we...

- Produce 1000 acres hay and alfalfa, small grains and row crops.
 - 2,400 round bales and 4,000 square bales in 2017.
- Grow 60 acres speciality crops
 - 30 acres USDA Certified Organic
 - 30 acres conventional
 - Serving grocery stores, restaurants, CSA's, wholesale grocers, food manufacturers, school districts, and others.
 - Harvested over half a million lbs of produce for fresh market distribution in 2017.
- Provide agricultural consulting services, hay and vegetable brokering services, and custom hire services to over 100 customers around the region.



Crops We Grow

- Hay and alfalfa
- Small grains and soybeans
- Hops
- Vegetables
 - Lettuce (head and leaf), Greens, Kale, Bok Choi, Napa Cabbage, Sweet Corn, Watermelons, Pumpkins, Winter Squash, Zucchini, Beets, Radishes, Carrots, Cherry Tomatoes, Turnips, Popcorn, and many more!



201

1

**1/4
Acre**

2012

1 Acre

2013

2 Acres

2015

15 Acres

2014

5 Acres

2016-2018

60 Acres



How are we doing this?

- Pre Season
 - Crop Planning
 - Labor Planning
 - Crop Budgets
 - Marking
- Infrastructure Planning
- Equipment Planning
- TAKING THE RISK!
- Post Season
 - Record Keeping Review
 - Sales Data Review
 - Follow-up Conversations With Our Customers
 - Revenue Tracking
 - Equipment Review
- Measuring how our risk paid off!

“It’s not hard to plant an acre of Kale, it’s hard to do everything else



So... How do you
Grow For Yourself,
while also Growing
For Your Market?



You need to ask
yourself these
questions.



(1) What scale is my
current operation?



Scale matters when you grow!

- Are you...
 - Hand driven
 - Push tractor driven
 - Small tractor driven
 - Large tractor driven
- Each of these scales have their own pros and cons, and each have their own place in the marketplace as well.



What is your weekly output

- Are you thinking by the...
 - Bunch
 - Case
 - Pallet
 - Box Truck
 - Semi Truck



(2) Who are my
current customers?



Who is your customer base?

- Farmers Markets
- CSA's
- Farm Stand
- Restaurants
- Grocers
- Wholesalers
- Food Processors
- Institutional Food



Each customer is different...

- ... And have very different expectations.
- Farmer's Markets
 - High Price, low volume
- Restaurants
 - Mid Price, high quality, mid volume
- Grocers
 - Mid Price, high quality, high volume
- Wholesalers
 - Low Price, high quality, high volume!



(3) What do your
customers want?



Is local more important than organic?

Some consumers want organic.

Everyone else wants local.

People are willing to pay a premium for organic OR a premium for local, but will not typically pay for both!

This is especially true of grocers, restaurants, and wholesalers!



(4) What scale do I
want to grow my
operation to?



Each customer is different...

- ... And have very different expectations.
- Farmer's Markets
 - High Price, low volume
- Restaurants
 - Mid Price, high quality, mid volume
- Grocers
 - Mid Price, high quality, high volume
- Wholesalers
 - Low Price, high quality, high volume!



(4) Do I need to grow
my customer base to
grow my operation?



- A harder questions to answer than you might think!
- Are you meeting you customers current needs?
- Are their unmet demands?
- Who are the customers you could build stronger relationships with?



(5) What scale is
profitable for my
operation?



How can you answer
these questions?



Record Keeping



Keeping Good Records

- Record keeping in the field, and in the office is key to your success!
- Without history, you cannot see the future.
- Yields of crops, sales, quantities available, peak harvests all are key items to track.

		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	
1	JHF 2013 Tomato Yield Data:																													
2																														
3																														
4	Date:	Harvest #	Martha Washington	Cherokee Purple	Japanese Black	Striped German	Brandywine	German Johnson	Jasper (F1)	Yellow Mini	Defiant PHR (F1)	Oregon Spring	Monica	Total Weight	Total Yield To Date:															
5	6/29/13		1.6	1.12	1.3	2.3																								
6	7/1/13		2	1.5	2.55	1.5	1.5	0.25	0.75	1.0																				
7	7/5/13		3.25	1.6		0.75	1.00	0.7	2.4																					
8	7/9/13		2	4.1	0.8	0.2	0.5																							
9	7/15/13		5.1	29.5	1.7	4.65	2.9	2.1																						
10	7/18/13		7.25	28.1	6.8	6.5	8.2	7.5																						
11	7/22/13		33.1	49.8	10.3	7.1	9.9																							
12	7/25/13		35.8	16	12.4	3	3	9.7	8.75	6	6.5	7.3	198	225	40	30														
13	7/28/13		28	48		3.25	11		5.75	10																				
14	8/1/13		19.8	33.8	28.5	4.13	5.55	3.25																						
15	8/5/13		15.1	20		2.1	2.5	2.8																						
16	8/9/13		4.5	8.5	0.5	24.2	2.08	2.2	2.31	8.5																				
17	8/12/13		16.1	39		78	5.1	12	7.35	10																				
18	8/15/13		25	69.5	2	21.5	14.3	21	1.3																					
19	8/19/13		10	45		8	32	4	8																					
20	8/22/13		10	12	2.25		3.3	3	0.3	2.6																				
21	8/26/13		11.9	25.5	1.6	18.2	1.8	12.9																						
22	8/28/13		12	14.5	7.15	11.5		6.55	1.08	2.98	0.95																			
23	9/2/13		17	25.7	18.8	2.25	22.4	4.3	4.63	3.12	6.72	5.7	3.95	15.7	9.4															
24	9/8/13		18	18.9	18.8	26.4	12.0	5.87	7.07	4.52	7.69	7.40	10.4	6.98	20.2															
25	9/9/13		19	20.8	8.02	17.8	12.0	2.75	3.74	2.25	3.97	11		10.2	11.6															
26	9/12/13		20	44.8	31	5.5	27.5	5.06	5.95	7.16	2.1	7.31	4.05	10.4	9.35															
27	9/16/13		21	31.1	8.3	6.58	16.8	4.36	4.56	1.27	2.11	7.1	6.0	10.6	8.83															
28	9/19/13		22	5.2	5.95	1.61	8.08	2.74	1.50	1.01	0.48	1.40	2.08	0.52	5.4															
29	9/23/13		23	12	8.6	4.47	27.5	3.20	4.65	4.55	10.0	8.91	10	9.96																
30	9/26/13		24	3.65	5.22	4.31	27.1	3.13	4.71	3	6.26	1.81	16.1	10.1	12.3															
31	9/30/13		25	26	12	11	10.1	19	10		14	21	8	6.1	9.58															
32	10/4/13		26	29.7	48.5	5	60.3	17.2	16.0	2.06	22.2	7.58	27.6	9.6	33	10.6														
33	10/9/13	27 & 28*	30	30	32	12	41	36	20	14	44	15	35	15	18	25.3														
34	10/16/13		31	23.9	21.7	14.8	19.5	17.5		4.41																				
35	10/21/13		32	2.42	3.60		1.13	0.9																						
36	10/26/13	31**	3	8	4	4	8																							
37	10/28/13	31**	135	60		86	126																							
38	11/4/13		32																											
39	11/8/13	33																												
40			720	781	362	674	303	241	168	187	34.1	200	77.7	216	281	0	328	0	1744	808	156	228	583	326	4517	3660				
41			none		836		547		354		234		293		281		328		1553.05		303		909		48					

2013 JHF Tomato Plant Count				As of 5/27/13	
Variety	# GA1	# GA3	# HH1	Total Plants	
Martha Washington		62	0	15	77
Cherokee Purple		31	31	15	77
Japanese Black		15	0	10	25
Striped German		16	0	9	25
Brandywine		0	16	10	26
German Johnson		0	15	0	15
Jasper (F1)		15	0	27	42
Yellow Mini		16	0	17	33
Defiant PHR (F1)		0	41	14	55
Monica		0	31	0	31
Oregon Spring		0	31	0	31
TOTAL PLANTS				437	



2013 Tomato Price Data:

Variety:	#1 Tomatoes Harvested (lbs):	#2 Tomatoes Harvested (lbs):	Total Harvested (lbs):	% of Total Tomatoes Harvested:	% #1:	% #2:	#1 Avg \$/lb:	#2 Avg \$/lb:	Avg \$/lb:	# of Plants:	Yield (lbs)/Plant:
Martha Washington	576.68	772.80	1349.48	17.31%	42.7%	57.3%	\$2.59	\$1.23	\$1.81	77	17.53
Cherokee Purple	99.83	669.70	769.53	9.87%	13.0%	87.0%	\$2.59	\$1.23	\$1.41	77	9.99
Japanese Black	235.08	233.44	468.52	6.01%	50.2%	49.8%	\$2.59	\$1.23	\$1.91	25	18.74
Striped German	41.55	186.74	228.29	2.93%	18.2%	81.8%	\$2.59	\$1.23	\$1.48	25	9.13
Brandy-wine	34.08	199.51	233.59	3.00%	14.6%	85.4%	\$2.59	\$1.23	\$1.43	26	8.98
German Johnson	77.76	215.53	293.29	3.76%	26.5%	73.5%	\$2.59	\$1.23	\$1.59	15	19.55
Jasper (F1)	281.20	0.00	281.20	3.61%	100.0%	0.0%	\$3.00	\$0.00	\$3.00	42	6.70
Yellow Mini	328.29	0.00	328.29	4.21%	100.0%	0.0%	\$3.00	\$0.00	\$3.00	33	9.95
Defiant PHR (F1)	1743.55	808.46	2552.01	32.73%	68.3%	31.7%	\$1.47	\$1.23	\$1.39	55	46.40
Oregon Spring	155.95	227.52	383.47	4.92%	40.7%	59.3%	\$1.47	\$1.23	\$1.33	31	12.37
Monica	583.27	325.81	909.08	11.66%	64.2%	35.8%	\$1.51	\$1.23	\$1.41	31	29.33
Totals:	4157.24	3639.51	7796.75		53.3%	46.7%				437	17.84

Variety:	#1 Tomato Revenues:	#2 Tomato Revenues:	Total Revenues:	% of Revenue:	% #1:	% #2:	# of Plants:	Enonomic Yield per Plant (\$):
Martha Washington	\$1,493.60	\$950.54	\$2,444.15	19.2%	11.73%	7.46%	77	\$31.74
Cherokee Purple	\$258.56	\$823.73	\$1,082.29	8.5%	2.03%	6.47%	77	\$14.06
Japanese Black	\$608.86	\$287.13	\$895.99	7.0%	4.78%	2.25%	25	\$35.84
Striped German	\$107.61	\$229.69	\$337.30	2.6%	0.84%	1.80%	25	\$13.49
Brandy-wine	\$88.27	\$245.40	\$333.66	2.6%	0.69%	1.93%	26	\$12.83
German Johnson	\$201.40	\$265.10	\$466.50	3.7%	1.58%	2.08%	15	\$31.10
Jasper (F1)	\$843.60	\$0.00	\$843.60	6.6%	6.62%	0.00%	42	\$20.09
Yellow Mini	\$984.87	\$0.00	\$984.87	7.7%	7.73%	0.00%	33	\$29.84
Defiant PHR (F1)	\$2,563.02	\$994.41	\$3,557.42	27.9%	20.12%	7.81%	55	\$64.68
Oregon Spring	\$229.25	\$279.85	\$509.10	4.0%	1.80%	2.20%	31	\$16.42
Monica	\$880.74	\$400.75	\$1,281.48	10.1%	6.92%	3.15%	31	\$41.34
Totals:	\$8,259.77	\$4,476.60	\$12,736.37		64.85%	35.15%	437	\$29.15



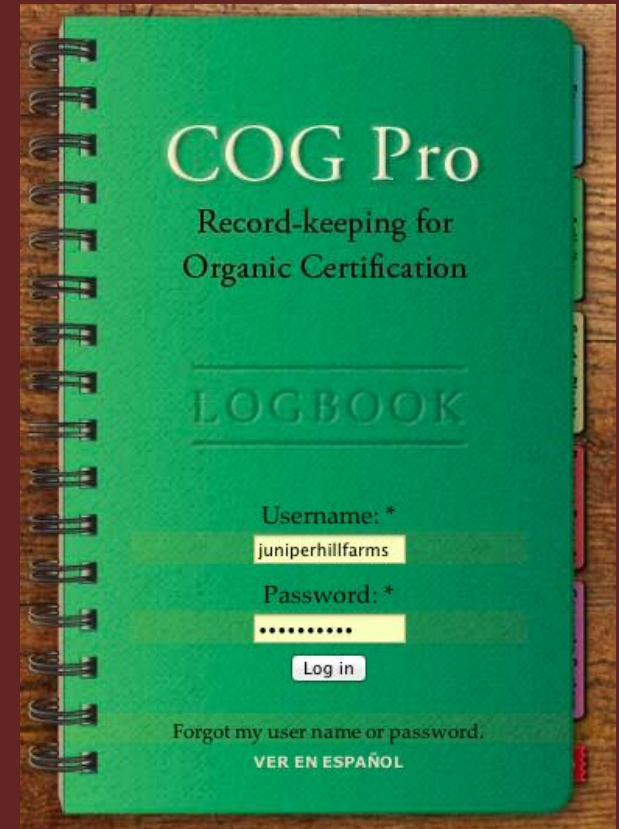
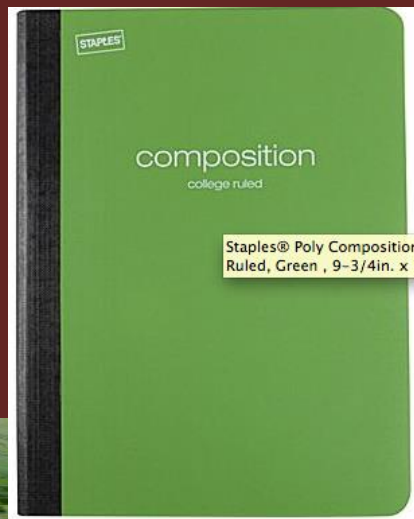
Juniper Hill Farms, LLC Crop Tracker																	
Vegetable Type:		Radish				Year: 2014		Season: Spring									
Plantings:																	
		Location					Soil Temp										Total Overall Days
Crop Variety:	Crop #	Field #	Bed #	Planting Date	IN	1"	3"	6"	Germ Date	IN	Harvest Start*	# of Days	Harvest Stop*	# of Days	Total Harvest		
Pink Beauty	1	HH2	3	15-Feb	KL	55	57		21-Feb	KL							
Pink Beauty	2	HH1	3	17-Feb	KL	61	61		22-Feb	KL							

Juniper Hill Farms, LLC Crop Tracker												
								Year:				
Vegetable Type:								Season:				
Harvests*:												
		Harvest						Quality				
Crop #	Harvest #	Date	Time	QTY	Type	Field Mgr	IN	(1-5)	% Loss	Lot #	Notes:	IN



Record Keeping Resources

- AgSquared – Crop Planning
- COG PRO – Organic Record Keeping
- Quickbooks - Accounting, sales, expenses
- Excel
- Employee journals
- Additional Record Template examples available (ask me)



Budgeting



Budgeting

- None of us want to do it, but it is the most important part of what we do!
- “Without the proper preparations, you will more than likely not meet your annual projections or make a meaningful return off of your investment.”



June 14th, 2011



Labor

- Labor is the biggest cost of growing.
- Be efficient in your system.
- Purchase machinery and tools to increase operational efficiency.
- Limit downtime, and ensure that all members of the team are well trained.
- Make sure to follow labor laws, and to file and pay all necessary taxes!



Cherry Tomato Enterprise Budget: Hightunnel (does not include determinate plants)				
Income:				
180 Plants @ 14lbs/plant =	2,520 lbs	= 3,360 pts x \$2.25/pt =	\$7,560	
	0.75 lbs/pint			
Variable Expenses:				Income
Inputs				Revenue
Seed	\$115.80/300 = \$0.386 x 180 =	\$69		\$7,560
Cover Crop Seed	15 lb @ \$1.50/lb	\$23		\$7,560
Soil Start	\$4.25/bag / 5 flats/bag x 8 flats =	\$7		
Greenhouse Lease	\$100 x .2	\$20	Expenses:	
Flats	8 flats @ \$1.00/flat	\$8	Inputs (V)	\$581
Dripline	720' x \$0.0072/ft	\$6	Labor (V)	\$960
Irrigation (layflat, fittings)		\$30	Harvest (V)	\$2,305
Fertilizer	Organic GEM, HEB, Microplex, et	\$250	Fixed Exp	\$488
Pesticide (OG)	Pyganic, TKO	\$75		\$4,334
Twine	1 Role @ \$18/role	\$18	Variable \$/pt	\$1.145
Water	\$75.00	\$75	Fixed \$/pt	\$0.15
	Total Inputs Cost	\$581	Total \$ / pt	\$1.290
Labor				Gross Margin
Starts	2 hr @ \$20.00/hr	\$40		42.68%
Bed Prep	1 hr @ \$20.00/hr	\$20		
Irrigation	1 hr @ \$20.00/hr	\$20		
Transplanting	5 hr @ \$20.00/hr	\$100		
Weaving	6 hr @ \$20.00/hr	\$120	Proj. Profit	\$3,227
Weeding	4 hr @ \$20.00/hr	\$80	Proj / sqft	\$1.83/sqft
Other Labor	20 hr @ \$20.00/hr	\$400		
Removal	6 hr @ \$20.00/hr	\$120		
Cover Crop	3 hr @ \$20.00/hr	\$60		
	Total Labor Costs	\$960		
Harvest				
Harvest Labor (50#/hr)	50 hr @ \$20.00/hr	\$1,000		
Packing Labor (80#/hr)	30 hr @ \$20.00/hr	\$600		
Packaging	\$0.15 x 3,360 pts	\$504		
Storage	\$0.02/pt x 3,360 pts	\$67		
Transport	\$0.04/pt x 3,360 pts	\$134		
	Total Harvest Costs	\$2,305		
	Total Variable Costs	\$3,846		
Fixed Expenses:				
Land	1,920 sqft @ \$300/acre	\$13		
Depreciation	\$449/yr / 12 mo = 37.41/mo x 7mo	\$262		
Interest Exp	\$3,000 @ 5% @ 6 mo	\$12.50		
Other	\$200	\$200		
	Total Fixed Costs	\$487.50		
	Total Costs	\$4,333.50		

- Be liberal in your budgeting
- Think about every aspect of the crop.
- Remember that it is only a budget.
- Knowing your breakeven price will help you market your crops profitably.

Budgeting Example Time



Budgeting Resources

- Iowa State University Ag Decision Maker (AGDM) –
 - Templates for all types of crops, including vegetables and high-tunnel templates.
 - <http://www.extension.iastate.edu/agdm/>
- Kansas State University Enterprise Budgets
- Excel (easy to make)
- 'The Organic Farmer's Business Handbook' – Richard Wiswall
- 'Wholesale Success' (4th edition) – Jim Slama & Atina Diffley



Pre-Season Marketing!



Size Matters

- The more you grow, the more markets you can enter.
- Ability to market higher quality products to more customers.
- Consistent supply translates to consistent customers.



Marketing

- You have to sell yourself!
 - Logos
 - Emails
 - Mailings
 - Social media
 - Brochures
 - Posters
 - Packaging and labeling
 - Invoicing
 - T-Shirts, hats, etc.
 - EVERYTHING!
- Be professional at all times. It matters!



Juniper Hill Farms, LLC							Invoice	
1547 N 2000 Road Lawrence, KS 66044 (785) 840-4892							Date	Invoice No.
							01/09/14	909
Bill To:							Ship To:	
PO Number	Terms	Rep	Ship Date	Ship Via	FOB	Project		
			01/09/14					
Item	Description	Quantity	Price Each	Amount				
				Total	\$0.00			



2017 Vegetable Availability Guide



Juniper Hill Farms, LLC

1547 N 2000 Road

Lawrence, Kansas 66044

(785) 840-4892

Scott@jhf.ks.com





Marketing Strategies

- Farmers Market
 - Pros
 - Premium price received
 - Customer connections and community building
 - Ability to grow more unique crops
 - Weekly CASH income
 - Cons
 - Uncertain sales
 - Early mornings
 - Smaller quantities of produce moved



Marketing Strategies

- Farmers Market
 - How many markets can you handle. Can a single market support your operation, or do you need additional markets to make it economically sustainable?
 - Can you handle more markets
 - Staffing
 - Accounting
 - Liability



Marketing Strategies

- CSA (Community Supported Agriculture)
 - Pros
 - Upfront “Seed Capital”
 - Guaranteed market
 - Building of community
 - Cons
 - Crop planning to keep CSA share vibrant every week
 - Customer relations
 - Weekly drop site setup
 - Waiting for CSA members to pick up shares...



Marketing Strategies

- Cold Calls and On-the-Fly Marketing
 - Pros
 - No commitments
 - Ability to supply whoever wants your produce
 - Cons
 - Can you sell it all?
- Perfect for
 - Growing small amounts of unique items
 - Moving excess produce



Marketing Strategies

- Agreements (Non-Contract)
 - Pros
 - Establishment of Price and Quantity needs
 - Helps to determine market availability
 - Cons
 - Because it is only an agreement, buyer might not purchase the amounts you roughly agreed to supply!
- Perfect for
 - Independent Grocery Stores
 - Restaurants



XXXXXXXXX Vegetable Agreements

Delivery Day: Confirm Friday, Deliver Friday AM week later

Date Completed: 3/7/14

Crop/Variety:	Item/ Case	Type	Case/Week			Price/Case			Unit Price			Notes:
			Sales Volume			Sales Volume			Unit Price			
			Low	Med	High	High	Med	Low	Low	Med	High	
Kale (Starbor F1)	24	B	3	4	5	\$30.00	\$32.50	\$35.00	\$1.250	\$1.354	\$1.458	
Cabbage												
Red (Super Red 80 F1)	14	pc	1	2			\$40.00			\$2.86		
Green (Storage No. 4 F1)	14	pc	1	2			\$30.00			\$2.14		
Brussel Sprouts (Nautic F1)	10	lb	1				\$25.00			\$2.50		
Beets (Merlin F1, Red Ace F1)	24	B		2	3	\$26.40	\$30.00	\$35.00	\$1.10	\$1.25	\$1.46	
Cilantro (Calypso)	30	B		1			\$30.00			\$30.00		
Encore Lettuce (Clamshell)*	6	pkg	8	10	20	\$13.00	\$14.00	\$15.00	\$2.17	\$2.33	\$2.50	5 oz clamshell
Ovation Greens (Clamshell)*	6	pkg	8	10	20	\$13.00	\$14.00	\$15.00	\$2.17	\$2.33	\$2.50	5 oz clamshell
Spring Mix (50/50 mix)	6	pkg	10	20	30	\$13.00	\$14.00	\$15.00	\$2.17	\$2.33	\$2.50	
Head Lettuce	24	head	8	10	20	\$27.00	\$30.00	\$33.00	\$1.13	\$1.25	\$1.38	
Radish												
Standard**	24	B	1	2			\$30.00			\$1.25		**1-2 cases total
Speciality (Red Meat, Nero Tondo)**	24	B	1	2			\$30.00			\$1.25		**1-2 cases total
Onions												
Green Onions	24	B	1	2			\$18.00			\$0.75		
Red Onions**	50	lb	1	2		\$47.50	\$50.00	\$55.00	\$0.95	\$1.00	\$1.10	
Sweet Yellow (Candy F1)**	50	lb	1	2		\$47.50	\$50.00	\$55.00	\$0.95	\$1.00	\$1.10	
Yellow (Walla-Walla)**	50	lb	1	2		\$47.50	\$50.00	\$55.00	\$0.95	\$1.00	\$1.10	
Potatoes												
Red (Co. Rose, Sangre 11)**	50	lb	2	6	10	\$45.00	\$47.50	\$50.00	\$0.90	\$0.95	\$1.00	**will buy 200-1000#/week all together
Yellow (Yukon G, Ger. BB)**	50	lb	2	6	10	\$45.00	\$47.50	\$50.00	\$0.90	\$0.95	\$1.00	
Purple (Purp. Majesty)**	50	lb	2	6	10	\$45.00	\$45.00	\$50.00	\$0.90	\$0.90	\$1.00	
Red White Blue Potato Medley	40	lb	1	3	5	\$60.00	\$65.00	\$70.00	\$1.50	\$1.63	\$1.75	
Tomatoes												
Cherry Tomatoes (see below)	12	pkg	4	5	10	\$24.00	\$30.00	\$31.20	\$2.00	\$2.50	\$2.60	Pints
Heirloom Tomatoes (TBD)***	20	lb	1	2		\$40.00	\$45.00	\$53.00	\$2.00	\$2.25	\$2.65	***every once in a while
Field Tomatoes (TBD)	20	lb	15	25	40	\$20.00	\$22.00	\$25.00	\$1.00	\$1.10	\$1.25	stage 2 preferred
Roma Tomatoes (TBD)	20	lb	2	5		\$23.00	\$25.00	\$31.00	\$1.15	\$1.25	\$1.55	stage 2 preferred



Marketing Strategies

- Contract Growing
 - Pros
 - Formal establishment of price and quantity demands
 - Secured market of crops grown
 - Cons
 - Failure to meet contracted quantity or quality
 - What if you cannot supply the contracted amount?
 - Need a clause for risk



- Perfect for
 - Restaurants
 - Wholesale



Marketing Strategies

- Selling Through a Broker
 - Pros
 - You do not have to spend all your time on the phone marketing your crop!
 - More time growing, less time marketing.
 - Cons
 - Brokerage Fee
 - Need for standardized packaging, and standardized case sizing
 - Price may be unknown...



Start your marketing early

- Work to establish agreements and contracts with your current customers, as well as your new ones.
- Establish prices that are agreeable for both parties involved.
- Commit to a customer, and make



sure to not promise too much!

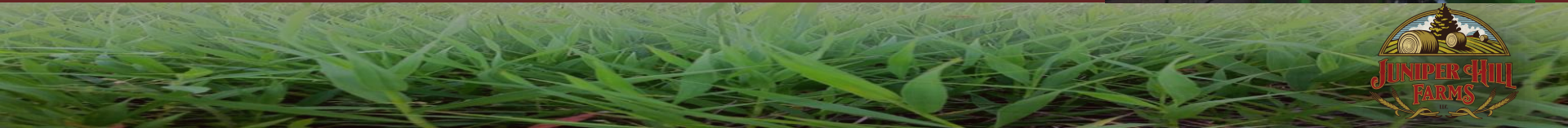


Anticipate Seasonal Demand

- But, be ready take price breaks to move your inventory.
- Know your markets, and what they desire.
- Market yourself well, and form long-lasting relationships with your customers.
- Keep up on consumer trends and industry changes.









Diversify!



Use diversification to grow!

- Hay/Forage
 - Builds relationships and allows us to run large equipment.
- Row Crops (non-gmo)
 - Allows us to rotate land with cash crops.
- Vegetables
 - Allows us to pay higher rents and maximize dollars per acre
- Brokering/consulting
 - Allows us to expand our grower networks, sale outlets, and build community relationships
- Community service (boards)
 - Work and build relationships with the community!



The more diversified you
are the larger the
challenge. However you
can spread your fixed
costs over more
enterprises to make all of
them more profitable!



Build Relationships



Get to know your neighbors!

- You are all in this together.
- Be open to different view points.
- Utilize your networks.
 - Tool sharing
 - Idea sharing
 - Market sharing
- Stop by and have a beer with your row crop neighbor!



Thank you!



Questions?

