3PLs In An Increasingly Craft/Local/Clean Label World: The Jeni’s Splendid Ice Creams Experience

John Lowe, CEO of Jeni’s Splendid Ice Creams
I’m Here
Because...
I Tried
(And Failed)
to Disrupt
Your Industry

by John Lowe, John@jenis.com. For viewing by GCCA Members Only. May not be shared or duplicated.
I Tried (And Failed) To Join Your Industry

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I’m a customer of six of you.
I want to be a customer of more of you.
And There Are A Lot More Potential Customers Like Me, For You.
Potential Customers Who Cannot ... 

Find You,

Get You To Call Them Back,

Get You To Speak A Language They Understand,

Get You To Send Them Information Their Systems Can Handle.
Here is my plan:

8 Mins on Our Company’s History
2 Mins on My Failed Attempts
4 Mins of History
3 Mins of Useless Facts
2 Mins of Current State of Food
1 Minute on Future of Food
1 Min on Why/How/What To Sell
My Contact Info
Our Company History, In Pretty Pictures
And Hopefully A Couple of Laughs

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We are devoted to making better ice creams and bringing people together.

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JENI BRITTON BAUER

“NO ONE ELSE MAKES ICE CREAM LIKE JENI BRITTON BAUER.”

– Food & Wine

JAMES BEARD AWARD WINNER
Jeni’s Splendid Ice Creams at Home

ASPEN INSTITUTE’S
HENRY CROWN FELLOW

FAST COMPANY’S
100 MOST CREATIVE PEOPLE IN BUSINESS

GOLDMAN SACHS
BUILDERS + INNOVATORS SUMMIT
Most Intriguing Entrepreneur

SPECIALTY FOOD ASSOCIATION
VISIONARY LEADERSHIP AWARD WINNER

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“We’ve worked hard to get this right, building our ice creams from the ground up to melt in a very specific way—thinly, cleanly—and to reveal scent and flavor as it slowly melts. We geek out over ice cream science, rearranging the molecules to support all four sensory elements of ice cream: flavor, texture, body, and finish.”

- Jeni Britton Bauer
“Jeni has become the Madonna of the ice cream world.

She’s known by her first name alone and can draw hundreds to a scoop shop with the promise of a meet-and-greet.”

— Cherry Bombe

**EPICURIOUS 'PRICE POINTS’ VIDEO**
*Ice Cream Expert Guesses Cheap vs Expensive Ice Creams*  
This Epicurious video hit the #4 slot on YouTube’s trending chart and has over 1.9 million views.

**NPR’S HOW I BUILT THIS WITH GUY RAZ**
*Live podcast episode*  
**VICELAND’S THE ICE CREAM SHOW**
*Premiere episode—“How to Succeed in Ice Cream”*

**BORN X TASTEMADE AWARD**  
*Food + Design*

**CREATIVE PEP TALK**
*How to Create Art People Crave with Jeni Britton Bauer*

**CHERRY BOMBE**  
Jeni Britton Bauer: The Queen of Modern Ice Cream

**GOOP**  
*How Dallas Does a Backyard Dinner Party*

**DELISH**
*10 Women-Run Food Businesses You Should Be Supporting*

**COOKING LIGHT**
*You’ve Never Tasted Anything Like This Frosé Sorbet*
How This Ice Cream Brand Built a Brand by Building Community

Founder of Jeni’s Splendid Ice Creams sits down with Entrepreneur Network partner Jen Hacker to talk about how she built her brand.
### The Team Around Jeni

#### Previous Experience / Board Memberships

<table>
<thead>
<tr>
<th>John Lowe</th>
<th>CEO</th>
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<tbody>
<tr>
<td>Poe Timmons</td>
<td>EVP</td>
</tr>
<tr>
<td>Ami Mathur</td>
<td>CCO</td>
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<tr>
<td>Rachelle Lynch</td>
<td>CSO</td>
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<tr>
<td>Dan Sierzputowski</td>
<td>SVP, Retail</td>
</tr>
<tr>
<td>Mary Kamm</td>
<td>Safety, Quality &amp; NPI</td>
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Certified B Corp Since 2013

OUR SCORES:
2016: 84
2018: 94 (+12%)
Median: 55 / 200

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It takes a community of people to build ice cream from the ground up: growers, makers, producers, suppliers, customers. We call it the fellowship model.
SHOPS
WHOLESALE
ECOMMERCE

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“Jeni’s Ice Creams now open in South End. Brace for citywide freak out.”

— Charlotte Agenda

ATLANTA, GA
Avalon
Decatur Square
Krog Street Market
Westside Provisions

CHARLESTON, SC
King Street

CHARLOTTE, NC
South End

NASHVILLE, TN
12 South
Brentwood
East Nashville
Factory at Franklin
Hillsboro Village
Nashville Farmer’s Market

WASHINGTON, D.C.
14th Street

ST. LOUIS, MO
Central West End

CHICAGO, IL
Armitage
North Wells
The Park at Wrigley
Southport
Wicker Park

CLEVELAND, OH
Chagrin Falls

COLUMBUS, OH
Bexley
Clintonville
Columbus Commons
Dublin
Easton Towne Center
German Village
Grandview Heights
North Market
Powell
Short North

LOS ANGELES, CA
Calabasas
Larchmont
Los Feliz
Venice

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WHOLESALE PARTNERS

Amazon Fresh  Fresh Thyme  Fresh Thyme
Bristol Farms  Gelson's Markets  Metcalfe's Markets
Brooklyn Fare  Goddess & Grocer Chicago  Plum Markets
Caviar & Bananas  Heinen's  Royal Blue Grocery
Central Market  Jungle Jim's  Savenor's Market
Cosentino's  Kowalski's Markets  Standard Market
Dean & Deluca  LSG Sky Chef  Straub's
Delta Air Lines  Lucky's Markets  Sunset Foods
Dorothy Lane Market  Marcyk Fine Foods  The Fresh Market
Fairway Markets  Mariano's Fresh Markets  Treasure Island
Foxtrot Chicago  Meijer  Union Market

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TWO FUN FACTS

NATIONALLY:
ABOVE $5.99

▪ **FASTEST GROWING**
  super premium brand

▪ **#1 TURNING**
  super premium SKU

Source: SPINS Satori, Fz Ice Cream Dairy Pints, >5% ACV, >$5.99 Base ARP, 52 weeks ending 12/2/18, Total US Food
MORE FUN FACTS

ICE CREAM, MORE BROADLY:

ABOVE $3.99:

- **#1 TURNING** premium brand at a major retailer in ATL

- **#1 TURNING** premium SKU at a major retailer in ATL

OVERALL – Regardless of Price

- **#2 TURNING** pint SKU – regardless of price - at a major retailer in ATL

Source: SPINS Satori, Fz Ice Cream Dairy Pints, >5% ACV, 52 weeks ending 12/2/18, Total US Food

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NATIONWIDE, OUR FANS ARE PAYING $12/PINT + SHIPPING.

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CAN'T BUY ME LOVE
BUT YOU CAN BUY ME ICE CREAM
Okay, Enough of the Pretty Pictures.
Now the History.
For Health... eat some food from each group... every day!

GROUP ONE
GREEN AND YELLOW VEGETABLES...
- some raw — some cooked, frozen or canned

GROUP TWO
ORANGES, TOMATOES, GRAPEFRUIT...
- or raw cabbage or salted greens

GROUP THREE
POTATOES AND OTHER VEGETABLES AND FRUITS
- raw, dried, canned, frozen or canned

GROUP FOUR
Milk and milk products...
- Fluid, evaporated, dried milk, or cheese

GROUP FIVE
MEAT, POULTRY, FISH, OR EGGS...
- or dried beans, peas, nuts, or peanut butter

GROUP SIX
BREAD, FLOUR, AND CEREALS...
- Natural whole grains — or enriched or refined

GROUP SEVEN
BUTTER AND FORTIFIED MARGARINE
- with added Vitamin A

IN ADDITION TO THE BASIC 7...
EAT ANY OTHER FOODS YOU WANT

U.S. GOVERNMENT CHART

U.S. DEPARTMENT OF AGRICULTURE
Meanwhile...(Useless Facts Ahead)
Figure 3. Cartographic Map of Cooperative Distributors, 1982-2008

1982

1989

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Adapted from Northeast Cooperatives (Gutknecht 2003)
Figure 1. Top Four, Eight, and 20 Firms’ Share of U.S. Grocery Store Sales.

Phil R. Kaufman, USDA
Figure 4. Cluster Diagram of Major Organic/Natural Foods Distributors, 2008

- Distribution Plus
- Haddon House
- Nutrasource
- Mountain Peoples Warehouse
- Whole Foods Express
- Albert's Organics
- Select Nutrition
- Boulder Fruit Express
- Stow Mills
- Roots & Fruits
- Hershey Import
- Blooming Prairie
- FORC
- Ray's Food Service
- Preisco/Jentash
- Specialty Food Distributors
- BEC Trading
- Hagemeyer (N.V.) Specialty Foods Group
- McLane Co.
- Organica
- Wine & Schultz
- Tree of Life
- Kehe
- United Natural Foods
- Cornucopia Natural Foods
- BGS Distributing
- Harvest Provisions
- Natural Food Systems
- Earthly Organics
- Rainbow

Distributors (size proportional to annual sales)
- Acquisitions
- Acquisitions (formerly co-ops)

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Why Sell To That?
How To Sell To That?
What To Sell To That?
Why Sell To That?

& Price Isn’t The First Question

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How To Sell?  

Hint: They Don’t Golf
What To Sell?

Sell A Product, Not A Service

Sell Simplicity

Repackage For The Clueless

Rent A Pallet Slot/6 Month

Charge Unlimited Monthly Touch Fee

Get Paid for the Hassle

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